



Actor and Power Dimensions in Collaboration Management of the "Tour of Lake Toba" Musical Performance

Tri Danu Satria[✉], Slamet Haryono, Udi Utomo
tridanusatria@students.unnes.ac.id

Universitas Negeri Semarang, Indonesia

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Abstrack

Tour of Lake Toba is a musical performance initiated by Rumah Karya Indonesia as the organizational institution responsible for this performance which is based on the idiom of traditional musical culture in the Lake Toba area. The Tour of Lake Toba musical performance has the theme Sira, which is an acronym for *Sinergi Rasa*. Sira in the lexicon of the North Sumatra Cultural region means salt brought by sira travelers or salt bearers from coastal areas to the highlands as an artifact of the exchange of objects and knowledge that occurred in the past. The aim of this research is to discuss the actor and power dimensions in the Tour of Lake Toba musical performance. The method used in this research is qualitative using a naturalistic approach. The research is discussed using Jo Hatch's rational organization theory approach. The research results show that the tour of Lake Toba musical performance involves various actors, both main actors and supporting actors. These actors create cooperation that produces a performance output that is bound by a cooperation agreement. From this agreement, a process emerged consisting of planning, organizing, mobilizing and supervising the musical performance tour of Lake Toba in the cities of Bandung, Jakarta, Yogyakarta and Solo. Rumah Karya Indonesia Institution builds a strong social network. These connections and relationships are used to obtain support, resources, and information. So this becomes a network that provides specific power in carrying out North Sumatran traditional performances on the island of Java.

Keywords: Collaboration, Management, Music Performance, Tour of Lake Toba

INTRODUCTION

Traditional arts performances are an important part of a society's cultural heritage. Traditional art often reflects the identity, history and cultural values of a community. In the era of rapid globalization, traditional performing arts are becoming increasingly relevant because they can maintain and strengthen cultural identity. According to Iskandar (2004: 123), cultural identity is a distinctive character of a group communication system that emerges from certain situations. Cultural identity includes seven characteristics (properties). First, self-perception; either in the form of self-description (avowal) or self-description by others (ascription), for example through stereotypes and naming (attribution). Traditional arts performances are an important component in maintaining, respecting and recognizing the cultural identity of a society. Through art, values, history and cultural riches can be passed on to future generations, while also strengthening one's sense of cultural identity and pride. Mukti (2022:5) states that all forms of art that live and develop in an area cannot be separated from the behavior or norms that exist in that society. An art form will continue to coexist with the community that supports it.

The Tour of Lake Toba musical performance is a collaborative performance based on the idioms of traditional musical culture in the Lake Toba area, namely Karo, Simalungun, Pakpak and Batak Toba. Collaboration is a form of cooperation, interaction, compromise of several related elements, both individuals, institutions and parties involved directly or indirectly who receive the consequences and benefits. Collaboration can be interpreted as working together to create something (Hidayati, 2023:92). The Tour of Lake Toba musical performance was initiated by Rumah Karya Indonesia as the organizational institution responsible for this performance. Rumah Karya Indonesia focuses on 3 programs,

namely Arts Management, Research and Publishing, Workshops and discussions.

RKI was founded in 2014 and remains consistent in strengthening Human Resources, especially for the North Sumatra region through young people. The RKI arts management program has successfully carried out various cultural and tourism-based arts performances or performances in the Lake Toba area, including the Jong Batak Arts Festival (from 2014-Present), Dokan Arts Festival (from 2015-Present), Lake Toba Traditional Music Festival (2021-2022), and Tao Silalahi Arts Festival (from 2017-present).

