PROSES ARTIKEL

JUDUL ARTIKEL ➔ **"Strategy of Governance in Transportation Policy Implementation: Case Study of Bus Rapid Transit (BRT) Program in Makassar City**

TAHUN 2018

ALAMAT JURNAL

Academy of Strategic Management Journal (Print ISSN: 1544-1458; Online ISSN: 1939-6104)

SCOPUS
Academy of Strategic Management Journal

Print ISSN: 1544-1458
Online ISSN: 1939-6104

About the Academy of Strategic Management Journal

Academy of Strategic Management Journal (ASMJ) is a scholarly business and management publication that offers an open access platform to discuss the latest discoveries and innovations in this field. Affiliated to Allied Business Academies, the journal strictly adheres to double blind peer review policy to maintain the publication quality.

With an acceptance rate of 30%, the journal considers theoretical and empirical works in Management, Strategic Management, Health Care Management, Strategy and Leadership as research articles, reviews, case studies and commentaries for publication. For more details on the types of manuscripts published and the categories of research accepted are displayed in Journal Matrix section of this website.

This journal caters to the needs of wide range of readers from across the sections of the society, including policy makers, business and management professionals, top management hierarchy, B-schools, individual researchers and scholars, academicians and students. In this direction it includes a vast spectrum of topics in this field including but not limited to marketing strategy, marketing management, strategic planning, strategic decisions concern, strategic management concepts, banking strategy, customer satisfaction management, and industrial management.

Authors who would like to discuss the potential interest in a manuscript may contact the Editorial Staff.

- Guidelines & Article Processing Charges
- Formatting Guidelines
- Publication Policies and Ethics
- Issues Frequency: "Bi-Monthly"

Volume Selector

2019

Volume 18, Issue 5	Volume 18, Issue 4	Volume 18, Issue 3	Volume 18, Issue 2

Editor-in-Chief

Dr. Shawn Carraher
University of Texas at Dallas, Jindal School of Management, Mailstop SM43, Richardson, TX 75080.

Dr. Sang-Bing Tsai
University of Electronic Science and Technology of China Zhongshan Institute, Management School, Guangdong 528400, China & Civil Aviation University of China, Tianjin 300300, China.

You may submit manuscripts online at:
https://www.scholarscentral.org/submission/academy-strategic-management-journal.html
By E-mail: managementstudy@abacademies.org

H Index: 11|Google Scholar h5 Index: 14

Scopus | Cite Score | 2018 : 0.93 | CiteScoreTracker 2019 : 1.12 (Updated monthly)
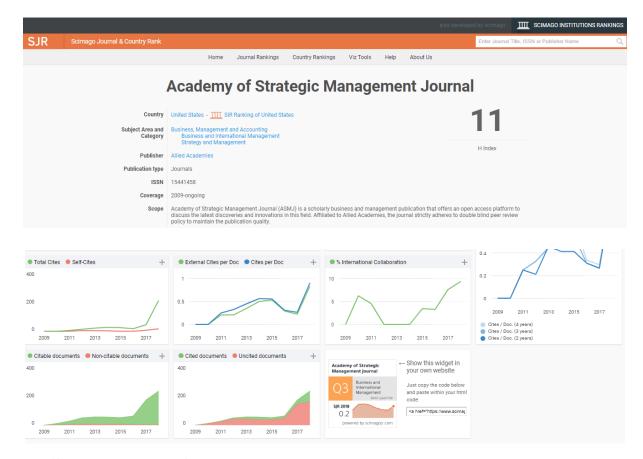
Abstracted/Indexed in

□ SCIMAGO	□ SCOPUS
□ ProQuest	□ LexisNexis
□ Cengage Gale	□ UGC
□ Google Scholar	□ CiteFactor
□ CNKI	□ J-Gate
□ Questia	□ DRJI
□ JournalTOCs	□ WorldCat

Available From	**Volumes**
2002 - 2019	18
Issues	**Articles**
18	607

https://www.abacademies.org/journals/academy-of-strategic-management-journal-home.html

RANGKING SCIMAGO JR

Adapun proses di Jurnal adalah sebagai berikut:

1. **Melakukan submit artikel melalui link:** https://www.scholarscentral.org/submission/academy-strategic-management-journal.html (terbaru).
2. **Pengelola jurnal akan menginformasikan melalui website mengenai status penulis (proses editor seperti: melakukan koreksi terhadap artikel yang dikirim apa sesuai dengan substansi dan template yang sesuai dengan *guidelines authors*)**
3. **Selanjutnya, author atau penulis menyesuaikan dengan saran editor pengelola jurnal.**
4. **Pengelola jurnal mengirim manuskipt tersebut, ke review jurnal (*double blind peer review process*).**
5. **Pihak pengelola jurnal menyampaikan hasil review. Apakah manuskrip tersebut siap untuk dilakukan perbaikan oleh author atau penulis atau ditolak.**
6. **Setelah dilakukan perbaikan oleh penulis, selanjutnya diinformasikan melalui system tentang keputusan pengelola jurnal, apakah diterima atau ditolak.**
7. **Setelah menyampaikan accepted letter, maka artikel tersebut, diproses lebih lanjut oleh pengelola jurnal untuk dilakukan publikasi.**

Kendala yang dihadapi oleh penulis:

Dalam proses tersebut di atas, telah dilakukan sesuai dengan prosedur akan tetapi yang jadi kendala adalah informasi yang terdapat dalam system tersebut, hanya sebagian dilihat di email. Selain itu, pada saat artikel memeroleh accepted letter segala proses tidak dapat lagi diakses.

Adapun bukti informasi yang terekam, sempat kami mengirim revisi melalui email terhadap revisi lanjutan dari jurnal tersebut.

ALLIED JOURNALS
STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: Case Study of Bus Rapid Transit (BRT) Program in Makassar City
--Manuscript Draft--

Manuscript Number:	
Full Title:	STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: Case Study of Bus Rapid Transit (BRT) Program in Makassar City
Short Title:	STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION
Article Type:	Research Paper
Section/Category:	Academy of Strategic Management Journal
Keywords:	Strategy of governance, public policy, land transportation, BRT program
Corresponding Author:	Haedar Akib, Profesor Universitas Negeri Makassar Makassar, South Sulawesi INDONESIA
Corresponding Author Secondary Information:	
Corresponding Author's Institution:	Universitas Negeri Makassar
Corresponding Author's Secondary Institution:	
First Author:	Dahyar Daraba, Doctor in Public Administration
First Author Secondary Information:	
Order of Authors:	Dahyar Daraba, Doctor in Public Administration
	Andi Cahaya, Doctor in Sociology
	Haedar Akib, Profesor in Administration Science
	Muhammad Guntur, Doctor in Public Administration
	Aslinda Aslinda, Doctor in Public Administration
Order of Authors Secondary Information:	
Manuscript Region of Origin:	INDONESIA
Abstract:	This research article describes the application of governance strategy in the implementation of transportation policy through Bus Rapid Transit (BRT) program in Makassar City. The study used case study approach. Data were collected using observation, interview, and documentation techniques. Data were analyzed following an interactive model (Miles, Huberman, Saldana, 2014). The result is that the governance strategy implemented in the BRT program has not been efficiently seen in its management and has not been effectively seen by its stakeholders. The ineffectiveness of the BRT program is due to the direction and objectives set by the program implementers, as well as the target groups and citizens of the users of this mode of land transportation. The ineffectiveness of the BRT program is also not based on simplification and integration of communication and coordination systems in synchronizing local government activities as a regulator and its implementer, so the 3E principles of economic, efficiency and effectiveness as the basic values and the value orientation of the BRT program have not achieved. Outputs and their impact on program implementers and BRT users have not been achieved. The local government should apply the recommendation, the principle of coordination, integration, synchronization and simplification based on the management information system (KISS-MIS) as the core of governance strategy as the basis of governance strategy in the implementation of BRT program in Makassar.

Suggested Reviewers:	
Opposed Reviewers:	

STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION:
Case Study of Bus Rapid Transit (BRT) Program in Makassar City

By:

Dahyar Daraba, Institut Pemerintahan Dalam Negeri (IPDN) Jatinangor
Andi Cahaya, Sekolah Tinggi Ilmu Administrasi (STIA) PRIMA Bone
Muhammad Guntur, Universitas Negeri Makassar
Aslinda, Universitas Negeri Makassar
Haedar Akib, Universitas Negeri Makassar

ABSTRACT

The governance strategy (Zaheer & Venkatraman, 1995; Alexander & Weiner, 1998) of transportation program implementation adopted by the Makassar government has not been able to overcome traffic congestion around Makassar's main streets. This research article aims to explain the snapshot of governance model in the implementation of transportation policy, or Law of the Republic of Indonesia Number 22 the Year 2009 on Traffic and Road Transportation (Republik Indonesia, 2009), especially Bus Rapid Transit (BRT) program in Makassar (Ibrahim, 2017). This study uses a case study approach to analyze and explain descriptively-qualitative about the realities of transportation management of land transportation, through the BRT program in Makassar. Data were collected through observation and documentation techniques. Data were analyzed by following interactive model starting from data presentation, data condensation, drawing conclusion/verification. The results show that the governance strategy in the transport policy implementation model in the Bus Rapid Transit (BRT) program in Makassar has not been successful or has been effective yet. The ineffectiveness of this strategy of transportation mode governance is due to its direction and objectives not yet understood in general, either by the policy implementer, or the target group that is the user of the land transportation mode. The ineffectiveness of the BRT program is also not based on intensive communication and coordination between local governments as regulators and program implementers in the field, so the 3E principles of economic, efficiency and effectiveness in BRT program implementation can not be realized. Similarly, outputs and outcomes expected by policy implementers and the public as users of BRT transport services have not been achieved. The study recommends that KISS-MIS principles (coordination, integration, sustainability, and simplification based on information system management) serve as a basis for governance strategy in BRT program implementation in Makassar.

Key words: A model of governance, public policy, transportation, BRT program.

INTRODUCTION

Contemporary literature in the field of public administration looked at the implementation of public policy as a delivery system or service delivery policies. In this connection, public policy is treated as an instrument designed rationally by government authorities to solve public problems. Public policy implementation is seen as the outputs and outcomes of government activity (Akib, 2012; Smith & Akib, 2015), while citizens viewed more as a consumer or a receiver in the process of service delivery policies (Parsons, 1995). It is considered no longer by the latest paradigmatic public administration.

Relative to the still few studies that discuss the role of policy implementation of public policy in democratic and political capacity building. Robichau & Lynn Jr (2009) stated that studies public policies tend to focus on the implementation of the government's performance, they ignore what is emphasized in models of governance. Not many empirical studies on the implementation of public policies that departed from the model of governance, but the model provides a different explanation of the dimensions of actors, processes and outcomes of policy implementation.

According to Pierre & Peters (2005), for conditions like today's modern society has many aspects that are associated with effective governance. That view is also consistent with the assertion Bell & Hindmoor (2009) that the governance arrangements and dilaransir created by the state to help steer public. Though many alternative ways, the country remains a very important player in establishing and operating strategies of governance.

This article presents the results of a study on the implementation of policies, in particular the program Bus Rapid Transit/BRT (Ibrahim, 2017), the transport service in the city of Makassar, using a model of governance. The general character of the city transport is serving people with mobility and access to employment, health centers, educational centers, and recreation and others. Thus, public transportation to carry out public service functions. City transport is providing basic mobility services, especially for people who do not have a personal vehicle.

Wolshon, Urbina, Wilmot, & Levitan (2005), Heath et al., (2006), Litman & Burwell (2006) suggested that the policies, projects and transportation practices have a large impact on land use, air quality, earnings, and the use of time travel, access to services and the overall quality of life in the city. If done well, the policy and transport projects can play a big role in the improvement/enhancement of human development index (health, education, economy), justice, and the overall quality of urban (read: Niswaty, Risma, Johanna Mano, 2015). Conversely, if executed poorly, policy and transport projects can intensively destroy land and urban spaces, especially for the poor, contribute to poverty and violence and terror in the everyday urban life.

Makassar City Government, with authority to adopt the policy as shuttles City BRT program aimed to realize the security, safety, order, and smooth transportation (Ibrahim, 2017). City transportation policy adopted by the government of Makassar is a transportation

service policies at the level of local transportation (Tatralok). Policies on Tatralok in principle is an integral part of the transportation system at the level of regional transportation (Tatrawil) and national transportation level (Tatranas). BRT program is closely related to the decentralized national system of government within the framework of the Unitary Republic of Indonesia. Overall, the policy of urban transportation at the level Tatralok, including in the city of Makassar, directed to "Delivering security, safety, order, and smoothness of traffic and road transportation in order to support economic development and regional development", as defined in the Law of the Republic of Indonesia number 22 Year 2009 regarding Traffic and Road Transportation

City transportation policy adopted by the government of Makassar until now not been able to create security, safety, order, and smoothness of traffic. The dimensions of policy issues of urban public transportation in the city of Makassar are evident on route network configuration, road conditions, the condition of facilities and infrastructure, and the condition of the vehicle. From the aspect of route network configuration, the Director General of Land No. 274 of 1996 confirms that for Kota Raya (with a population of over 1 million inhabitants), the arrangement of the route ideally: Stretch main served by train or bus is great, the route branches by bus are being , the route branches by bus moderate / public transportation, and route directly by large buses. Based on observations, passenger transport route network configuration common in Makassar not by the regulations mentioned above.

Regarding the condition of the road, the Central Bureau of Statistics (BPS) of Makassar in 2009 (BPS Kota Makassar, 2009) that about 34.2 percent of urban roads in poor condition. In case of traffic infrastructure and road transportation, BPS data of Makassar in 2009 reports that of the 3,754 units of traffic signs are needed, only 3,352 units were installed and 509 units are in poor condition; stop requirement of 106 units, only 70 units were built. On some roads are not visible road equipment such as road markings, street lighting equipment, control equipment and the safety of road users, and security surveillance equipment Road, as well as facilities for bicycles, pedestrians and the disabled. Regarding the availability of public transportation fleets, BPS data of Makassar in 2008 recorded as many as 4,117 units to serve 17 stretches. There were no data about the general condition of the transport fleet of the city, but from the observation seen some city transport fleet damaged and dirty, is not equipped with a horn sound, the accuracy of the speed indicating a device, as well as transmit power and direction of the main light beam.

The general condition of the implementation of urban public transportation in the city of Makassar today is marked by a route network that has not been structured, the fleet was dominated by bus/public transportation, poor road conditions, road infrastructure is inadequate. These conditions resemble descriptions Munawar (2007) of the general conditions of transportation in Indonesia, which include lack of capacity, lack of quality and choice, traffic congestion, extortion at a bus stop, the fund is not enough to renew and repair of vehicles, the complexity and rigor of the regulatory framework as well as the ineffectiveness of the legal and administrative structures. The reality of public transportation

in the city of Makassar not currently reflect the security, safety, order, and smoothness of traffic being road transportation development policy objectives.

The problems of public transportation in Makassar and its surrounding areas can be overcome if the implementation of public transportation policy, especially BRT program is run according to the governance model. In this context, the government of Makassar City should be in a central position in determining the objectives and direction of transportation services, then in its implementation supported by institutionalized relationships between government and private actors and civil society. In this way, the implementation outcomes of transport policy will contain the power of civil society character that includes participation, proportional representation, inclusion, and transparency.