From 2014 until the author conducted this research, Rumah Karya Indonesia has always been successful in holding art performances in terms of its performance management system, where all of the performance locations are in the North Sumatra region. In the program being carried out in 2023, Rumah Karya Indonesia will present music performances and film screenings with a touring concept entitled Sira; Tour of Lake Toba. The changes presented in the Tour of Lake Toba music performance from previous programs are changes in form, concept and modernity. Rumah Karya Indonesia places big cities which also have a strong cultural identity on the island of Java, namely the cities of Jakarta, Bandung, Yogyakarta and Solo as locations for performance areas. This is important to examine from the perspective of performance collaboration management, because this time the performance will be held in a location far from the home base of Rumah Karya Indonesia. The performance that will be presented by Rumah Karya Indonesia in the Tour of Lake Toba will highlight the ethnicities in the Lake Toba area, namely Karo, Simalungun, Pakpak and Toba. As stated by de Fretes (2020: 110), musical performance is understood as a stage in the musical process that manifests musical ideas from the composer to the audience through the skills of the musicians. In a broader sense, musical performances such as shows, recitals,

concerts, shows, festivals and carnivals, are seen as part of everyday life. Musical performance is a powerful form of artistic expression. Through music, artists can convey their emotions, thoughts and experiences to listeners in a unique and powerful way. Rahoetomo and Haryono (2017) stated that music can be used as a means of interaction in artistic activities. Goldberg in Pristiati (2018:234) mentioned that performance art has accepted as art media since 1970. At that time, the conceptual art that consists of art ideas on product and art that cannot be bought and sold.

The Tour of Lake Toba music performance has the theme SIRA which is an acronym for 'Sinergi Rasa'. Based on initial observations made by the author, Sira in the lexicon of the North Sumatra Cultural region means 'salt' carried by 'perlanja sira' or salt bearers from coastal areas to the highlands as an artifact of the exchange of objects and knowledge that occurred in the past. Sira is used as part of gastronomic and medical equipment. This theme was raised as part of introducing the cultural identity of the Lake Toba strategic tourism area. As is known, Lake Toba in North Sumatra is a Super Priority Tourist Destination designated by the President of the Republic of Indonesia through the Ministry of Tourism and Creative Economy so that it can be developed to increase tourism in Indonesia. It is important to discuss and research how the collaborative management carried out by Rumah Karya Indonesia is carried out so that the music performance tour of Lake Toba can involve many interested government organizations and the artists themselves in advancing culture in the Lake Toba area.

This research aims to analyze and discuss the actor dimensions in performance collaboration management carried out by Rumah Karya Indonesia through the perspective of Jo Hatch's rational organization theory. This is because performing arts production management involves organizing as a production process in the context of

performing arts such as theater, music, dance and other performing arts. According to Suganda (2022), performing arts production management can be interpreted as efforts to manage resources through a transformation process into efficient and successful performing arts products. Meanwhile, what is meant by professional performing arts production management is management whose implementation is always based on actions that are rational, effective, efficient, oriented towards achieving high quality results, and in accordance with the conditions of the cultural environment.

The concept of collaboration or interorganizational relations can be traced from the interorganizational theory approach. This theory focuses the study on interdependence and the strategies chosen by organizations in these relationships. Jo Hatch (1997) states that collaboration can be viewed from the dimensions of actors, processes, decisions, power, and information/values. The tracking results can be seen from the development of the organizational science approach starting from the rational organizational theory, contingency and interorganizational theory approaches.

Based on the author's knowledge, this research has never been conducted. So it is important to carry out research to look at the collaboration dimension in music performance management. So, it is hoped that this research will be able to produce findings about actor dimensions and strengths (power) in collaborative management of traditional musical performances.

METHODS

The method used in this research is qualitative using a naturalistic approach. According to Kuntjara (2006:4) research using a naturalistic approach has several criteria that are commonly used in research. These criteria include: 1) carried out where the subject is in the actual environment. 2) using human instruments in the research. 3) instinct and

intuition play a role and are taken into account in research. 4) using qualitative methods. 5) the selection of research samples was not carried out randomly. 6) prefer to use inductive methods. 7) use of grounded theory. 8) research plans can change at any time. 9) the results obtained can be negotiated. 10) reporting research results in narrative form. 11) data needs to be interpreted based on the case rather than generalizing. 12) the application of research results is temporary. 13) The criteria for the validity of research results do not follow the conventional research model, but are determined based on credibility, whether the results can be transferred, the reliability of the results, and their certainty.

The paradigm used in naturalistic qualitative research prioritizes mutual influence between researchers and research respondents. Qualitative research, also known as naturalistic research, is a way of collecting and analyzing qualitative data where the research is carried out in natural conditions (natural settings). Qualitative data is obtained through data collection methods that focus on in-depth understanding of the perspectives, experiences and context of the individuals or groups studied. Some common qualitative data collection methods include interviews, observations, document studies, FGDs, case studies, archival analysis and so on. Apart from that, there are also other qualitative data collection techniques such as reflective journals, participant observation, or content analysis. The data collection methods used in qualitative research are selected based on the research objectives, research context, and population studied.

In analyzing the problems stated in the problem formulation, the researcher uses a naturalistic qualitative approach which will be used to examine how collaboration

management includes content, audiences and workers seen from the collaborative management dimensions of the Tour of Lake Toba music performance presented by Rumah Karya Indonesia.

RESULTS AND DISCUSSION

Sira Music Performance (Tour of Lake Toba)

Sira; Tour of Lake Toba is a collaborative performance based on the idiom of traditional musical culture in the Lake Toba area. This performance highlights 4 tribes or 4 ethnic groups in the Lake Toba area, namely Simalungun, Pakpak, Toba and Karo. Based on the results of interviews conducted by researchers with Mr. Marojahan Manalu as Director of Rumah Karya Indonesia, Sira is interpreted as "Synergy of Taste" in the context of Performing Arts as one of the steps in promoting tourism in the Lake Toba area, especially Culture-Based Tourism. Sira is a contribution to thinking about tourism culture and practice in reality.

In the lexicon of the cultural region of North Sumatra, Sira means salt brought by Sira travelers or perbobah (salt bearers) from coastal areas to the highlands as an artifact of the exchange of objects and knowledge that occurred in the past. Until now, Sira has become an important part of people's lives, especially in the Lake Toba area. Then this theme was adopted as an idea or concept in showing the arts in the Lake Toba area through the Sira performance; Tour of Lake Toba. The SIRA performance includes performances of musical works that use traditional idioms by four composers and documentary films as supporting visuals that convey a message of connection and balance over Lake Toba.



Figure 1. Sira Music Performance Poster; Tour of Lake Toba (Source: Rumah Karya Indonesia, 2023).

Interesting things presented in Sira's musical performances; Tour of Lake Toba, namely, the concept of this performance will be shown on the island of Java with large cities as the destination of the performance. These cities are Jakarta, Bandung, Yogyakarta and Solo. Conceptually, this aims to introduce the wider community to the culture that exists in the Lake Toba area, inviting people to come to Lake Toba with its rich culture, strengthening the Lake Toba tourist destination in a symmetrical way, where the tourism elements are tied into a unified whole and are holistic in an effort to move tourism as part of participatory and collaborative work.

Collaboration Management at the Tour of Lake Toba Music Performance

Collaboration management refers to the approach or practice of managing cooperation and interactions between individuals, teams, or organizations with the goal of achieving better or more effective results than can be achieved individually. According to Tadjudin (2000) collaboration is a concept of relations between organizations, relations between governments, strategic alliances and multi-organizational networks. Munt (2003:6) states

that collaboration is working together. Collaboration is directed at achieving goals as desired by individuals, groups, institutions or organizations to produce a meaningful and sustainable output. In collaboration, inter-organizational relationships occur and with these relationships, cooperation will be created. Murbiyantoro (2012:6) states that good management is management that is created in accordance with the nature of the performance and the audience. If management is to be improved, then the form and content of the show also need to be adjusted, meaning that there must be adjustments or even quite significant changes.