Research on transportation policy that refers to the model of governance has not been done, including in Makassar. Previous studies, among others, conducted by Munawar (2007) and Butar-Butar (2007), still depart from the instrumental rational idea and position the government as a single actor. This study is important in public administration because governance is an advanced stage of public administration (United Nations, 2007). In this stage of development, the public manages its economic, social and political affairs through interaction within and between the sectors of the state, civil society and private (Cheema, 2005). On the other hand, public administration is concerned with the provision of public services and public regulation, because in the public service lies the spirit of public administration (Rosenbloom & Goldman, 1989). Based on transportation phenomenon, this research aims to analyze and explain snapshot (portrait moment) strategy in the form of governance model in the implementation of transportation policy in Bus Rapid Transit (BRT) program in Makassar City.

LITERATURE REVIEW

Governance Strategy. Loffler (2003) states that governance is not a new term, because the term governance was first used in France in the 14th century with the meaning seat of government (seat of government). According to Bell & Hindmoor (2009), said governance down of Greece (Greek) classic, kybernan, which means driving, driving or directing. The term directing (governing), by Bell and Hindmoor, can be defined as forming (shaping), set (regulating), or trying to control human behavior to achieve collective goals. Thus, effective governance always requires countries to establish strategic relationships with a broad range of actors and non-state actors.

Loffler (2003) explains that the term governance became popular when the World Bank put it on a World Bank Report 1989. The use of the term governance by the World Bank indicates a new approach to development based on the belief that economic prosperity is impossible without a minimum level of the rule of law and democracy. Today governance has become a very prominent issue for the entire international organization. United Nations,

OECD and the European Union (EU), for example, has produced some policy advice and research about various issues of governance.

Correspondingly, Farazmand (2004) and (Bevir, 2007) suggested that the key characteristics of the concept of governance are a claim to reject traditional forms of authority, bureaucratic government by making unilateral decisions and implementation. Model or concept of governance (Zaheer & Venkatraman, 1995; Alexander & Weiner, 1998), according (Farazmand, 2004), presenting ways of thinking, the direction of the new, and the new administrations, with a new philosophy and a new approach to the involvement of citizens in the wider along the feed-through, and brought into the arena of the game civil society and non-governmental organizations.

Likewise, according to Bevir (2007), governance expressing a widespread belief that the country is gradually depending on other organizations to secure his intentions, organizing policies, and establish a pattern of rules. Bevir further explained by analogy governance that can be used to describe a pattern of emerging rules, both when the country depends on other organizations, mapun when the state plays little or no role. Additionally governance can be used to show the entire pattern rules, including the form of hierarchical state often thought to exist before public sector reform in the 1980s and 1990s. Rhodes (1986) states that governance is a key concept in contemporary social sciences. According to Rhodes, the use of cutting-edge of governance has at least six different meanings, namely: the minimal state, corporate governance, new public management, good governance, social-cybernetic systems and self-organized networks.

The definition of governance of the UNDP (1997) is the implementation of the political authorities, economic and administrative measures to manage national affairs. Governance is reaching more of the state, governance includes civil society organizations and the private sector, because the whole is involved in a large number of activities promoting sustainable human development.

Goodwin (1998) suggests that in principle there are five constitutive aspects of governance, namely: 1) Complex institutions and actors involved, including small circle outside the institution that directs its policies. 2) The degree of private sector involvement (agencies, nonprofit organizations third sector, and more generally, social and economic sectors). 3) The forms of interrelation and coordination (horizontal and vertical) between the institutions involved in the policy. 4) The forms of local cooperation between public and private sector, subject to formal and informal, networking actors, etc., which contribute to the creation of new forms of local governance. 5) Forms of direction and planning that goes beyond government, emerging from direct intervention in the economy and society, and of the management policy, which is provided by the new forms of enabling government the support and incentives to the other actors in the achievement of public policy effectively.

Based on the description above is understood that governance is the way of the implementation of the political authorities, economic and administrative in managing the affairs of the nation, where the government is collaborating with organizations of non-

governmental organizations. This definition includes three key components, namely the State and its institutions, organizations of civil society, and the private sector. In the previous system of government, civil society organizations and the private sector is a negligible role.

Governance is the government affairs in the dimensions of the process. Pierre and Peters (2005) identify activity in governance, which is a priority for public articulation, coherence, direction (steering), and purpose. Essential of governance is to articulate a set of priorities and common objectives (goals) for people who may be approved by the community. Devices common goals, in turn, provide a space for the government in governance principals. This is because there can be no institutions in the community who could articulate a collective priority, especially in democratic ways. In that context, governance refers to some mechanisms or processes through which can emerge a consensus or a majority decision about priorities and social objectives. The process should logically include a mediating role undertaken by institutions that are considered legitimate.

City Transportation Policy. City transportation is a major component of the urban social system. Complex issues of urban transportation are higher than rural transportation mainly because the issue of urban transportation integrated with variable population growth continues to increase, the number of vehicles increases exceed the capacity of the road, and the behavior of people who ignore traffic rules on the road. Albalate and Bel (2009) stated that the mobility of urban communities is higher than rural communities. It occurs mainly as a consequence of social progress, economic and demographic in a more rapid urban than rural, and since most people in urban areas consider mobility as a right.

The definition of urban transportation by Setijowarno and Frazila (2001) is transportation from one place to another within the territory of a city by using the public bus car and public transportation that is bound to stretch and regularly. Urban transportation also includes structural problems, also include process and value. This resulted in a very complex problem of urban transportation. City transportation complex problems that require the intervention of public policy, namely the urban transportation policy.

The state has an important role in the organization of public transportation, especially in countries that are developing, organizing transportation city can not rely on the private sector. Changes in economic policy to the point of the minimal role of the state, in fact, cause many problems, because the public services will inevitably be based on ability to pay and not be based on respect for the rights of citizens. Companies providing services to the public only if he can make a profit, and the company can not be held responsible for the fate of citizens who do not get public services (Santosa, 2005). The responsibility lies with states through the role of public administration (Tikson, 2011).

This implies that the state should be in a central position in the public service. The strength required of the state primarily is the capability to design, adopt and implement sound public policy, including transportation policy. Transportation policy is meant the

choice of destination and how to act or not to act on the government to respond to public concerns.

Urban transportation policy in Indonesia contained in the Law of the Republic of Indonesia Number 22 in the Year 2009 regarding Traffic and Road Transportation. This law is a revision of Law No. 14 the Year 1992 regarding Traffic and Road Transportation. The law, long considered no longer appropriate to the conditions, changes in the strategic environment and the need for the traffic and road transportation. In Law No. 22 of 2009 confirmed on the principles and objectives of the traffic and road transportation. Principles of the implementation include: the principle of transparency; the principle of accountability; the principle of sustainability; the principle of participatory; helpful principle; the principle of efficient and effective; the principle of balanced; unified principles; and the principle of self. Objective of the traffic and road transportation are: 1) Realization of service Traffic and Road Transportation safe, safe, orderly, smooth, and integrated with other modes of transportation other to push the national economy, promote the general welfare, strengthen national unity, and able uphold the dignity of the nation; 2) Realization of traffic ethics and culture of the nation; and 3) The realization of the rule of law and legal certainty for the public.

The law also insists on the instrument and the accountability of traffic and road transportation. Directly to the public service activities undertaken by the government, local governments, legal entities, and community, but the ultimate responsibility rests with states. Responsibility for traffic and road transportation carried out by the government and its development. Development of traffic and road transportation shall include planning, organizing, controlling, and monitoring.

Based on these assertions, urban transport policy in principle has an economic mission, welfare, nation building, and law enforcement. This reinforces the researcher's argument that public transport policy is organized based on a governance model, which includes state relationships with private and civil society, but the highest responsibility lies with the state/government. State / local government should be at the core of the planning, regulating, controlling, and controlling authority of urban transport. However, in the exercise of such authority the state must interact with the interests of the community.

RESEARCH METHODS

This research use case study approach with descriptive-qualitative analysis design. Characteristics of qualitative research according to Stak (2010) is to emphasize personal interpretation, treat phenomena holistically, existentially and constructively, and based on the assumption that phenomena are related to many actions and that to understand them requires a wider range of contexts. Yin (2011) states that today qualitative research has become a form of mainstream research in many academic and professional fields. This qualitative design choice is tailored to the nature of the research problem, ie the governance

of ineffective ground transportation modes. This is as confirmed by Imperial (2001) that a qualitative approach is often recommended when we want to understand a complex process such as collaboration. In addition, according to Creswell & Creswell (2003, 2017) qualitative research is very useful when researchers do not understand the important variables that must be tested, for example because the topic is relatively new, the topic has never been addressed to a particular sample or group of people, or theories are not applied to samples or specific groups to be studied. The location of this research is in Makassar City of South Sulawesi Province. The reasons for choosing the location are: (1) the phenomenon of urban transport service in Makassar City and its surroundings (Sungguminasa as the capital of Gowa and Batangase to Maros as regency capital), is "triangle axis of traffic congestion." Similarly, land transportation mode on axis triangle this bottleneck has not been able to reflect the security, safety, order and smoothness of traffic that is the objective of the development policy of road transport, as defined in Law Number 22 the Year 2009; and (2) there has been no research that reveals the problem by using a governance perspective. This study uses data collected from the following three sources: (1) program records and documents/activities; (2) interviews with selected participants (implementors); and (3) direct observation of the researcher/writer around the acreage of the three axes of this traffic congestion. The use of different data sources is important because it allows the implementation of triangulation strategy, while triangulation is a means to improve the validity of the findings of the study (Yin, 2011; Miles, Huberman, & Saldana, 2014). Data analysis in this study follows a qualitative systematic procedure based on interactive model (Miles et al., 2014). The interactive model data analysis emphasizes the analytical process before the data collection phase, during the preliminary data collection process and preliminary analysis, and after the final data collection phase. The research process and the validity of the research product produced to illustrate the quality of the research. The validity is based on Denzin & Lincoln (2011) statement on the accurate representation of the phenomena traits described, described, or formulated in theory. Researchers try to maintain the validity of the research, namely the accuracy of research findings from researchers, participants, or readers.

RESULTS AND DISCUSSION

This section presents shapshot on the condition of the implementation of transport policy in Makassar. The bus Rapid Transit (BRT), "pete-pete", motorcycles and tricycles. Although the government recognizes the need for urban transportation route rearrangement, it has not been thoroughly discussed with the government of Makassar and the Land Transportation Organization (ORGANDA). From the aspect of this effectiveness, the operation of the BRT is likely to have effects downstream long. The purpose of transport concerning efficiency seems not evident. BRT number of applicants is still relatively small, perhaps because many are not aware of this public transport. BRT Makassar just around town in an empty condition (Conclusion of interview result with transportation observer and land transportation user in Makassar, Batangase / Maros, Sungguminasa).

According to the view of the Ministry of Transportation of the Republic of Indonesia, that the development of transportation has a significant influence on the development of national economy. Transportation is one of the strategic components in the distribution of economic growth, the flow of movement of people and goods, the flow of information and financial flows that need to be managed quickly and accurately to meet the demands of punctuality. Transportation is also a development tool of political, social, cultural and defense security. The role of transportation as a bridge to facilitate all economic activities and national logistics, and provide added value socially and economically. Growth in the transportation sector will reflect the direct economic growth so that transportation plays an important role and strategic, both macro and micro.

Based on the research results found that the government of Makassar City has provided transportation services to the community, but the service has not been able to encourage mobility and accessibility and optimal security of transportation users. The development of transportation makes it easy for the people, but the convenience is not in line with public aspirations. The condition of the transport fleet is poor and not up to standard, thus creating inconvenience for passengers, long travel time, queuing and accumulation of passengers at every station and bus stop, lack of support such as security or strict action of the apparatus, and a series of other transportation service problems. As the problems of transportation development, there is an imbalance between the needs of facilities, infrastructure and transportation facilities, as well as population growth which increases annually. Among the various urban transportation problems, the most extreme problems currently felt are traffic congestion (conclusion of interview result and observation result of the researcher in three traffic congestion nodes, Makassar, Gowa, Batangase / Maros).

Local authorities have taken the Makassar despite a number of policies in this case the transportation department and the police have been trying to control traffic congestion, such as, among others: Prohibition parking dibahu especially on main roads, the construction of interchanges (flyovers) and underpasses at the crossroads, adjustment of hours off work and school hours, and improving the quality and quantity of traffic infrastructure. However, various attempts have been made have not been able to control traffic congestion in urban areas, even the opposite happens level of traffic congestion seems to be getting worse. Furthermore, the transportation problem in the city of Makassar more than that described above, as also related to the transportation sectors and other economic development. Transportation problems also about regulation and enforcement in an inconsistent way and with the institutional law itself. Transportation problems are also related to the structure and system kepolitikan unstable and conducive. Transportation problems also are the problem of humanitarian issues, social justice issues, and environmental concerns. Transportation problems are the problem of continuity of civilization. The entire area of these problems interact in creating the problem of urban transportation is complex and difficult to unravel so difficult to treat effectively.

Based on the analysis of the author that the application of the principles of good governance in the field of transportation is an appropriate managerial instrument to address the issue of transportation of the complex. The application of the principles of good governance in the field of transportation is not only at the level of managerial action but also on the administrative level (policy). At the level of administrative, good governance in the transportation sector include the provision of policy instruments and regulations are structured and coordinated systematically, starting from the level of legislation, plan medium and long term national strategic plan, vision and mission of the organization, priorities and directions and program objectives and policies. The administrative context imputes the entire transportation development in the broad public interest, namely the government, civil society, and private/private.

Development of urban transportation multi-dimensional and complex requires proper prioritization. Setting priorities is a good way to become more effective in the construction of transportation. By having priority, the government can run quietly in the right direction, doing fewer things but at full strength. Big mistake for the government in the development of transportation, even in the fields of development, are: 1) Do not think seriously and be aware of when making a priority, so do jobs that do not really desirable; more government caught doing undesirable than desirable design work. 2) Makes it a very complex, ie, put the umpteen number of priorities to the point of confusion to do whichever comes first, even though the government can handle only one or two priorities within a certain time; when the government set many priorities then be unrealistic. 3) Does not turn on priorities actual, ie, putting so many priorities, but provides only a little time and resources to enable it, priority looks on paper and not in action.

To determine the application of models of governance in the transportation policy instruments through policy and administrative regulation of infrastructure development in Indonesia is related hierarchy and reduced sub-system in the local regulation can be seen in the Strategic Plan (Plan) Ministry of Transportation general Year 2010-2014 loads the entire public transportation policy in the Ministry of transportation and specifically addresses public policy communications sector related to the State Budget (APBN), which is based on the allocation of funding needs to be accommodated in the Medium Term Development Plan (Plan) National 2010-2014, and has adapted to the Restructuring and Reform and Development Activities Program that came into effect in 2011. Also, the Ministry of Transportation 2010-2014 Strategic Plan outlines the mandate of Law Number 25 of 2004 on National Development Planning System and Law Number 17 the year 2007 of the National Long-Term Development Plan (RPJPN), in particular concerning the mandate of the transportation sector planning.

Subsequently, in Act No. 25 of 2004 on National Development Planning System and Law Number 17 the Year 2007 on Long Term Development Plan National (RPJPN) mandated the manufacture RPJMN once every five years as a stage and program delivery RPJPN and drafting in every sector of the economy. RPJMN compiled by the National Development Planning Agency (Bappenas) and the Strategic Plan of the communications

sector dususun by the Ministry of Transportation. Both the planning documents go hand in hand, includes policy reforms in the same sector. The strategic plan gave charge to RPJMN sector, otherwise RPJMN overarching strategic plan with strategic macro policy national scale.