In the Tour of Lake Toba musical performance initiated by Rumah Karya Indonesia, management played a very important role in the implementation of the performance. This of course cannot be separated from the collaborative management carried out by Rumah Karya Indonesia. Pitsis (2004:51) states that management develops the vision that tells the organization where to go, the strategic intent that gives the organization its direction. Management makes decisions regarding strategic direction, action plans to implement them, and forms of control to evaluate their impact. Typically, decision-making models are described as well-organized, rational, and logical processes

Rumah Karya Indonesia Institution has a structured organizational environment and scope in every activity carried out. Rumah Karya Indonesia's collaborative management process involves various stakeholders who can support its success and process. Emery and Trist (2000) stated that any organization is currently facing turbulent challenges which result in each organization becoming interdependent with one another. The antidote to this condition is by building collective capacity through collaborative stakeholder efforts.

Collaboration in the perspective of inter-organizational relations today was put forward by Hickman and Silva in Limerick (1993), who stated there are eight dimensions of future

organizations as a response to an ever-changing world. These eight dimensions are managing global markets, building a new kind of alliance between the public and private sectors, balancing competition with collaboration, drawing investors into corporate environment, accepting corporate responsibility, designing new forms of organizations, integrating sub cultures, and tuning every employee into the new millennium. One of these eight dimensions is designing a new form of organization. The design of the new form of organization is directed at changes in several characteristics. First, organizations move from independent forms to collaborative strategies. Second, organizations move from hierarchical organizations to network organizations. Third, move from a participation model to a collaborative culture.

The concept of collaboration or interorganizational relations can be traced from the interorganizational theory approach. This theory focuses the study on interdependence and the strategies chosen by organizations in these relationships. Jo Hatch (1997) states that collaboration can be viewed from the dimensions of actors, processes, decisions, power, and information/values. The tracking results can be seen from the development of the organizational science approach starting from the rational organizational theory, contingency and interorganizational theory approaches as shown in the following table:

Table 1. Development of the Organizational Science Approach
(Source: Mary Jo Hatch, 1997)

No.	Dimensions	Rational Organization Theory Approach
1	Actor	Organization as a coherent unit with clear goals
2.	Process	Rational, determined from above, directed towards the highest goals and output through planning, organizing and controlling.
3.	Decision	Results Strategic actions of central authorities, objectives; achieve the targets that have been formulated.
4.	Power	Clearly, the authority structure is at the center (top of the organization)
5.	Information/Values	Use scientific methods to gather available information. Goals/and values are clear

Actor Dimension in Collaborative Management

Actors in this case can be people, groups, organizations or combinations thereof who are capable of making decisions and acting accordingly in a more or less

coordinated way. In the musical performance Sira; Tour of Lake Toba, the actors who play roles include institutions, communities and government organizations. Actors play a key role in the success and implementation of the Tour Of Lake Toba musical performance. Rout in Canadas (2016) stated that actors in a community institution have different interests and resources so that their interactions are determined by the amount of power they have and the networks built in society. A network of actors fights for its goals through joint action in accordance with the problems faced together. These actors have certain roles and responsibilities in supporting organizational functions and performance.

Actor dimensions in collaborative management of Sira music performances; Tour of Lake Toba is determined by the level of role of each actor and its influence on the implementation of the Tour of Lake Toba performance. In this context, things that influence actors in collaboration management include planning and implementation (managerial), funding sources and support, marketing and publication. Based on the results of observations made by researchers, there are main actors who dominate and supporting actors in the implementation of the tour of Lake Toba music performance. These actors consist of institutions, government organizations, communities, news media, artists as individual actors, and influencers as attractions.

Main Actor

The main actors in the Tour of Lake Toba musical performance are the Rumah Karya Indonesia Institute together with the Artists or Composers as the initiators of the performance consisting of Brevin Tarigan, Sintong Brifo Pasaribu, Hiskia Anry Purba, and Tria Amelia Simbolon, as well as government organizations that provide funding sources and support, namely the Ministry of Education, Culture, Research and Technology together with the North Sumatra Cultural Park UPT.