Being about the vision of the Ministry of Transportation is "The transportation services that are reliable, competitive and provide added value." Transportation service that is reliable, indicated by the management of transportation safety (security), survivors (safety), comfortable (comfortable), timely (punctuality), maintained, sufficient, reaching all corners of the country and be able to support national development within the Unitary State of the Republic of Indonesia (NKRI). The mission of the Ministry of Transportation are being formulated as follows:

1. Improve the safety and security of transport to improve transportation services. To mitigate/reduce the accident rate of the transportation sector the government continues to gradually reorganize the system safety and security of transportation to zero to accident conditions. Efforts made by the government not only relying on the provision of safety and security facilities but include human resources quality improvement of transportation, regulatory reform in the areas of safety/security and dissemination to stakeholders.

2. Improve public accessibility to transportation services to support the development of inter-regional connectivity The need for public accessibility to transportation services that need attention are accessibility in rural areas, rural areas, disadvantaged areas, including the border regions and the small outermost islands that are still the responsibility of the government.

3. Improve the performance of transportation services in the country's financial condition are affected by the world financial crisis can affect to the performance of transportation services because there are some operators who have limited ability to perform maintenance and rejuvenation of the fleet, as well as the government gradually with limited funds to rehabilitate and infrastructure development, while not all public service users have sufficient purchasing power. To support the success of the national development, are needed to boost the performance of the transportation service leads to conditions that can provide optimal service to the community, in line with the recovery after the global financial crisis, through the rehabilitation and maintenance of transportation infrastructure.

4. Continuing consolidation through restructuring and reform of the regulatory, institutional, human resources (HR), and consistent law enforcement In accordance with the principles of good governance through the issuance of four packages of legislation in the transportation sector have been implemented restructuring and reforms in the management of transportation by a clear separation between the roles of government, private and public. Restructuring in the institutional field, position the regulator and the Ministry of Transportation as part of the authority delegated to the regions in the fields of

transportation in the form of deconcentration, decentralization and assistance. Reforms in the field of regulation (regulatory reform) are directed to the removal of the restriction that allows the private sector to participate in the implementation of transportation services fully. Law enforcement is done consistently with the involvement of community participation in the planning, implementation and supervision of the implementation of transportation services. Restructuring and reform in the field of human resources directed to the formation of human relational competence and professionalism in the mastery of science and technology that have a global perspective while maintaining his identity as an Indonesian man whose faith and fear of God Almighty.

5. Realize development of environmentally friendly transportation technologies to address climate change. Increasing the capacity and quality of service in the organization of transportation services focused on increasing the capacity of transportation facilities and infrastructure, improving services through the development and application of environmentally friendly transportation technologies appropriate to the issue of climate change (global warming) in line with the growth of demand and community preferences. In capacity-building and transportation services continue to be guided by the principles of sustainable development as outlined in the master plan, technical guidance and funding schemes are set.

Referring to the vision and mission of the preceding, the Ministry of Transportation in the 2010-2014 Strategic Plan of the Ministry of Transportation put the priorities as follows:

1. The implementation of the transportation sector support for the smooth distribution of basic material needs of society and other strategic commodities in the recovery of the national economy from the impact of the global recession;

2. Realization of transport safety as the implementation of the Roadmap to Zero Accident program.

3. Supporting poverty alleviation programs through efforts to provide better accessibility and activities of pioneer road transport, railways, sea and air;

4. Construction and rehabilitation of transportation infrastructure especially for activities that can not be completed within one (1) fiscal year; backlog reduction railway infrastructure; and additional capacity associated with an increase in transportation services;

5. Matching grant loans and foreign grants by the government policy to seek a bilateral loan;

6. Development in post-disaster areas in the framework of normalization and recovery of function of transportation infrastructure;

7. Limited area development / outer islands to defend the sovereignty of the Republic of Indonesia;

8. The implementation of the transportation sector support for the smooth distribution of basic material needs of society and other strategic commodities concerning climate change associated with global warming issues (global warming).

The priorities mentioned above covers all areas of the transportation sector. Especially about land transportation, the Ministry of Transportation in the 2010-2014 Strategic Plan placed five priority programs, namely:

1. Support the management and technical support of the Directorate General of Land Transportation;

2. The construction and management of infrastructure and traffic facilities and road transportation;

3. Development of transportation infrastructure SDP and management of infrastructure/traffic and transportation facilities rivers, lakes and crossings;

4. Coaching and development of urban transportation systems; and

5. The management and improvement of land transportation safety.

Provision of policy instruments and regulation of transportation services leading to the implementation of governance towards transportation services energized with an indication of the organization of efficient transport, with affordable prices (affordability) by all levels of society, environmentally friendly, sustainable, served by human resources professionals, independent and productive. Transportation services that provide added value are indicated by the organization of transportation that could encourage the growth of national production through a business climate conducive to the development of community participation. Furthermore, the government realized that the big cities in Indonesia, especially the city of Makassar, an area that has a large economic entity and contributes to the formation of the national gross domestic product. However, the government of Makassar very helpless to face the increasingly massive congestion menggurita. The fight against congestion seems to be a long still and so far we have never come out as the winner. Urban transportation in the city of Makassar become increasingly complicated and complex; Traditional systems increasingly burdened by the city travel demand is increasing sharply. As a consequence of this phenomenon is the need for central and local government efforts in the provision of transportation services effectively and efficiently.

In Makassar, to reduce congestion, the program held a central government BRT, BRT in the procurement of the local government has no involvement either in the bus or the procurement process management, as well as public and non-governmental (private) is not involved in the program BRTdi Makassar. BRT Program is not even listed in the list of priority program areas of 2008-2013, published in the South Sulawesi Provincial Regulation No. 12 the Year 2008 on the Medium Term Development Plan (RPJMD) South Sulawesi province Years 2008-2013. In RPJMD there are seven development agenda, namely: (1)

improving the quality of education and public health; (2) the improvement and distribution of welfare of the community; (3) the embodiment of local advantages to trigger economic growth rate; (4) realize South Sulawesi as socially just economic entities, beautiful and sustainable; (5) creation of an environment conducive to innovative life; (6) strengthening of community organizations; and (7) the strengthening of government institutions.

Although not a government priority program of Makassar and not listed in RPJMD 2008-2013, particularly in the development agenda of transportation, but the government of Makassar, in this case Danny, greeting familiar Mayor, welcomed the presence of the BRT program, following the revelation of the mayor in a ceremony launching transport this mass in front BRT Bus stop Shelter Losari, in Makassar Losari Beach Pier on March 11, 2014, said: "I am very grateful and proud of their new public transportation modes known as Busway Makassar." (tribun-timur.com, Monday, March 21, 2016). Furthermore, the mayor said that: "Indicators of a modern city, one of which is transport services. Of course as Mayor of Makassar we who are very proud of the governor's idea of the pack," said Danny. (ANTARA Sulawesi, Wednesday, 07/01/2015).

The entire policy/program development have a direction and a goal to be achieved. Directions (goal) is a state or a desirable situation, where the effort is directed, while the goal is something to be achieved or accomplished through the efforts or actions of someone. Both the direction and purpose of both are desired outcomes of the work done by someone, but the goal is only one of the specific targets in the general direction. The purpose is a clear and measurable target and medium-term, while the direction is more extensive than the objectives and longer term. Determination of direction and purpose in the context of policies and programs is essential to coordinate efforts and also as an instrument for evaluating the progress and accomplishments.

By the Strategic Plan of the Ministry of Transportation of the Republic of Indonesia in 2010-2014, the urban transportation development policy is as follows:

1) The creation of an integrated urban transportation system and spatial planning:

a. Develop norms, standards, guidelines and criteria (NSPK) urban transportation network;

b. Develop a master plan of urban transportation in urban areas;

c. Development and preparation of management information system of urban transportation;

d. Socialization, publications and coordination of the implementation of urban transportation.

2) Increasing the role of urban public transportation:

a. Develop NSPK urban transportation;

b. NSPK arrange transportation modes integrators;

c. NSPK arrange shuttles in the stretch;

d. NSPK arrange freight transportation in urban areas;

e. Development of road-based mass public transportation in urban areas;

f. Technical guidance, evaluation and monitoring of the implementation of public transportation in urban areas (in the stretch and the stretch);

g. Technical assistance in the implementation of transportation modes alloying airport-International Airport, Ports and Cities Station and Pilot;

h. Technical assistance organization of transport schoolchildren/students / pioneer town in the district/city / universities throughout Indonesia.

3) Improved smoothness and comfort of urban traffic:

a. Develop NSPK urban traffic;

b. Implementation of engineering management and traffic on national roads in urban areas;

c. APILL Coordinated Application System (ATCS) in medium towns, big cities, metropolitan city, the provincial capital and pilot city;

d. Application of technology for the benefit of traffic;

e. Application of urban traffic facilities are energy efficient;

f. Implementation of pilot areas orderly organization of urban traffic;

g. Technical guidance, evaluation and monitoring of the implementation of traffic management and urban engineering.

4) Improved urban transportation environmentally sustainable:

a. Develop a master plan providing technical guidance on environmentally sound management of transportation and handling of the impact of transport in urban areas;

b. Implementation analysis of the impact of traffic on national roads in urban areas;

c. Implementation of environmentally friendly energy diversification for public transport in urban areas;

d. Technical guidance, evaluation and monitoring of the implementation of EIA traffic on national roads in urban areas;

e. Technical guidance, evaluation and monitoring of the handling of the impact of transportation and environmentally friendly energy use in urban areas.

5) Development of land transportation safety:

a. Preparation of regulations implementing the Act No. 22/2009 about Traffic and Road Transportation;

b. Establishment of Road Transportation Safety Board (DKTJ) central and regional governments;

c. Revision and determination Blueprint for road safety;

d. Excavation sources of funding to support the safety of road transportation;

e. Development of Safety Information System (HIS);

f. Promotions and partnerships (education and training, rewards and sanctions) against the implementation of land transportation safety.

The purpose of BRT in the city of Makassar and programs BRT in big cities in Indonesia, is referring to the policy direction of development of transportation mentioned in item 2 letter e, namely "the development of mass public transport road based in urban areas within the framework of the increased role of public transportation urban". Furthermore, it is stated that, given the general policy of development is the elaboration of a medium-term development strategy of South Sulawesi, the policy is a manifestation of the efforts of the people basic rights, which include the availability and ease of access to health care facilities, education, and food; opening up opportunities to get a decent job; the creation of a conducive environment, both physical (housing, water and sanitation), social (security and peace), and ecological (conservation of natural resources and the environment); and ensuring land rights and participation in political and social life.

Although the regulations, regulators and locus (around Kota Makassar and its transport network in the three traffic congestion nodes of Sungguminasa, Batangase and Maros) BRT program is clear, the effectiveness and efficiency of BRT transportation is still difficult to ascertain its current relevance, this research report is made), but some empirical phenomena of BRT operation and community behavior can be used to predict the effectiveness and efficiency of the BRT. The objectives of the BRT program regarding effectiveness are accessibility, capacity optimization, and service quality. The current condition is the seizure of passengers and the use of roads by all existing modes of transport, namely BRT, "pete-pete", motorcycle, car, becak, and motor rickshaw. Although the government recognizes the need to re-arrange urban transport routes, until now has not been fully discussed with the government of Makassar and Organda. From the aspect of effectiveness, the operation of BRT has a long downstream effect. Transportation objectives relating to efficiency are not yet apparent. The number of BRT enthusiasts is still relatively small, as many are not aware of the presence of these public vehicles. Makassar BRT is only around town, then from and to Sungguminasa Gowa District, or to Batangase continue to Maros, in an empty condition, or fewer passengers.

Based on the results of this study, it can be stated that the governance strategy in the transportation policy implementation model in the Bus Rapid Transit (BRT) program in

Makassar has not been successful or effective yet. The ineffectiveness of this strategy of transportation mode governance is due to its direction and objectives not yet understood in general, either by the policy implementer, or the target group that is the user of the land transportation mode.

The ineffectiveness of the BRT program is also not based on intensive communication and coordination between local governments as regulators and program implementers in the field, so the 3E principles of economic, efficiency and effectiveness in BRT program implementation can not be realized. Similarly, outputs and outcomes expected by policy implementers and the public as users of BRT transport services have not been achieved.

CONCLUSIONS AND RECOMMENDATIONS

The strategy of governance in the implementation of transportation policy in the Bus Rapid Transit (BRT) program in Makassar City has not been successful. This is because the direction and objectives are not well understood, either by the implementor or the policy target group, as well as the factor of socialization, coordination and control as the core dimension in the management of program implementation has not been well implemented, although the local government as the regulator and the implementor holds a central position in implementation of the program, so that the 3-E principle, which is economical, efficiency and effectiveness in the implementation of BRT program has not been achieved. Similarly, the output and outcomes expected by the policy implementers and the community as users of BRT transportation services have not been achieved. Therefore, it is suggested that government apparatuses, especially employees at Makassar Transportation Department, coordinate, socialize, synchronize, simplify, based on reliable management information system (KISS-MIS). Likewise, the security forces together with the police force control as a strengthening of the implementation of the governance model, together with the community members realizing the importance of the BRT program from the central government in order to provide the land transportation mode in order to overcome traffic congestion and to provide ease, , safety and convenience of transportation.

BIBLIOGRAPHY

Akib, H. (2012). Implementasi Kebijakan: Apa, Mengapa dan Bagaimana. *Jurnal Ilmiah Ilmu Administrasi Publik*, *1*(1), 1–11.

Alexander, J. A., & Weiner, B. J. (1998). The adoption of the corporate governance model by nonprofit organizations. *Nonprofit Management and Leadership*, *8*(3), 223–242.

Bell, S., & Hindmoor, A. (2009). *Rethinking governance: the centrality of the state in modern society*. Cambridge University Press.

Bevir, M. (2007). *Encyclopedia of governance* (Vol. 1). Sage.

BPS Kota Makassar. (2009). Central Bureau of Statistic (BPS).

Butar-Butar, T. (2007). *Pengaruh Komunikasi, Sumber Daya, Disposisi, dan Struktur Birokrasi Terhadap Kualitas Pelayanan Angkutan Kota: Studi Implementasi Kebijakan Angkutan Kota di Kota Bogor. Disertasi tidak diterbitkan*. Universitas Padjajaran Bandung.

Cheema, S. (2005). G.(April, 2004)," from public administration to governance: the paradigm shift in the link between government and citizens." In *6th Global Forum on Reinventing Government, with a theme, Towards Participatory and Transparent Governance* (pp. 24–27).

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.

Denzin, N. K., & Lincoln, Y. S. (2011). *Handbook of qualitative research*. Sage.

Farazmand, A. (2004). *Sound governance: Policy and administrative innovations*. Greenwood Publishing Group.

Heath, G. W., Brownson, R. C., Kruger, J., Miles, R., Powell, K. E., Ramsey, L. T., & Services, T. F. on C. P. (2006). The effectiveness of urban design and land use and transport policies and practices to increase physical activity: a systematic review. *Journal of Physical Activity and Health*, *3*(s1), S55–S76.

Ibrahim, M. A. (2017). Reciprocity Between State And Non-State Institutions In The Implementation Of Trans-Mamminasata Bus Rapid Transit (BRT) Policy In South Sulawesi.

Imperial, M. T. (2001). Collaboration as an implementation strategy: An assessment of six watershed management programs. Indiana University.

Litman, T., & Burwell, D. (2006). Issues in sustainable transportation. *International Journal of Global Environmental Issues*, *6*(4), 331–347.

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis: A method sourcebook. CA, US: Sage Publications*.

Munawar, A. (2007). Public transport reform in indonesia, a case study in the city of Yogyakarta. *World Academy of Science, Engineering and Technology*, *28*(2007), 276.

Niswaty, Risma, Johanna Mano, H. A. (2015). An analysis of the public service performance based on human development index in makassar city, Indonesia. *International Journal of Applied Business and Economic Research*, *13*(6), 4395–4403.

Parsons, W. (1995). *Public policy. Cheltenham, Northampton*.

Pierre, J., & Peters, B. (2005). *Governing complex societies: Trajectories and scenarios*. Springer.

Republik Indonesia. Undang-Undang Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan (2009).

Rhodes, R. A. W. (1986). *The national world of local government*. Allen & Unwin.

Robichau, R. W., & Lynn Jr, L. E. (2009). The implementation of public policy: Still the missing link. *Policy Studies Journal*, *37*(1), 21–36.

Rosenbloom, D. H., & Goldman, D. D. (1989). *Public administration: Understanding management, politics, and law in the public sector*. Random House New York, NY.

Smith, A., & Akib, H. (2015). The Implementation Effectiveness of Trash Management in Ambon, Maluku: The Influence of Socialization, Coordination and Control to the Effectiveness of Trash Management. *International Journal of Public Administration*, *38*(10). https://doi.org/10.1080/01900692.2014.908214

Stake, R. E. (2010). *Qualitative research: Studying how things work*. Guilford Press.

United Nations. (2007). *Public Governance Indicators: A Literature Review*. New York.

Wolshon, B., Urbina, E., Wilmot, C., & Levitan, M. (2005). Review of policies and practices for hurricane evacuation. I: Transportation planning, preparedness, and response. *Natural Hazards Review*, *6*(3), 129–142.

Yin, R. K. (2011). Qualitative Research krom Start to Finish. New York: The Guilford Press.

Zaheer, A., & Venkatraman, N. (1995). Relational governance as an interorganizational strategy: An empirical test of the role of trust in economic exchange. *Strategic Management Journal*, *16*(5), 373–392.

Hasil Review dari "Academy of Strategic Management Journal"

Ref.: Ms. No. Allied Journals-18-1019
Strategy of Governance in Transportation Policy Implementation: Case Study of Bus Rapid Transit (BRT) Program in Makassar City
Academy of Strategic Management Journal

Dear Prof Akib,

Reviewers have now commented on your paper. You will see that they are advising that you revise your manuscript.

For your guidance, reviewers' comments are appended below.

Please submit a list of changes or a rebuttal against each point which is being raised when you submit the revised manuscript.

Your revision is due by Jun 11, 2018.

To submit a revision, go to https://alliedjournals.editorialmanager.com/ and log in as an Author. You will see a menu item call Submission needing Revision. You will find your submission record there.

Best Regards,
Editor
Academy of Strategic Management Journal

Reviewers' comments:

Reviewer #1:
1.   Introduction

2.   Literature review
      The literature is recent and relevant. However, the literature review does not acknowledge the depth and breadth of investigation in the field. The paper may refer to even more recent literature on governance in the area of transportation, e.g., regarding the smart cities and ICT technologies.

      Moreover, some references used are not described in the references list. For example, Loffler, Goodwin, Albalate, and Setijowarno.

      Some references are described without publishing places/locations, e.g., Stake, Rhodes, Farazmand, and Denzin. Also in some cases, information about publishers are missing, e.g., Parsons.

      Selected references are used with inappropriate references to editors rather than specific chapters in the volumes, e.g., Denzin and Bevir.

3.   Methods
      The methods used are clearly explained and justified.
      However, it is unclear when the study was conducted (year or period).

4. Findings
   Clarity of the arguments presented is characterised by sufficient level of the logical consistency.

5. Discussion and implications
   The findings are not adequately discussed in relation to the literature review and research questions and/or hypotheses.
   Implications for theory, policy, and practice are not explored in details.
   Strengths and limitations of the study are not sufficiently described.

Dear Selena Margaret
This I submit the revised article files and changes / adjustments of the author's team. Thank you for your cooperation.

Greetings,
Prof. Haedar Akib

Unduh semua lampiran sebagai file zip

J_Dahyar Daraba et al_ASMJ_EDITED_Strategy of Governance in.doc

166kB

J_Dahyar Daraba et al_STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION_Case Study of Bus Rapid Transit (BRT) Program in Makassar City.pdf

454.9kB

Dahyar Daraba, Andi Cahaya, Haedar Akib, Muhammad Guntur, Aslinda

I have also sent the results of the changes to this article in a reply letter to the email address of the editor system of Allied Journals (on behalf of Rebecca), and I am also submitting the article of the amendment through the allied journal's website in the new submissions column. To be more precise, then I attach the article again. Thank you for your support and cooperation.

Greetings,

Prof. Dr. Haedar Akib, M.Si.

(Head of Public Administration Doctoral Program, Universitas Negeri Makassar, Indonesia)

On Tuesday, 10 June 2018, 12:47:32 pm GMT+8, strategic management <management@abacademies.com> wrote:

ALLIED JOURNALS
STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: Case Study of Bus Rapid Transit (BRT) Program in Makassar City
--Manuscript Draft--

Suggested Reviewers:	
Opposed Reviewers:	

STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: Case Study of Bus Rapid Transit (BRT) Program in Makassar City

By:

Dahyar Daraba, Institut Pemerintahan Dalam Negeri (IPDN) Jatinangor
Andi Cahaya, Sekolah Tinggi Ilmu Administrasi (STIA) PRIMA Bone
Muhammad Guntur, Universitas Negeri Makassar
Aslinda, Universitas Negeri Makassar
Haedar Akib, Universitas Negeri Makassar

ABSTRACT

This research article describes the application of governance strategy in the implementation of transportation policy through Bus Rapid Transit (BRT) program in Makassar City. The study used case study approach. Data were collected using observation, interview, and documentation techniques. Data were analyzed following an interactive model (Miles, Huberman, Saldana, 2014). The result is that the governance strategy implemented in the BRT program has not been efficiently seen in its management and has not been effectively seen by its stakeholders. The ineffectiveness of the BRT program is due to the direction and objectives set by the program implementers, as well as the target groups and citizens of the users of this mode of land transportation. The ineffectiveness of the BRT program is also not based on simplification and integration of communication and coordination systems in synchronizing local government activities as a regulator and its implementer, so the 3E principles of economic, efficiency and effectiveness as the basic values and the value orientation of the BRT program have not achieved. Outputs and their impact on program implementers and BRT users have not been achieved. The local government should apply the recommendation, the principle of coordination, integration, synchronization and simplification based on the management information system (KISS-MIS) as the core of governance strategy as the basis of governance strategy in the implementation of BRT program in Makassar.

Keywords: Strategy of governance, public policy, land transportation, BRT program.

INTRODUCTION

Contemporary literature in the field of public administration views the implementation of public policy as a delivery system (Akib, 2012; Parsons, 1995; Smith & Akib, 2015), the policy delivery system. Public policy is treated as an instrument rationally designed by government authorities to solve public problems, but there are still few policy implementation studies (Akib, 2012; Smith & Akib, 2015) discussing the role of public policy in democratic and political capacity-building. Robichau & Lynn Jr (2009) states, public policy studies tend to focus on the implementation performance of government and ignore what is emphasized in governance models. Not many empirical studies of public policy implementation are derived from the governance model, whereas the model provides a

different explanation of the dimensions of actors, processes, and policy implementation outcomes.

Based on these ideas, an analysis of public sector policy governance strategies needs to be done. The significance of this analysis is supported by Pierre & Peters (2005) which states that, for the present condition of modern society many aspects are associated with effective governance. The view is also in line with the assertion Bell & Hindmoor (2009) that, the governance order created and launched by the state to help lead the community. Despite many alternative ways, the state remains a very important actor in shaping and operating governance strategies.

This research article presents about the implementation of policy, especially Bus Rapid Transit (BRT) program, in land transportation service, or in this paper called urban transportation (Bell & Hindmoor, 2009; Ibrahim, 2017; Kalsum & Jinca, 2017), using the Governance strategy (Alexander & Weiner, 1998; Bell & Hindmoor, 2009; Zaheer & Venkatraman, 1995) in Makassar City. The Government of Makassar City, by its authority to adopt the policy of BRT program as city transportation directed to realize security, safety, order, and smooth transportation (Kalsum & Jinca, 2017). This city transport policy is a policy of transportation service at the local transportation level (Tatralok). Policies on Tatralok are in principle an integral part of the transportation system at the regional transportation level (Tatrawil), and the national transportation level (Tatranas). Overall, the urban transport policy at Tatralok level, including in Makassar City, is directed to "Achieve security, safety, order and smoothness of traffic and road transport to support economic development and regional development" (Pemerintah Republik Indonesia, 2009).

The city transportation policy adopted by the city government of Makassar has not been able to create security, safety, order, and smoothness of traffic. The dimensions of urban public transportation policy problem in Makassar City are evident in the route network configuration, road condition, condition of facilities and infrastructure, and vehicle condition. From the aspect of the route network configuration, the Decree of the Director General of Land Transportation No. 274/1996 affirms that for Kota Raya (with population above 1 million people), the ideal route arrangement is: the main route is served by train or large bus, , route of twigs by medium bus / angkot, and direct route by big bus (Dirjen Perhubungan Darat, 1996). Based on the observation result, the configuration of the route network of public transport passengers in Makassar City has not complied with the above regulation.

Regarding road conditions, Central Bureau of Statistics (BPS) data of Makassar City in 2009 mentioned that about 34.2 percent of urban roads are in poor condition. Regarding traffic and road transport infrastructure, that of 3,754 units of traffic signs required, only 3,352 units are installed and 509 of them are in damaged condition; from 106 units of the need for shelters, only 70 units are built. In some road segments, road equipment is not visible in the form of road markings, street lighting, road user control and safety equipment, road monitoring and security equipment, and facilities for bicycles, pedestrians and people with disabilities. Regarding the availability of the city transport fleet, the 2008 Makassar BPS data recorded 4,117 units to serve 17 routes. No data were obtained on the general condition

of the city transport fleet, but from observations seen some city transport fleet was damaged and dirty, not equipped with honking sound, speed pointing accuracy, as well as transmit power and direction of main light.

The general condition of urban public transportation in Makassar is currently marked by unstructured route network, fleet dominated by medium bus / angkot, poor road conditions, inadequate road infrastructure and facilities. These conditions resemble description of the general condition of transportation in Indonesia (Ibrahim, 2017; Kalsum & Jinca, 2017; Munawar, 2007) which includes capacity weaknesses, lack of quality and choice, traffic congestion, extortion at bus stops, insufficient funds to renew and repair vehicles, the complexity and rigor of the regulatory framework and the ineffectiveness of law and administrative structures. The reality of public transport in Makassar City to date (research conducted, 20016-2017) does not yet reflect the security, safety, order, and smoothness of traffic that is the goal of development policy of road transport.

The problems of public transportation (inland transportation) in Makassar City and around (to and from Sungguminasa as the capital of Gowa Regency and to and from Batang Ase, continue to Marusu as the capital of Maros Regency) can be overcome if the implementation of public transport policy, in particular the BRT program is carried out accordingly model of governance. In this context, the government of Makassar City is in a central position in determining the objectives and direction of public service in the field of land transportation, while in its implementation is supported by institutional relationships between government and private actors and civil society. In this way, the implementation outcomes of transport policy will contain the power of civil society character that includes participation, proportional representation, inclusion, and transparency.

Research on transportation policy that refers to the model of governance has not been done, including in Makassar. Previous studies, among others, conducted by Butar-Butar (2007), Kalsum & Jinca (2017), and Munawar (2007) still based on the instrumental rational idea and positioned the government as a single actor. This study is important in the context of public administration studies because governance is the latest development stage of public administration (United Nations, 2007). In this stage of development, the public manages its economic, social and political affairs through interaction within and between the sectors of the state, civil society, and private (Cheema, 2005). On the other hand, public administration is concerned with the provision of public services and public regulation, because in the public service lies the spirit of public administration (Rosenbloom & Goldman, 1989). Based on transportation phenomenon, this research aims to analyze and explain the implementation of governance strategy in the implementation of transportation policy through Bus Rapid Transit (BRT) program in Makassar City.

LITERATURE REVIEW

Governance Strategy. Löffler (2003) states, governance is not a new term, because the term governance was used first in France in the 14th century with the meaning seat of government. According to Bell & Hindmoor (2009), the word governance comes from the

classical Greek (Greek), *kybernan*, which means to drive, drive or direct. The term is governing, according to Bell and Hindmoor, can be defined as shaping, regulating, or trying to control human behavior to achieve collective goals. Thus, effective governance always requires states to establish strategic relationships with a wide range of non-state actors.

Accordingly, Farazmand (2004) and Bevir (2007) argue that the key characteristic of the concept of governance is a claim to reject traditional forms of authority, bureaucratic governance with unilateral decision-making and implementation. The model or concept of governance (Alexander & Weiner, 1998; Zaheer & Venkatraman, 1995), according to Farazmand (2004), presents new ways of thinking, new direction, new administration, with new philosophies and new approaches to engaging wider citizens with bait- behind them, as well as bringing into the game arena civil society and non-governmental organizations.

According to Bevir (2007), governance expresses a widespread belief that states are gradually dependent on other organizations to secure their intentions, carry out their policies, and establish a pattern of rules. Bevir further explains that, by analogy governance can be used to describe an emerging pattern of rules, whether the state is dependent on other organizations, even when the state plays little or no role. Also, governance can be used to show the whole pattern of rules, including the form of a hierarchical state that is often assumed to exist before public sector reforms of the 1980s and 1990s.

Rhodes (1986) states that governance is a central concept in contemporary social science. The definition of governance according to UNDP (1997) in Zaheer & Venkatraman (1995) is the exercise of political, economic and administrative authority to manage national affairs. Governance extends beyond the state, governance includes civil society organizations and the private sector, all of whom are involved in a large number of activities promoting sustainable human development.

The use of the concept of governance has at least six different meanings: the minimal state, corporate governance, new public management, good governance, social-cybernetic systems, and self-organized networks. In principle, there are five constitutive aspects of governance, namely: 1) Complex institutions and actors involved, including a small circle of institutions outside which direct policy; 2) The degree of private sector involvement (agencies, third sector nonprofit organizations, and more generally, the socio-economic sector); 3) Form of interrelation and coordination (horizontal and vertical) among institutions involved in policy; 4) Form of local cooperation between the public and private sectors, formal and informal subjects, actor networks, etc., which contribute to the creation of new forms of local governance; and 5) Forms of direction and planning that transcend government, emerging from direct intervention in the economy and society, and from policy management, provided by a new form of enabling government ie support and incentives to other actors in achieving public policy effectively (Bell & Hindmoor, 2009; Goodwin, 1998; Graham, Amos, & Plumptre, 2003). Thus, it is understood that governance is a way of exercising political, economic and administrative authority in managing the affairs of the nation, in which the government collaborates with non-governmental organizations. This definition includes three key components, namely the state and its institutions, civil society organizations, and the private sector.

Governance is the government affairs in the dimensions of the process. Pierre & Peters (2005) identifies activities in governance, ie priority articulation for society, coherence, steering, and goals. Essential of governance is to articulate a set of priorities and common goals (goals) for communities that can be approved by the community. This general-purpose tool, in turn, provides the principal space for government in governance. This is because there is no institution in society capable of articulating collective priorities, especially in a democratic way. In that context, governance refers to some mechanisms or processes through which consensus or majority decisions can arise from social priorities and objectives. The process should logically encompass a mediation role run by a legitimate institution.

City Transport Policy. Urban transport is a major component of the urban social system. The complexity of urban transport problems is higher than rural transport, largely because of the urban transport problem in combination with the ever-increasing variable population, the number of motor vehicles growing beyond the capacity of roads, and the behavior of people who ignore traffic rules on the highways. Albalate & Bel (2010) state that urban mobility is higher than rural communities. This occurs as a consequence of more rapid social, economic and demographic progress in urban areas than in rural areas, and because the majority of urban societies consider mobility a right.