Figure 2. Composers the Tour of Lake Toba

The dominant main actor in the success of the Tour of Lake Toba musical performance is Mr. Marojahan Manalu as the producer of this performance. Based on researchers' observations, producers have responsibility in making decisions. This is in line with the opinion of Maylanie (2022:272) who states that decision making by a leader (maker and implementer of decisions) influences overall performance. All decisions taken by the leader must have a positive impact on the management of the performance being carried out.



Figure 3. The producer is giving direction to the crew in preparing the Tour of Lake Toba musical performance. (Source: Tri Danu Satria, 2023).

As shown in Figure 3, Mr. Marojahan Manalu as the producer of the Tour of Lake



Toba music show acts as the main actor. Where this role is a vital action carried out as a producer to provide direction, communication and diplomacy to external parties.

Supporting Actor

Supporting actors in this show consist of government organizations, including; 1) DKI Jakarta Culture Service, 2) Bandung Arts and Culture Institute (ISBI), and 3) Surakarta Indonesian Arts Institute (ISI). In this case, the government organization provides support for facilities and space for performing performances in the cities of Jakarta, Bandung and Solo. Then there are communities, namely 1) Indonesian Arts Activists Society (MPSI). 2) Kafka Space, and 3) Indonesian Charm Generation (GENPI). News media is also no less important in shaping the implementation of performances in terms of publication in the form of news. The media partners in the tour of Lake Toba show are: 1) Medan Bisnis Daily and, 2) Tribun Medan.

Then there are public officials and influencers as promotional steps through videos on social media to support this activity. The following is a list which can be seen in table 2. below:

Table 2. List of Public Officials and Influencers involved in the promotional process for the Tour of Lake Toba music show

N	Photo and name	Position or Profession	Video Links
1	 H. Musa Rajekshah	Deputy Governor of North Sumatra	bit.ly/MRSIR A
2.	 Zumri	Head of the Provincial Culture,	bit.ly/ZUSSIR A

N	Photo and name	Position or Profession	Video Links
		Sulthony, S.Sos., M.Si.	Tourism and Creative Economy Service. North Sumatra
3.	 Tika Panggabean	Film Actress and Singer	bit.ly/TPSIRA
4.	 Jeka Saragih	UFC athlete	bit.ly/JSSIRA
5.	 Novia Situmeang	Top 6 Indonesian Idols	bit.ly/NSSIRA
6.	 Tanta Ginting	Film Actor	bit.ly/TGNSIR A

Collaboration between main actors and supporting actors allows for effective interaction in communication. The actors involved in the Tour of Lake Toba musical performance can take on leadership roles in collaborating, leading the team, and providing the direction needed to achieve common goals. Actors are emphasized to have a strong understanding of the shared goals of the collaboration and how their roles can support

the achievement of those goals. This involves active involvement in collaborative planning and strategy.

Power Dimensions

In the context of community organizations, strengths are positive aspects or internal resources that can be utilized to achieve goals and have a positive impact on the community. Community organizations often build strong social networks. These connections and relationships can be used to obtain support, resources, and information. So this becomes a network that provides specific strengths. Limmerick (1993) believes that networks are part of management that utilizes human resources as a strength.

Rumah Karya Indonesia has a collaborative arts base through various communities. The tour of Lake Toba is a long process starting in 2021 through the Lake Toba Traditional Music Festival (LTTMF) which is part of the Indonesian Traditional Music Festival (FMTI). At that time, this activity was attended directly by the Ministry of Education, Culture, Research and Technology. With a strong community network base, we provide trust to various Government Institutions and Organizations in carrying out the goals of Cultural Advancement in accordance with the Law. Apart from a strong network, we present a research forum, the creation of new works, and a space for collaboration on musical idioms from four groups in the Lake Toba area. So this idea becomes the strength that we need to offer to stakeholders in advancing the culture in the Lake Toba area.



Figure 4. Lake Toba Traditional Music Festival Network by Rumah Karya Indonesia

Rumah Karya Indonesia has a bargaining value, a bargaining position, and we continue to carry out activities, are close to the community, and operate in the cultural sector. So that there is sustainability in the process.