The definition of urban transportation according to Setijowarno, D., dan Frazila (2001) is the transportation from one place to another within the territory of a city using public bus and public passenger cars bound to fixed and regular routes. Urban transportation in addition to covering the problem of structure, also includes the process and value. This resulted in the problem of urban transport very complex, thus requiring public policy intervention, namely the policy of urban transport.

Countries/regions have an important role in the implementation of urban transport, especially in developing countries, the administration of urban transport can not rely on the private sector. Such responsibility exists in the state through the role of public administration (Tikson, 2011). This implies that the state should be at a central position in the delivery of public services. The strength required of the state is primarily the capability to design, adopt and implement good public policy, including policies in the field of transportation.

The policy of urban transportation in Indonesia is contained in the Law of the Republic of Indonesia Number 22 the Year 2009 on Traffic and Road Transportation (Pemerintah Republik Indonesia, 2009). This law is a revision of Law Number 14 of 1992 concerning Traffic and Road Transport. The old law is deemed to be no longer appropriate to the conditions, changes in the strategic environment and the need for traffic and road transport. Law Number 22 the Year 2009 emphasized the principle and purpose of the implementation of traffic and road transport. The principles of implementation include: transparent principle; accountable principles; sustainable principles; participatory principles; beneficial principle; efficient and effective principles; balanced principle; unified principle; and an independent principle. The aims of the implementation of traffic and road transport are: 1) The realization of safe, safe, orderly, smooth and unified Road Traffic and

Transportation services with other modes of transport to encourage the national economy, promote the common good, strengthen the unity and unity of the nation, and able to uphold the dignity of the nation; 2) The realization of ethical traffic and culture of the nation; and 3) Realization of law enforcement and legal certainty for the community.

It is understood that urban transport policy in principle has an economic mission, welfare, nation building, and law enforcement. This reinforces the researcher's argument that public transport policy is organized based on a governance model, which includes state relations with private and civil society, but the highest responsibility still exists with the state/government. State / local governments should be at the core of the planning, regulatory, control and control authority of urban transport, while in the exercise of that authority the state must interact with the interests of the community.

RESEARCH METHODS

This research uses case study approach (Tellis, 1997), with descriptive-qualitative-interpretative analysis design. Yin (2011) states, now qualitative research is a form of mainstream research in many academic and professional fields. The choice of qualitative design is tailored to the nature of the research problem, namely the land transport governance strategy, or often called "urban transport." The location of this research is in Makassar City of South Sulawesi Province. The reasons for choosing the location are: 1) the phenomenon of urban transport service in Makassar City and its surroundings (from Sungguminasa as the capital of Gowa Regency and to and from Batangase to Marusu as the capital of Maros Regency), as the research locus as well as the form of "triangle axis of traffic jam "Similarly, the service of land transportation mode on the axis of traffic congestion can not yet reflect safety, safety, order and smoothness of traffic which is the objective of development policy of road transportation; 2) There is no research that reveals the problem by using the perspective of governance.

Data and information are collected from three sources, namely: 1) archives and program documents; 2) interviews with participants (representatives of implementors, passengers/users of BRT, motorists, and bikers) were selected purposively-incidentally; and 3) direct observation of the research team/writers around the acreage of the three axes of this traffic congestion. The use of different/varied data sources is used as a form of triangulation as a means to improve the validity of the findings of the study results (Miles, Huberman, & Saldana, 2014; Yin, 2011). The data analysis follows the interactive model step (Miles, Huberman Saldana, 2014), and adjusted to Yin's recommendation (1994) on four stages of case study: 1) Case study design, 2) Conducting case study, 3) Analyzing case study evidence, 4) Develop conclusions, recommendations and implications. The interactive model data analysis emphasizes the analytical process before the data collection phase, during the preliminary data collection process and preliminary analysis, and after the final data collection phase. The research process and the validity of the research product produced to illustrate the quality of the research.

RESEARCH RESULT AND DISCUSSION

This section presents the real condition of applying the concept of governance as a strategy in the implementation of transportation policy through the Bus Rapid Transit (BRT) program in Makassar. The focus of this analysis is based on the views of Pierre & Peters (2005) on the identification of activities in governance, ie priority articulation for society, coherence, steering, and goals. Essential of governance is to articulate a set of priorities and common goals (goals) for communities that can be approved by the community. However, in reality, the condition seen at this time is the "seizure" of passengers and the use of roads by all modes of transportation around the city of Makassar, namely Bus Rapid Transit (BRT), "pete-pete", ojek, becak, and motor rickshaw (bentor). Although the government has been acknowledging the need to re-arrange urban transport routes, it has not yet been fully discussed with the government of Makassar and Organda (regional transportation organizations).

Viewed from the aspect of effectiveness, the operation of BRT seems to have a long downstream effect. Transportation objectives relating to efficiency are not yet apparent. The number of BRT enthusiasts is still relatively small compared to the number of land transportation users. According to informants (both the BRT transport service providers, as well as the community members of BRT users, this is because many people are not aware of the presence of these public vehicles. The BRT is only regarded as the government program of Makassar City, "not owned by citizens" communities are available and prefer to use "pete-pete" cars, bentor (motorbikes), or motorbikes and grab cars. BRT views every day around the protocol road in Makassar City, then to and from Sungguminasa Regency Gowa and to and from Batang Ase continue to Marusu / Maros the capital of Maros Regency, BRT is only around the city in an empty condition. Because of this condition, seen from the aspect of efficiency and economics of operation of BRT also not yet realized or not yet reached.

The general characteristic of urban transport is to serve the community with mobility and access to jobs, health centers, educational centers, and recreational and other places. Thus, urban transport serves the function of public services. City transport provides basic mobility services especially for people who do not own private vehicles. Alwi dan Suratman (2010), Heath et al. (2006), Ibrahim (2017) argues that policies, projects and transport practices have an impact on land use, air quality, income, and use of travel time, access to services and the overall quality of life in the City. If implemented properly, transport policies and projects can play a major role in improving/upgrading the human development index (health, education, economy), equity, and overall urban quality (see Niswaty, Risma, Johanna Mano, 2015). Conversely, if implemented poorly, transport policies and projects can intensively damage urban land and space, especially for the poor, and contribute to poverty, violence and terror behavior in urban living.

According to informants, both from the Ministry of Transportation of the Republic of Indonesia, as well as informants from the government of Makassar City, Sungguminasa, and Maros, stated that the development of transportation, including the provision of land transportation through BRT program has a significant influence on national and regional economic development. Transportation is one of the strategic components that support the

equitable distribution of economic growth, the movement of people and goods, the flow of information and financial flows that need to be managed quickly, accurately (effectively) and accurately (efficiently, economically) to meet the demands of punctuality. Transportation is also a tool of political development, socio-culture and defense of security (Litman & Burwell, 2006; Setijowarno, D., dan Frazila, 2001). The role of transportation even as a bridge that facilitates all national and regional economic and logistical activities, as well as providing socio-economic value-added. The growth of the transportation sector reflects direct economic growth, so transportation has an important and strategic role, both macro and micro. Therefore, the provision of facilities/modes of land transportation, as well as the BRT program as the transportation of this city, is a demand of the people of Makassar.

Based on the results of the research, it is found that the Makassar City government has provided many land transportation services to the public, but the service has not been able to encourage mobility and accessibility, as well as the optimal security of the land transportation users in general, including the users of transportation facilities through BRT. Transportation development makes it easy for the public (Albalate & Bel, 2010; Heath et al., 2006; Litman & Burwell, 2006), but the convenience is not in line with public aspirations, because BRT must "compete" with the land transportation mode that has been operating on all roads that are also traversed by BRT. On the other hand, it has been seen that the condition of the transport fleet is poor and not in accordance with the standards, thus creating inconvenience for passengers, long travel time (congestion everywhere, as an expression of informants), queues and accumulation of passengers at each station and unofficial "alternative" shelters, lack of supporting aspects and facilities, such as security or strict action of the authorities, and a host of other transportation service issues, as a sight that can be witnessed at some point of the road. Thus, the current problem of land transportation development in Makassar and its surrounding areas is the imbalance between the needs of facilities, infrastructure and land transportation facilities, including the presence of BRT, as well as the growth of the population which has increased annually, but not or has not been directly proportional to the quality transportation governance developed by the local government, both by the government of Makassar City, as well as the Gowa Regency government and the Maros Regency government. Among the classic problems, in this aspect of urban transportation, the most extreme problems are traffic jams (interviews and observations by three researchers at three traffic congestion nodes, Makassar, Gowa, Batangase / Maros).

In Makassar City, although a number of policies have been pursued by the local government in this case the transportation and police department has been trying to control traffic congestion, such as: Parking ban on roads, especially on main roads, fly over, pass at the crossroads, adjusting hours of work entry and school entrance hours, and improving the quality and quantity of traffic infrastructure, but the various attempts have not been able to control the frequent traffic congestion, even the opposite of traffic congestion seems to be getting worse. Furthermore, transportation problems in Makassar City are more "severe" than those described above, as transport is also related to other sectors of economic development. Transportation issues are also concerned with regulation and law enforcement

on inconsistent roads as well as with the legal institutions themselves. Transportation problems are also associated with structures and systems of politics that are often unstable and not conducive. Thus, land transportation problems are also humanitarian, social justice, and environmental issues. The problem of transportation is a matter of sustainability of civilization. The entire problem area interacts in creating complex and difficult urban transport problems, making it difficult to handle efficiently, effectively and economically (abbreviated as 3-E problems).

Based on the analysis and interpretation of the writer can be understood that the implementation of governance strategy in the implementation of land transportation policy through BRT program is the right managerial instrument to handle complex transportation problems. The implementation of the governance strategy in the transportation sector is not only at the level of managerial action, but also at the administrative (policy) level. At the administrative level, the governance strategy in the field of land transportation through the BRT program includes the provision of synchronized and systematized policy and regulatory instruments, ranging from national legislation, national and long-term plans, strategic plans, vision and mission , the priorities and direction and objectives of simplified (simplified) programs and policies. The administrative context of the development of transport, through the BRT program attributes the broad public interest, namely government, civil society, and private.

The development of multi-dimensional and complex urban transport requires precise prioritization. With priority, the city government of Makassar can "walk calmly" in the right direction in implementing the BRT program, doing fewer things but with full power. Based on the informants' overview and based on the researcher's observation, there seems to be a "mistake" of local government in the development of transportation so far, even in other development areas as follows.

First, local governments have not or do not think seriously and are conscious when making priorities, so do work that is not desirable. For example, establishing a rule that prohibits bumps (motor tricycles) operating on specified protocol roads, but not accompanied by coordination and synchronization of duties with the police (Traffic Police) officers governing motorized and non-motorized traffic (pedicabs, pedestrians). The local government also does not coordinate with the Satpol PP (civil service police unit) which regulates "five-legged traders" (three wheeled carts plus two pushers' legs) that many turn into "non-legged traders", the maxim of traders residing selling in wagons which is deliberately parked on the sidewalk / pedestrian or on the roadside, thus disrupting the smoothness of traffic. Similarly, there are many cases where the local government (Makassar City, Gowa Regency, Maros Regency) does not coordinate with the local Department of Transportation, although fellow government agencies, in managing the use of markers or traffic signs effectively and appropriately, so motorcyclists and cars are often parked around the forbidden places, on the sidewalks, in the halls, near the turnpike / the traffic lights. There is even a new phenomenon of the people of Makassar City, which in many cases, casually parks vehicles (motorcycles, cars, bumps, rickshaws, carts, trailer trucks) on the highway in front of the house or in front of the office, which is very disturbing the

smoothness of traffic. Likewise, the arrogance of a handful of official car drivers (police, soldiers, officials of "red flats") who casually park their vehicles at a forbidden place.

Another fact that is found is the "negative image" of citizens who consider that "if there is a market then vehicle traffic, including BRT rate must be obstructed or stalled." Such an understanding, according to some informants (the sellers in the market and riders) we just enjoy the jam. In short, in many cases it has been found that local governments (Makassar City, Gowa Regency, Maros Regency) are still more trapped in undesirable public works, rather than designing desirable and urgent work required by their citizens.

Secondly, the Makassar City government is impressed by making the land transportation problem even more complex, including the presence/implementation of the BRT program, as it places so many priority numbers into confusion over priority programs which must take precedence, whereas the government can only handle one or two priorities in a certain time; when the government sets many priorities it becomes less realistic, including the implementation of the BRT program that is not able to change the image of the community to want to use this BRT.

Thirdly, the provision of ground transport services through the BRT program in Makassar does not revive its actual priority, ie, laying down priorities, but providing little time and resources to turn it on, where priorities are seen on paper rather than in systematic (systemic) systemic and sustainable. According to the informants' opinion, that in Makassar City, to reduce congestion, the government held BRT program. However, in the procurement of BRT, the local government (Makassar City government, Gowa regency, Maros regency) has no involvement, either in the Bus procurement process or its management, nor is the community and non-government (private) involved in the BRT program in Makassar. BRT program is not even listed in the list of regional priority programs in 2008-2013 and published in Regional Regulation of South Sulawesi Province Number 12 the Year 2008 About Regional Development Plan of South Sulawesi Province Year 2008-2013 (RPJMD). In the RPJMD there are seven development agendas, namely: 1) improving the quality of education and public health; 2) improvement and equity of community welfare; 3) realization of local advantage to trigger economic growth rate; 4) to realize South Sulawesi as a socio-economic entity with justice, sustainable and sustainable; 5) the creation of an environment conducive to innovative life; 6) strengthening community institutions; and 7) strengthening of government institutions.

Although initially not a priority program of the Makassar City government and not listed in the RPJMD 2008-2013, especially in the transportation development agenda, but the city of Makassar, in this case Danny, greeting familiar Mayor, welcomed the existence of the BRT program. The following is the revelation of the mayor in the ceremony of the launch of this mass transit in front of BRT Shelter Losari Bus Stop at the Losari Beach Pier of Makassar on March 11, 2014 that: "I am very grateful and proud of the new public transportation mode known as Busway Makassar. tribun-timur.com, Monday, March 21, 2016). Furthermore, the mayor said that: "The indicator of a modern city, one of which is seen from its efficient, effective, and economical transportation services According to Dani that, Of

course as the Mayor of Makassar, we are very proud of the idea of this governor," (ANTARA Sulsel, Wednesday, 1/7/2015).

The objective of BRT program in Makassar City and BRT program in other big cities in Indonesia is to refer to the direction of transportation development policy mentioned in item 2 letter e, namely "the development of mass-based mass public transportation in urban areas in the framework of increasing the role of public transport urban "(Conclusions of interviews, 2016-2017). Subsequently stated by the informants that, given the general policy of development is an elaboration of South Sulawesi's medium-term development strategy, the policy is a manifestation of efforts to fulfill the basic rights of the community, including the availability and accessibility of health, education and food service facilities; opening up opportunities for decent work; the creation of a conducive environment, both physically (housing, sanitation and clean water), socially (safe and secure), as well as ecologically (sustainability of natural and environmental resources); as well as secure land rights and participation in socio-political life.

Although the regulations, regulators, and loci (around Makassar and its transport network in the three traffic congestion nodes Sungguminasa, Batangase and Maros) BRT program are clear, the effectiveness and efficiency of BRT transportation are still difficult to ascertain its current relevance, (until this research report is made, 2017). The objectives of the BRT program regarding effectiveness are accessibility, capacity optimization, and service quality (Cheema, 2005, Director General of Land Transportation, 1996; Heath et al., 2006; Ibrahim, 2017; Government of the Republic of Indonesia, 2009; Wolshon, Urbina, Wilmot, & Levitan, 2005) has not been reached. Although the government acknowledges the need for re-arrangement of urban transport routes, it has not yet been fully discussed with the municipalities of Makassar and Organda. From the aspect of effectiveness, the operation of BRT has a long downstream effect. Transportation objectives relating to efficiency seem to have not been achieved. The number of BRT enthusiasts is still relatively small (less than 5 percent of the total number of public transport users), as many are not aware of the presence of public transport (BRT).

Based on the results of this study, it can be stated that the governance strategy in the implementation of land transportation policy through the Bus Rapid Transit (BRT) program in Makassar has not been successful or effective yet. In other words, none of the six meanings of implementing the governace strategy have yet to be achieved, whereas in fact these six aspects are ideal destinations for implementing governance strategies as stated by experts (Alexander & Weiner 1998; Graham, Amos, & Plumptre, 2003; Löffler, 2003; Pierre & Peters, 2005; Zaheer & Venkatraman, 1995) whose categories of focus include: the minimal state, corporate governance, new public management, good governance, social-cybernetic systems, and self-organized networks. The ineffectiveness of the governance strategy in implementing the land transportation policy through BRT program is due to the direction and objectives not yet understood together by the program implementer, as well as the target group that is the user of the land transportation mode. The ineffectiveness of the BRT program is also not based on communication, coordination and synchronization of intensive activities between local governments as regulators and program operators (implementers) of

the program, as well as the understanding of experts (Bell & Hindmoor, 2009; Goodwin, 1998; Graham et al., 2003) (2) the degree of private sector involvement, 3) the form of interrelation and coordination (horizontal and vertical) among the institutions involved in the policy; 4) Form of local cooperation between the public and private sectors, formal and informal subjects, actor networks, etc., which contribute to the creation of new forms of local governance; and 5) Forms of direction and planning that transcend government, emerging from direct intervention in the economy and society, and from policy management, provided by a new form of enabling government ie support and incentives to other actors in achieving public policy effectively.

Based on the above analysis, it can be interpreted that the 3-E principle, that is economic, efficiency, and effectiveness, as the basic values and also the orientation of governnance strategy value in the implementation of land transportation policy through BRT program is not or has not been fully realized as expected in the program objectives. Similarly, the output and impact of its positive externalities on program implementers and the public as users of BRT services have not been achieved.

CONCLUSIONS AND RECOMMENDATIONS

The application of governance strategy in the implementation of transportation policy through the Bus Rapid Transit (BRT) program in Makassar City has not been successful. This lack of success is because the direction and objectives are not yet shared by the program implementers and target groups. Similarly, the factor of socialization, coordination, synchronization and control of government apparatuses across agencies and with communities as a core dimension of BRT's governance strategy has not been effective, although local governments as regulators and implementors hold a central position in program implementation, thus the 3-E principle, which is economical, efficiency and effectiveness, as the basic value and also the orientation of the value of the governance strategy, the implementation of the BRT program has not been achieved. Similarly, the expected output, outcomes and impacts of positive externalities have not been achieved. Therefore, it is suggested that the government apparatus of Makassar City synergically coordinate, socialize, synchronize, simplify tasks based on management information system (KISS-MIS) in realizing the purpose of BRT program. Likewise, the security forces together with the traffic police need to control technology-based communications and modern information as strengthening in the application of governance strategy. Together the community realizes the importance of succeeding the BRT program as an effort to provide efficient, effective, and economical modes of land transportation providing convenience, generosity, security, and convenience of transportation in Makassar as a smart city.

BIBLIOGRAPHY

Akib, H. (2012). Implementasi Kebijakan: Apa, Mengapa dan Bagaimana. *Jurnal Ilmiah Ilmu Administrasi Publik*, *1*(1), 1–11.

Albalate, D., & Bel, G. (2010). Tourism and urban public transport: Holding demand pressure under supply constraints. *Tourism Management*, *31*(3), 425–433.

Alexander, J. A., & Weiner, B. J. (1998). The adoption of the corporate governance model by nonprofit organizations. *Nonprofit Management and Leadership*, *8*(3), 223–242.

Alwi dan Suratman. (2010). *Analisis Jaringan Antar Organisasi Pelayanan Publik yang Demokratis (Studi Kasus Penyelenggaraan Pelayanan Angkutan Kota di Kota Makassar). Laporan Penelitian Tahap 2*. Makassar, Indonesia.

Bell, S., & Hindmoor, A. (2009). *Rethinking governance: the centrality of the state in modern society*. Cambridge University Press.

Bevir, M. (2007). *Encyclopedia of governance* (Vol. 1). Sage Publications.

Butar-Butar, T. (2007). *Pengaruh Komunikasi, Sumber Daya, Disposisi, dan Struktur Birokrasi Terhadap Kualitas Pelayanan Angkutan Kota: Studi Implementasi Kebijakan Angkutan Kota di Kota Bogor. Disertasi tidak diterbitkan*. Universitas Padjajaran Bandung.

Cheema, S. (2005). From public administration to governance: the paradigm shift in the link between government and citizens.'. In *6th Global Forum on Reinventing Government, with a theme, Towards Participatory and Transparent Governance* (pp. 24–27).

Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.

Dirjen Perhubungan Darat. (1996). Surat Keputusan Nomor 274 Tahun 1996 tentang Pedoman Teknis Penyelenggaraan Angkutan Umum di Wilayah Perkotaan dalam Trayek tetap dan Teratur. Jakarta.

Farazmand, A. (2004). *Sound governance: Policy and administrative innovations*. Greenwood Publishing Group.

Goodwin, M. (1998). The governance of rural areas: some emerging research issues and agendas. *Journal of Rural Studies*, *14*(1), 5–12.

Graham, J., Amos, B., & Plumptre, T. (2003). Principles for good governance in the 21st century. In *Policy brief* (Vol. 15).

Heath, G. W., Brownson, R. C., Kruger, J., Miles, R., Powell, K. E., Ramsey, L. T., & Services, T. F. on C. P. (2006). The effectiveness of urban design and land use and transport policies and practices to increase physical activity: a systematic review. *Journal of Physical Activity and Health*, *3*(s1), S55–S76.

Ibrahim, M. A. (2017). Reciprocity Between State And Non-State Institutions In The Implementation Of Trans-Mamminasata Bus Rapid Transit (BRT) Policy In South Sulawesi.

Imperial, M. T. (2001). Collaboration as an implementation strategy: An assessment of six watershed management programs. Indiana University.

Kalsum, U., & Jinca, M. Y. (2017). Strategi Pengembangan Transportasi Massal Di Wilayah Suburban Makassar. *Jurnal Transportasi Multimoda*, *15*(1), 33–38.

Litman, T., & Burwell, D. (2006). Issues in sustainable transportation. *International Journal of Global Environmental Issues*, *6*(4), 331–347.

Löffler, E. (2003). Governance and government: Networking with external stakeholders. *Public Management and Governance*, 163–174.

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis: A method sourcebook. CA, US: Sage Publications*.

Munawar, A. (2007). Public transport reform in indonesia, a case study in the city of Yogyakarta. *World Academy of Science, Engineering and Technology*, *28*(2007), 276.

Niswaty, Risma, Johanna Mano, H. A. (2015). An analysis of the public service performance based on human development index in makassar city, Indonesia. *International Journal of Applied Business and Economic Research*, *13*(6), 4395–4403.

Parsons, W. (1995). *Public policy. Cheltenham, Northampton*.

Pemerintah Republik Indonesia. (2009). *Undang-undang Republik Indonesia nomor 22 tahun 2009 tentang lalu lintas dan angkutan jalan*. Eko Jaya.

Pierre, J., & Peters, B. (2005). *Governing complex societies: Trajectories and scenarios*. Springer.

Rhodes, R. A. W. (1986). *The national world of local government*. Allen & Unwin.

Robichau, R. W., & Lynn Jr, L. E. (2009). The implementation of public policy: Still the missing link. *Policy Studies Journal*, *37*(1), 21–36.

Rosenbloom, D. H., & Goldman, D. D. (1989). *Public administration: Understanding management, politics, and law in the public sector*. Random House New York, NY.

Setijowarno, D., dan Frazila, R. . (2001). *Pengantar Sistem Transportasi*. Semarang: Penerbit Universitas Katolik Soegijapranata.

Smith, A., & Akib, H. (2015). The Implementation Effectiveness of Trash Management in Ambon, Maluku: The Influence of Socialization, Coordination and Control to the Effectiveness of Trash Management. *International Journal of Public Administration*, *38*(10). https://doi.org/10.1080/01900692.2014.908214

Stake, R. E. (2010). *Qualitative research: Studying how things work*. Guilford Press.

Tellis, W. M. (1997). Application of a case study methodology. *The Qualitative Report*, *3*(3), 1–19.

Tikson, D. T. (2011). *Tantangan Administrasi Negara Menghadapi Ketimpangan Global. Pidato untuk penerimaan jabatan Guru Besar dalam Bidang Ilmu Administrasi Pembangunan*. Hasanuddin University.

United Nations. (2007). *Public Governance Indicators: A Literature Review*. New York.

Yin, R. K. (2011). *Qualitative Research krom Start to Finish*. New York: The Guilford Press.

Zaheer, A., & Venkatraman, N. (1995). Relational governance as an interorganizational strategy: An empirical test of the role of trust in economic exchange. *Strategic Management Journal*, *16*(5), 373–392.

Dear Selena Margaret
This I submit the revised article files and changes / adjustments of the author's team. Thank you for your cooperation.

Greetings,
Prof. Haedar Akib

Unduh semua lampiran sebagai file zip

J_Dahyar Daraba et al_ASMJ_EDITED_Strategy of Governance in.doc

166kB

J_Dahyar Daraba et al_STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION_Case Study of Bus Rapid Transit (BRT) Program in Makassar City.pdf

454.9kB

Dahyar Daraba, Andi Cahaya, Haedar Akib, Muhammad Guntur, Aslinda

I have also sent the results of the changes to this article in a reply letter to the email address of the editor system of Allied Journals (on behalf of Rebecca), and I am also submitting the article of the amendment through the allied journal's website in the new submissions column. To be more precise, then I attach the article again. Thank you for your support and cooperation.

Greetings,

Prof. Dr. Haedar Akib, M.Si.

(Head of Public Administration Doctoral Program, Universitas Negeri Makassar, Indonesia)

On Tuesday, 10 June 2018, 12:47:32 pm GMT+8, strategic management <management@abacademies.com> wrote:

Bukti Penerimaan Artikel

On Friday, 15 June 2018, 1:37:09 pm GMT+8, Allied Journals <em@editorialmanager.com> wrote:

Ref.: Ms. No. Allied Journals-18-1019R1

Strategy of Governance in Transportation Policy Implementation: Case Study of Bus Rapid Transit (BRT) Program in Makassar City

Academy of Strategic Management Journal

Dear Prof Akib,

I am pleased to tell you that your work has now been accepted for publication in Academy of Strategic Management Journal.

It was accepted on Jun 15, 2018

Thank you for submitting your work to this journal.

Manuscript Details:

» Reference number: **1939-6104-17-3-235**
» Journal Name: **Academy of Strategic Management Journal**
» Article Title: **STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: CASE STUDY OF BUS RAPID TRANSIT (BRT) PROGRAM IN MAKASSAR CITY**
» Corresponding Author: **Dr. Haedar Akib**

Dear Dr. Haedar Akib,

Congratulation on acceptance of your article and we would like to thank you for choosing **Academy of Strategic Management Journal** to publish your work.

Herewith, we are sending the galley proof of your manuscript and Invoice **1939-6104-17-3-235** as an attachment to this mail.

Please check the proof carefully and send your response within 48 hours. You are requested to correct the misprints, if any.

If you have any correction(s), please mention them in the Galley proof directly, preferably using the "comment" option in the PDF file and send it as soon as possible.

Type the misprints in separate word file in two columns, one column for misprinted version and the other for the corrected version to be printed.

*If you fail to intimate us regarding the corrections within 48 hours, we may assume that you agreed to publish without any further modifications/corrections.

Please complete the payment process in a week time and you may use the following link for this purpose.

Payment online link: **http://www.alliedacademies.org/onlinepayment/**

If you need more information, please do not hesitate to contact us.

With regards

Selena Margaret

Editorial assistant

Academy of Strategic Management Journal

Allied Business Academies.

STRATEGY OF GOVERNANCE IN TRANSPORTATION POLICY IMPLEMENTATION: CASE STUDY OF BUS RAPID TRANSIT (BRT) PROGRAM IN MAKASSAR CITY

Dahyar Daraba, Institut Pemerintahan Dalam Negeri (IPDN) Jatinangor
Andi Cahaya, Sekolah Tinggi Ilmu Administrasi (STIA) Prima Bone
Muhammad Guntur, Universitas Negeri Makassar
Aslinda, Universitas Negeri Makassar
Haedar Akib, Universitas Negeri Makassar

ABSTRACT

This research article describes the application of governance strategy in the implementation of transportation policy through Bus Rapid Transit (BRT) program in Makassar City. The study used case study approach. Data were collected using observation, interview and documentation techniques. Data were analyzed following an interactive model (Miles, Huberman & Saldana, 2014). The result is that the governance strategy implemented in the BRT program has not been efficiently seen from its management and has not been effectively seen by its stakeholders. The ineffectiveness of the BRT program is due to the direction and objectives set by the program implementers, as well as the target groups and citizens of the users of this mode of land transportation. The ineffectiveness of the BRT program is also not based on simplification and integration of communication and coordination systems in synchronizing local government activities as a regulator and its implementer, so the 3E principles of economic, efficiency and effectiveness as the basic values and the value orientation of the BRT program have not achieved. Outputs and their impact on program implementers and BRT users have not been achieved. The recommendation, the Principle of Coordination, Integration, Singkornisasi and Simplification based on the Management Information System (KISS-MIS) as the core of governance strategy should be applied by the local government as the basis of governance strategy in the implementation of BRT program in Makassar.

Keywords: Strategy of Governance, Public Policy, Land Transportation, BRT Program.

INTRODUCTION

Contemporary literature in the field of public administration views the implementation of public policy as a delivery system (Akib, 2012; Parsons, 1995; Smith & Akib, 2015), the policy delivery system. Public policy is treated as an instrument rationally designed by government authorities to solve public problems, but there are still few policy implementation studies (Akib, 2012; Smith & Akib, 2015) discussing the role of public policy in democratic and political capacity-building. Robichau & Lynn (2009) states, public policy studies tend to focus on the implementation performance of government and ignore what is emphasized in governance models. Not many empirical studies of public policy implementation are derived from the

governance model, whereas the model provides a different explanation of the dimensions of actors, processes and policy implementation outcomes.

Based on these ideas, an analysis of public sector policy governance strategies needs to be done. The significance of this analysis is supported by Pierre & Peters (2005) which states that, for the present condition of modern society many aspects are associated with effective governance. The view is also in line with the assertion Bell & Hindmoor (2009) that, the governance order created and launched by the state to help lead the community. Despite many alternative ways, the state remains a very important actor in shaping and operating governance strategies.

This research article presents about the implementation of policy, especially Bus Rapid Transit (BRT) program, in land transportation service, or in this paper called urban transportation (Bell & Hindmoor, 2009; Ibrahim, 2017; Kalsum & Jinca, 2017), using the Governance strategy (Alexander & Weiner, 1998; Bell & Hindmoor, 2009; Zaheer & Venkatraman, 1995) in Makassar City. The Government of Makassar City, by its authority to adopt the policy of BRT program as city transportation directed to realize security, safety, order and smooth transportation (Kalsum & Jinca, 2017). This city transport policy is a policy of transportation service at the local transportation level (Tatralok). Policies on Tatralok are in principle an integral part of the transportation system at the regional transportation level (Tatrawil) and the national transportation level (Tatranas). Overall, the urban transport policy at Tatralok level, including in Makassar City, is directed to achieve security, safety, order and smoothness of traffic and road transport to support economic development and regional development (Pemerintah republik Indonesia, 2009).