Figure 5. Signing of the MoU between Rumah Karya Indonesia and ISI Surakarta

Rumah Karya Indonesia has the power to carry out diplomacy or audiences with institutional elements as part of the stakeholders in building culture together as a strength. And Rumah Karya Indonesia also signed a collaboration through an MoU as part of its commitment to building culture together with government agencies and universities.

Pemerintahan/Instansi		
1. Dinas Pariwisata, Kebudayaan, Pemuda dan Olahraga Kab. Deli	2. Dinas Kebudayaan, Pemuda, Olahraga dan Pariwisata Kab. Karo	3. Pemerintah Kabupaten Toba
4. Dinas Kebudayaan, Pariwisata, dan Ekonomi Kreatif Kab. Simalungun	5. Dinas Kebudayaan, Pariwisata, dan Ekonomi Kreatif Prov. Sumatera Utara	6. UPT. Taman Budaya Sumatera Utara
7. Dinas Kebudayaan DKI Jakarta	8. HBI Bandung	9. HBI Surakarta
10. SMK Mawartha	11. SMA Santo Petrus Solikizing	12. Jaringan Geopark Indonesia
13. Toba Caldera Geopark	14. BPNB Aceh	15. Bepko Kompartekol
Komunitas		
1. Duta Muda Internasional	2. Komunitas Persepsi Pemasaran	3. Duta Duta
4. Ruang Kreatif Impact Emak	5. Sanggar Tari Dasi Elham	6. Spesialista Bercerita
7. WS Studio	8. Unsur Adventure	9. Komunitas Sporelabing
10. Himpunan Nusantara	11. Indonesia World Music Series	12. Lilyganch
13. Keluarga Seni Batak Jemur	14. Belirang.com	15. Sirkam Pemasaran
16. Naposo PBBB Hatagol	17. Perlokas Solo	18. Marga Sibero UKIDH
19. Naposo PPNB Bandung	20. Naposo Sibiring Jabodetabek	21. Naposo Siborong-Jabodetabek
22. Naposo Nabaho Jabodetabek	23. Naposo Sumatera Yogyakarta	24. Naposo Tani Dibangutan Yogyakarta
25. Persepsi Yogyakarta	26. Black Mantra	27. Sekan Teras
28. Persepsi Masyarakat Batak Solo Raya	29. KNOI Kab. Simalungun	30. Pemuda Karya Nasional Kab. Simalungun
31. Sanggar Dilar Simalungun	32. DPK Himpun Unimed	33. Komunitas Nauri Sumat
34. DPM Sumat Yogyakarta	35. Sanggar Seni Prarang	36. Badang Utiak
37. Simobakso Team	38. Yayasan Atyp Saung Karo	39. Kalka Saung

Figure 6. Rumah Karya Indonesia team as a community

With the bargaining position that Rumah Karya Indonesia provides, this strengthens the organization in carrying out various diplomacy and communications with stakeholders or institutions that have interests. Stakeholders have a role that has a big influence on the success of a project or organization in cultural activities. Rumah Karya Indonesia not only has an interest in advancing culture, but has strong resources and a long track record, this is offered as a source of trust to all parties.

CONCLUSION

Collaboration management is an approach and practice in managing interaction and cooperation between individuals, teams, or organizations to achieve common goals. It involves coordination, communication, and integration of efforts of various parties working together to achieve desired results. Collaboration management can occur at various levels, from the individual level to the organizational level or even between organizations.

This research produces findings about touring traditional music performances in terms of organizational management. The tour of Lake Toba musical performance involves various actors, both main actors and

supporting actors. These actors create cooperation that produces a performance output that is bound by a cooperation agreement. From this agreement, a process emerged consisting of planning, organizing, mobilizing and supervising the musical performance tour of Lake Toba in the cities of Bandung, Jakarta, Yogyakarta and Solo. Rumah Karya Indonesia Institution builds a strong social network. These connections and relationships are used to obtain support, resources, and information. So this becomes a network that provides specific power in carrying out North Sumatran traditional performances on the island of Java.

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