The city transportation policy adopted by the city government of Makassar has not been able to create security, safety, order and smoothness of traffic. The dimensions of urban public transportation policy problem in Makassar City are evident in the route network configuration, road condition, condition of facilities and infrastructure and vehicle condition. From the aspect of the route network configuration, the Decree of the Director General of Land Transportation No. 274/1996 affirms that for Kota Raya (with population above 1 million people), the ideal route arrangement is: the main route is served by train or large bus, route of twigs by medium bus/angkot and direct route by big bus (Dirjen Perhubungan Darat, 1996). Based on the observation result, the configuration of the route network of public transport passengers in Makassar City has not complied with the above regulation.

Regarding road conditions, Central Bureau of Statistics (BPS) data of Makassar City in 2009 mentioned that about 34.2 percent of urban roads are in poor condition. Regarding traffic and road transport infrastructure, that of 3,754 units of traffic signs required, only 3,352 units are installed and 509 of them are in damaged condition; from 106 units of the need for shelters, only 70 units are built. In some road segments, road equipment is not visible in the form of road markings, street lighting, road user control and safety equipment, road monitoring and security equipment and facilities for bicycles, pedestrians and people with disabilities. Regarding the availability of the city transport fleet, the 2008 Makassar BPS data recorded 4,117 units to serve 17 routes. No data were obtained on the general condition of the city transport fleet, but from observations seen some city transport fleet was damaged and dirty, not equipped with honking sound, speed pointing accuracy, as well as transmits power and direction of main light.

The general condition of urban public transportation in Makassar is currently marked by unstructured route network, fleet dominated by medium bus/angkot, poor road conditions, inadequate road infrastructure and facilities. These conditions resemble description of the general

condition of transportation in Indonesia (Ibrahim, 2017; Kalsum & Jinca, 2017; Munawar, 2007) which includes capacity weaknesses, lack of quality and choice, traffic congestion, extortion at bus stops, insufficient funds to renew and repair vehicles, the complexity and rigor of the regulatory framework and the ineffectiveness of law and administrative structures. The reality of public transport in Makassar City to date (research conducted, 20016-2017) does not yet reflect the security, safety, order and smoothness of traffic that is the goal of development policy of road transport.

The problems of public transportation (inland transportation) in Makassar City and around (to and from Sungguminasa as the capital of Gowa Regency and to and from Batang Ase, continue to Marusu as the capital of Maros Regency) can be overcome if the implementation of public transport policy, in particular the BRT program is carried out accordingly model of governance. In this context, the government of Makassar City is in a central position in determining the objectives and direction of public service in the field of land transportation, while in its implementation is supported by institutional relationships between government and private actors and civil society. In this way, the implementation outcomes of transport policy will contain the power of civil society character that includes participation, proportional representation, inclusion and transparency.

Research on transportation policy that refers to the model of governance has not been done, including in Makassar. Previous studies, among others, conducted by Butar-Butar (2007); Kalsum & Jinca (2017); Munawar (2007) still based on the instrumental rational idea and positioned the government as a single actor. This study is important in the context of public administration studies because governance is the latest development stage of public administration (United Nations, 2007). In this stage of development, the public manages its economic, social and political affairs through interaction within and between the sectors of the state, civil society and private (Cheema, 2005). On the other hand, public administration is concerned with the provision of public services and public regulation, because in the public service lies the spirit of public administration (Rosenbloom & Goldman, 1989). Based on transportation phenomenon, this research aims to analyze and explain the implementation of governance strategy in the implementation of transportation policy through Bus Rapid Transit (BRT) program in Makassar City.

LITERATURE REVIEW

Governance Strategy, Löffler (2003) states, governance is not a new term, because the term governance was used first in France in the 14th century with the meaning seat of government. According to Bell & Hindmoor (2009), the word governance comes from the classical Greek (Greek), kybernan, which means to drive, drive or direct. The term is governing, according to Bell & Hindmoor, can be defined as shaping, regulating, or trying to control human behavior to achieve collective goals. Thus, effective governance always requires states to establish strategic relationships with a wide range of non-state actors.

Accordingly, Farazmand (2004); Bevir (2007) argue that the key characteristic of the concept of governance is a claim to reject traditional forms of authority, bureaucratic governance with unilateral decision-making and implementation. The model or concept of governance (Alexander & Weiner, 1998; Zaheer & Venkatraman, 1995), according to Farazmand (2004), presents new ways of thinking, new direction, new administration, with new philosophies and new approaches to engaging wider citizens with bait-behind them, as well as bringing into the game arena civil society and non-governmental organizations.

According to Bevir (2007), governance expresses a widespread belief that states are gradually dependent on other organizations to secure their intentions, carry out their policies and establish a pattern of rules. Bevir further explains that, by analogy governance can be used to describe an emerging pattern of rules, whether the state is dependent on other organizations, even when the state plays little or no role. Also, governance can be used to show the whole pattern of rules, including the form of a hierarchical state that is often assumed to exist before public sector reforms of the 1980s and 1990s.

Rhodes (1986) states that governance is a central concept in contemporary social science. The definition of governance according to UNDP (1997) in Zaheer & Venkatraman (1995) is the exercise of political, economic and administrative authority to manage national affairs. Governance extends beyond the state; governance includes civil society organizations and the private sector, all of whom are involved in a large number of activities promoting sustainable human development.

The use of the concept of governance has at least six different meanings: the minimal state, corporate governance, new public management, good governance, social-cybernetic systems and self-organized networks. In principle, there are five constitutive aspects of governance, namely:

1. Complex institutions and actors involved, including a small circle of institutions outside which direct policy.
2. The degree of private sector involvement (agencies, third sector nonprofit organizations and more generally, the socio-economic sector).
3. Form of interrelation and coordination (horizontal and vertical) among institutions involved in policy.
4. Form of local cooperation between the public and private sectors, formal and informal subjects, actor networks, etc., which contribute to the creation of new forms of local governance.
5. Forms of direction and planning that transcend government, emerging from direct intervention in the economy and society and from policy management, provided by a new form of enabling government i.e. support and incentives to other actors in achieving public policy effectively (Bell & Hindmoor, 2009; Goodwin, 1998; Graham, Amos, & Plumptre, 2003).

Thus, it is understood that governance is a way of exercising political, economic and administrative authority in managing the affairs of the nation, in which the government collaborates with non-governmental organizations. This definition includes three key components, namely the state and its institutions, civil society organizations and the private sector.

Governance is the government affairs in the dimensions of the process. Pierre & Peters (2005) identifies activities in governance, i.e. priority articulation for society, coherence, steering and goals. Essential of governance is to articulate a set of priorities and common goals (goals) for communities that can be approved by the community. This general-purpose tool, in turn, provides the principal space for government in governance. This is because there is no institution in society capable of articulating collective priorities, especially in a democratic way. In that context, governance refers to some mechanisms or processes through which consensus or majority decisions can arise about social priorities and objectives. The process should logically encompass a mediation role run by a legitimate institution.

City transport policy, urban transport is a major component of the urban social system. The complexity of urban transport problems is higher than rural transport, largely because of the urban transport problem in combination with the ever-increasing variable population, the number of motor vehicles growing beyond the capacity of roads and the behavior of people who ignore traffic rules on the highways. Albalate & Bel (2010) state that urban mobility is higher than rural

communities. This occurs as a consequence of more rapid social, economic and demographic progress in urban areas than in rural areas and because the majority of urban societies consider mobility a right.

The definition of urban transportation according to Setijowarno & Dan Frazila (2001) is the transportation from one place to another within the territory of a city using public bus and public passenger cars bound to fixed and regular routes. Urban transportation in addition to covering the problem of structure also includes the process and value. This resulted in the problem of urban transport very complex, thus requiring public policy intervention, namely the policy of urban transport.

Countries/regions have an important role in the implementation of urban transport, especially in developing countries; the administration of urban transport cannot rely on the private sector. Such responsibility exists in the state through the role of public administration (Tikson, 2011). This implies that the state should be at a central position in the delivery of public services. The strength required of the state is primarily the capability to design, adopt and implement good public policy, including policies in the field of transportation.

The policy of urban transportation in Indonesia is contained in the Law of the Republic of Indonesia Number 22 the Year 2009 on Traffic and Road Transportation (Pemerintah republik Indonesia, 2009). This law is a revision of Law Number 14 of 1992 concerning Traffic and Road Transport. The old law is deemed to be no longer appropriate to the conditions, changes in the strategic environment and the need for traffic and road transport. In Law Number 22 the Year 2009 emphasized on the principle and purpose of the implementation of traffic and road transport. The principles of implementation include: transparent principle; accountable principles; sustainable principles; participatory principles; beneficial principle; efficient and effective principles; balanced principle; unified principle; and an independent principle. The aims of the implementation of traffic and road transport are:

1. The realization of safe, safe, orderly, smooth and unified Road Traffic and Transportation services with other modes of transport to encourage the national economy, promote the common good, strengthen the unity and unity of the nation and able to uphold the dignity of the nation.
2. The realization of ethical traffic and culture of the nation.
3. Realization of law enforcement and legal certainty for the community.

It is understood that urban transport policy in principle has an economic mission, welfare, nation building and law enforcement. This reinforces the researcher's argument that public transport policy is organized based on a governance model, which includes state relations with private and civil society, but the highest responsibility still exists with the state/government. State/local governments should be at the core of the planning, regulatory, control and control authority of urban transport, while in the exercise of that authority the state must interact with the interests of the community.

RESEARCH METHODS

This research uses case study approach (Tellis, 1997), with descriptive-qualitative-interpretative analysis design. Yin (2011) states, now qualitative research is a form of mainstream research in many academic and professional fields. The choice of qualitative design is tailored to the nature of the research problem, namely the land transport governance strategy, or often called "urban transport." The location of this research is in Makassar City of South Sulawesi Province. The reasons for choosing the location are:

1. The phenomenon of urban transport service in Makassar City and its surroundings (from Sungguminasa as the capital of Gowa Regency and to and from Batangase to Marusu as the capital of Maros Regency), as the research locus as well as the form of "triangle axis of traffic jam". Similarly, the service of land transportation mode on the axis of traffic congestion cannot yet reflect safety, safety, order and smoothness of traffic which is the objective of development policy of road transportation.
2. There is no research that reveals the problem by using the perspective of governance.

Data and information are collected from three sources, namely:

1. Archives and program documents.
2. Interviews with participants (representatives of implementers, passengers/users of BRT, motorists and bikers) were selected purposively-incidentally.
3. Direct observation of the research team/writers around the acreage of the three axes of this traffic congestion.

The use of different/varied data sources is used as a form of triangulation as a means to improve the validity of the findings of the study results (Miles, Huberman & Saldana, 2014; Yin, 2011). The data analysis follows the interactive model step (Miles, Huberman & Saldana, 2014) and adjusted to Yin's recommendation (2011) on four stages of case study:

1. Case study design.
2. Conducting case study.
3. Analyzing case study evidence.
4. Develop conclusions, recommendations and implications.

The interactive model data analysis emphasizes the analytical process before the data collection phase, during the preliminary data collection process and preliminary analysis and after the final data collection phase. The research process and the validity of the research product produced to illustrate the quality of the research.

RESEARCH RESULT AND DISCUSSION

This section presents the real condition of applying the concept of governance as a strategy in the implementation of transportation policy through the Bus Rapid Transit (BRT) program in Makassar. The focus of this analysis is based on the views of Pierre & Peters (2005) on the identification of activities in governance, i.e. priority articulation for society, coherence, steering and goals. Essential of governance is to articulate a set of priorities and common goals (goals) for communities that can be approved by the community. However, in reality, the condition seen at this time is the "seizure" of passengers and the use of roads by all modes of transportation around the city of Makassar, namely Bus Rapid Transit (BRT), "pete-pete", ojek, becak and motor rickshaw (bentor). Although the government has been acknowledging the need to re-arrange urban transport routes, it has not yet been fully discussed with the government of Makassar and Organda (regional transportation organizations).

Viewed from the aspect of effectiveness, the operation of BRT seems to have a long downstream effect. Transportation objectives relating to efficiency are not yet apparent. The number of BRT enthusiasts is still relatively small compared to the number of land transportation users. According to informants (both the BRT transport service providers, as well as the community members of BRT users, this is because many people are not aware of the presence of these public vehicles. The BRT is only regarded as the government program of Makassar City, "not owned by citizens" communities are available and prefer to use "pete-pete" cars, bentor

(motorbikes), or motorbikes and grab cars. BRT views every day around the protocol road in Makassar City, then to and from Sungguminasa Regency Gowa and to and from Batang Ase continue to Marusu/Maros the capital of Maros Regency, BRT is only around the city in an empty condition. Because of this condition, seen from the aspect of efficiency and economics of operation of BRT also not yet realized or not yet reached.

The general characteristic of urban transport is to serve the community with mobility and access to jobs, health centers, educational centers and recreational and other places. Thus, urban transport serves the function of public services. City transport provides basic mobility services especially for people who do not own private vehicles. Alwi & Suratman (2010); Heath et al. (2006); Ibrahim (2017) argues that policies, projects and transport practices have an impact on land use, air quality, income and use of travel time, access to services and the overall quality of life in the City. If implemented properly, transport policies and projects can play a major role in improving/upgrading the human development index (health, education and economy), equity and overall urban quality (Niswaty, Johanna & Haedar, 2015). Conversely, if implemented poorly, transport policies and projects can intensively damage urban land and space, especially for the poor and contribute to poverty, violence and terror behavior in urban living.

According to informants, both from the Ministry of Transportation of the Republic of Indonesia, as well as informants from the government of Makassar City, Sungguminasa and Maros, stated that the development of transportation, including the provision of land transportation through BRT program has a significant influence on national and regional economic development. Transportation is one of the strategic components that support the equitable distribution of economic growth, the movement of people and goods, the flow of information and financial flows that need to be managed quickly, accurately (effectively) and accurately (efficiently, economically) to meet the demands of punctuality. Transportation is also a tool of political development, socio-culture and defense of security (Litman & Burwell, 2006; Setijowarno & Dan Frazila, 2001). The role of transportation even as a bridge that facilitates all national and regional economic and logistical activities, as well as providing socio-economic value-added. The growth of the transportation sector reflects direct economic growth, so transportation has an important and strategic role, both macro and micro. Therefore, the provision of facilities/modes of land transportation, as well as the BRT program as the transportation of this city, is a demand of the people of Makassar.

Based on the results of the research, it is found that the Makassar City government has provided many land transportation services to the public, but the service has not been able to encourage mobility and accessibility, as well as the optimal security of the land transportation users in general, including the users of transportation facilities through BRT. Transportation development makes it easy for the public (Albalate & Bel, 2010; Heath et al., 2006; Litman & Burwell, 2006), but the convenience is not in line with public aspirations, because BRT must "compete" with the land transportation mode that has been operating on all roads that are also traversed by BRT. On the other hand, it has been seen that the condition of the transport fleet is poor and not in accordance with the standards, thus creating inconvenience for passengers, long travel time (congestion everywhere, as an expression of informants), queues and accumulation of passengers at each station and unofficial "alternative" shelters, lack of supporting aspects and facilities, such as security or strict action of the authorities and a host of other transportation service issues, as a sight that can be witnessed at some point of the road. Thus, the current problem of land transportation development in Makassar and its surrounding areas is the imbalance between the needs of facilities, infrastructure and land transportation facilities,

including the presence of BRT, as well as the growth of the population which has increased annually, but not or has not been directly proportional to the quality transportation governance developed by the local government, both by the government of Makassar City, as well as the Gowa Regency government and the Maros Regency government. Among the classic problems, in this aspect of urban transportation, the most extreme problems are traffic jams (interviews and observations by three researchers at three traffic congestion nodes, Makassar, Gowa and Batangase/Maros).

In Makassar City, although a number of policies have been pursued by the local government in this case the transportation and police department has been trying to control traffic congestion, such as: Parking ban on roads, especially on main roads, fly over, pass at the crossroads, adjusting hours of work entry and school entrance hours and improving the quality and quantity of traffic infrastructure, but the various attempts have not been able to control the frequent traffic congestion, even the opposite of traffic congestion seems to be getting worse. Furthermore, transportation problems in Makassar City are more "severe" than those described above, as transport is also related to other sectors of economic development. Transportation issues are also concerned with regulation and law enforcement on inconsistent roads as well as with the legal institutions themselves. Transportation problems are also associated with structures and systems of politics that are often unstable and not conducive. Thus, land transportation problems are also humanitarian, social justice and environmental issues. The problem of transportation is a matter of sustainability of civilization. The entire problem area interacts in creating complex and difficult urban transport problems, making it difficult to handle efficiently, effectively and economically (abbreviated as 3-E problems).

Based on the analysis and interpretation of the writer can be understood that the implementation of governance strategy in the implementation of land transportation policy through BRT program is the right managerial instrument to handle complex transportation problems. The implementation of the governance strategy in the transportation sector is not only at the level of managerial action, but also at the administrative (policy) level. At the administrative level, the governance strategy in the field of land transportation through the BRT program includes the provision of synchronized and systematized policy and regulatory instruments, ranging from national legislation, national and long-term plans, strategic plans, vision and mission, the priorities and direction and objectives of simplified (simplified) programs and policies. The administrative context of the development of transport, through the BRT program attributes the broad public interest, namely government, civil society and private.

The development of multi-dimensional and complex urban transport requires precise prioritization. With priority, the city government of Makassar can "walk calmly" in the right direction in implementing the BRT program, doing fewer things but with full power. Based on the informants' overview and based on the researcher's observation, there seems to be a "mistake" of local government in the development of transportation so far, even in other development areas as follows.

First, local governments have not or do not think seriously and are conscious when making priorities, so do work that is not desirable. For example, establishing a rule that prohibits bumps (motor tricycles) operating on specified protocol roads, but not accompanied by coordination and synchronization of duties with the police (Traffic Police) officers governing motorized and non-motorized traffic (pedicabs, pedestrians). The local government also does not coordinate with the Satpol PP (civil service police unit) which regulates "five-legged traders" (three wheeled carts plus two pushers' legs) that many turn into "non-legged traders", the maxim

of traders residing selling in wagons which is deliberately parked on the sidewalk/pedestrian or on the roadside, thus disrupting the smoothness of traffic. Similarly, there are many cases where the local government (Makassar City, Gowa Regency, Maros Regency) does not coordinate with the local Department of Transportation, although fellow government agencies, in managing the use of markers or traffic signs effectively and appropriately, so motorcyclists and cars are often parked around the forbidden places, on the sidewalks, in the halls, near the turnpike/the traffic lights. There is even a new phenomenon of the people of Makassar City, which in many cases, casually parks vehicles (motorcycles, cars, bumps, rickshaws, carts, trailer trucks) on the highway in front of the house or in front of the office, which is very disturbing the smoothness of traffic. Likewise, the arrogance of a handful of official car drivers (police, soldiers, officials of "red flats") who casually park their vehicles at a forbidden place.

Another fact that is found is the "negative image" of citizens who consider that if there is a market then vehicle traffic, including BRT rate must be obstructed or stalled. Such an understanding, according to some informants (the sellers in the market and riders) we just enjoy the jam. In short, in many cases it has been found that local governments (Makassar City, Gowa Regency, Maros Regency) are still more trapped in undesirable public works, rather than designing desirable and urgent work required by their citizens.

Secondly, the Makassar City government is impressed by making the land transportation problem even more complex, including the presence/implementation of the BRT program, as it places so many priority numbers into confusion over priority programs which must take precedence, whereas the government can only handle one or two priorities in a certain time; when the government sets many priorities it becomes less realistic, including the implementation of the BRT program that is not able to change the image of the community to want to use this BRT.

Thirdly, the provision of ground transport services through the BRT program in Makassar does not revive its actual priority, i.e. laying down priorities, but providing little time and resources to turn it on, where priorities are seen on paper rather than in systematic (systemic) systemic and sustainable. According to the informants' opinion, that in Makassar City, to reduce congestion, the government held BRT program. However, in the procurement of BRT, the local government (Makassar City government, Gowa regency, Maros regency) has no involvement, either in the Bus procurement process or its management, nor is the community and non-government (private) involved in the BRT program in Makassar. BRT program is not even listed in the list of regional priority programs in 2008-2013 and published in Regional Regulation of South Sulawesi Province Number 12 the Year 2008 About Regional Development Plan of South Sulawesi Province Year 2008-2013 (RPJMD). In the RPJMD there are seven development agendas, namely:

1. Improving the quality of education and public health.
2. Improvement and equity of community welfare.
3. Realization of local advantage to trigger economic growth rate.
4. To realize south Sulawesi as a socio-economic entity with justice, sustainable and sustainable.
5. The creation of an environment conducive to innovative life.
6. Strengthening community institutions.
7. Strengthening of government institutions.

Although initially not a priority program of the Makassar City government and not listed in the RPJMD 2008-2013, especially in the transportation development agenda, but the city of Makassar, in this case Danny, greeting familiar Mayor, welcomed the existence of the BRT

program. The following is the revelation of the mayor in the ceremony of the launch of this mass transit in front of BRT Shelter Losari Bus Stop at the Losari Beach Pier of Makassar on March 11, 2014 that: I am very grateful and proud of the new public transportation mode known as Busway Makassar. Tribun-timur.com, Monday, March 21, 2016). Furthermore, the mayor said that: The indicator of a modern city, one of which is seen from its efficient, effective and economical transportation services According to Dani that, Of course as the Mayor of Makassar, we are very proud of the idea of this governor, (ANTARA Sulsel, Wednesday, 1/7/2015).

The objective of BRT program in Makassar City and BRT program in other big cities in Indonesia is to refer to the direction of transportation development policy mentioned in item 2 letter e, namely the development of mass-based mass public transportation in urban areas in the framework of increasing the role of public transport urban (Conclusions of interviews, 2016-2017). Subsequently stated by the informants that, given the general policy of development is an elaboration of South Sulawesi's medium-term development strategy, the policy is a manifestation of efforts to fulfill the basic rights of the community, including the availability and accessibility of health, education and food service facilities; opening up opportunities for decent work; the creation of a conducive environment, both physically (housing, sanitation and clean water), socially (safe and secure), as well as ecologically (sustainability of natural and environmental resources); as well as secure land rights and participation in socio-political life.

Although the regulations, regulators and loci (around Makassar and its transport network in the three traffic congestion nodes Sungguminasa, Batangase & Maros) BRT program are clear, the effectiveness and efficiency of BRT transportation are still difficult to ascertain its current relevance, (until this research report is made). The objectives of the BRT program regarding effectiveness are accessibility, capacity optimization and service quality (Cheema, 2005; Heath et al., 2006; Ibrahim, 2017) has not been reached. Although the government acknowledges the need for re-arrangement of urban transport routes, it has not yet been fully discussed with the municipalities of Makassar and Organda. From the aspect of effectiveness, the operation of BRT has a long downstream effect. Transportation objectives relating to efficiency seem to have not been achieved. The number of BRT enthusiasts is still relatively small (less than 5 percent of the total number of public transport users), as many are not aware of the presence of public transport (BRT).

Based on the results of this study, it can be stated that the governance strategy in the implementation of land transportation policy through the Bus Rapid Transit (BRT) program in Makassar has not been successful or effective yet. In other words, none of the six meanings of implementing the governance strategy have yet to be achieved, whereas in fact these six aspects are ideal destinations for implementing governance strategies as stated by experts (Alexander & Weiner, 1998; Graham, Amos & Plumptre, 2003; Löffler, 2003; Pierre & Peters, 2005; Zaheer & Venkatraman, 1995) whose categories of focus include: the minimal state, corporate governance, new public management, good governance, social-cybernetic systems and self-organized networks. The ineffectiveness of the governance strategy in implementing the land transportation policy through BRT program is due to the direction and objectives not yet understood together by the program implementer, as well as the target group that is the user of the land transportation mode. The ineffectiveness of the BRT program is also not based on communication, coordination and synchronization of intensive activities between local governments as regulators and program operators (implementers) of the program, as well as the understanding of experts (Bell & Hindmoor, 2009; Goodwin, 1998; Graham, Amos & Plumptre, 2003) the degree of private sector involvement, the form of interrelation and coordination (horizontal and vertical)

among the institutions involved in the policy, form of local cooperation between the public and private sectors, formal and informal subjects, actor networks, etc., which contribute to the creation of new forms of local governance, forms of direction and planning that transcend government, emerging from direct intervention in the economy and society and from policy management, provided by a new form of enabling government i.e. support and incentives to other actors in achieving public policy effectively.

Based on the above analysis, it can be interpreted that the 3-E principle, that is economic, efficiency and effectiveness, as the basic values and also the orientation of governance strategy value in the implementation of land transportation policy through BRT program is not or has not been fully realized as expected in the program objectives. Similarly, the output and impact of its positive externalities on program implementers and the public as users of BRT services have not been achieved.

CONCLUSIONS AND RECOMMENDATIONS

The application of governance strategy in the implementation of transportation policy through the Bus Rapid Transit (BRT) program in Makassar City has not been successful. This lack of success is because the direction and objectives are not yet shared by the program implementers and target groups. Similarly, the factor of socialization, coordination, synchronization and control of government apparatuses across agencies and with communities as a core dimension of BRT's governance strategy has not been effective, although local governments as regulators and implementers hold a central position in program implementation, thus the 3-E principle, which is economical, efficiency and effectiveness, as the basic value and also the orientation of the value of the governance strategy, the implementation of the BRT program has not been achieved. Similarly, the expected output, outcomes and impacts of positive externalities have not been achieved. Therefore, it is suggested that the government apparatus of Makassar City synergically coordinate, socialize, synchronize and simplify tasks based on management information system (KISS-MIS) in realizing the purpose of BRT program. Likewise, the security forces together with the traffic police need to control technology-based communications and modern information as strengthening in the application of governance strategy and together the community realizes the importance of succeeding the BRT program as an effort to provide efficient, effective and economical modes of land transportation providing convenience, generosity, security and convenience of transportation in Makassar as a smart city.

REFERENCES

Akib, H. (2012). Implementasi kebijakan: Apa, mengapa dan bagaimana. *Jurnal Ilmiah Ilmu Administrasi Publik*, *1*(1), 1-11.

Albalate, D. & Bel, G. (2010). Tourism and urban public transport: Holding demand pressure under supply constraints. *Tourism Management*, *31*(3), 425-433.

Alexander, J.A. & Weiner, B.J. (1998). The adoption of the corporate governance model by nonprofit organizations. *Nonprofit Management and Leadership*, *8*(3), 223-242.

Alwi & Suratman (2010). *Analisis jaringan antar organisasi pelayanan publik yang demokratis (Studi kasus penyelenggaraan pelayanan angkutan kota di kota Makassar)*. Laporan Penelitian Tahap 2. Makassar, Indonesia.

Bell, S. & Hindmoor, A. (2009). *Rethinking governance: The centrality of the state in modern society*. Cambridge University Press.

Bevir, M. (2007). *Encyclopedia of governance*. Sage Publications.

Butar-Butar, T. (2007). *Pengaruh komunikasi, sumber daya, disposisi, dan struktur birokrasi terhadap kualitas pelayanan angkutan kota: Studi implementasi kebijakan angkutan kota di kota bogor*. Disertasi tidak diterbitkan. Universitas Padjajaran Bandung.

Cheema, S. (2005). From public administration to governance: The paradigm shift in the link between government and citizens. *6th Global Forum on Reinventing Government, with a theme, Towards Participatory and Transparent Governance*, 24-27.

Creswell, J.W. (2013). *Research design: Qualitative, quantitative and mixed methods approach*. Sage publications.

Creswell, J.W. & Creswell, J.D. (2017). *Research design: Qualitative, quantitative and mixed methods approach*. Sage publications.

Dirjen perhubungan darat (1996). *Surat keputusan nomor 274 tahun 1996 tentang Pedoman teknis penyelenggaraan angkutan umum di wilayah perkotaan dalam trayek tetap dan teratur*. Jakarta.

Farazmand, A. (2004). *Sound governance: Policy and administrative innovations*. Greenwood Publishing Group.

Goodwin, M. (1998). The governance of rural areas: Some emerging research issues and agendas. *Journal of Rural Studies*, *14*(1), 5-12.

Graham, J., Amos, B. & Plumptre, T. (2003). *Principles for good governance in the 21st century*. Policy brief.

Heath, G.W., Brownson, R.C., Kruger, J., Miles, R., Powell, K.E. & Ramsey, L.T. (2006). The effectiveness of urban design and land use and transport policies and practices to increase physical activity: A systematic review. *Journal of Physical Activity and Health*, *3*(s1), S55-S76.

Ibrahim, M.A. (2017). *Reciprocity between state and non-state institutions in the implementation of trans-mamminasata Bus Rapid Transit (BRT) policy in south Sulawesi*.

Imperial, M.T. (2001). *Collaboration as an implementation strategy: An assessment of six watershed management programs*. Indiana University.

Kalsum, U. & Jinca, M.Y. (2017). Strategi pengembangan transportasi massal di wilayah suburban Makassar. *Jurnal Transportasi Multimoda*, *15*(1), 33-38.

Litman, T. & Burwell, D. (2006). Issues in sustainable transportation. *International Journal of Global Environmental Issues*, *6*(4), 331-347.

Löffler, E. (2003). Governance and government: Networking with external stakeholders. *Public Management and Governance*, 163-174.

Miles, M.B., Huberman, A.M. & Saldana, J. (2014). *Qualitative data analysis: A method sourcebook*. CA, US: Sage Publications.

Munawar, A. (2007). Public transport reform in Indonesia, a case study in the city of Yogyakarta. *World Academy of Science, Engineering and Technology*, *28*, 276.

Niswaty, R., Johanna, M. & Haedar, M.A. (2015). An analysis of the public service performance based on human development index in Makassar city, Indonesia. *International Journal of Applied Business and Economic Research*, *13*(6), 4395-4403.

Parsons, W. (1995). *Public policy*. Cheltenham, Northampton.

Pemerintah republik Indonesia (2009). *Undang-undang republik Indonesia nomor 22 tahun 2009 tentang lalu lintas dan angkutan jalan*. Eko Jaya.

Pierre, J. & Peters, B. (2005). *Governing complex societies: Trajectories and scenarios*. Springer.

Rhodes, R.A.W. (1986). *The national world of local government*. Allen & Unwin.

Robichau, R.W. & Lynn, L.E. (2009). The implementation of public policy: Still the missing link. *Policy Studies Journal*, *37*(1), 21-36.

Rosenbloom, D.H. & Goldman, D.D. (1989). *Public administration: Understanding management, politics and law in the public sector*. Random House New York, NY.

Setijowarno, D. & Dan Frazila, R. (2001). *Pengantar sistem transportasi*. Semarang: Penerbit Universitas Katolik Soegijapranata.

Smith, A. & Akib, H. (2015). The implementation effectiveness of trash management in Ambon, Maluku: The influence of socialization, coordination and control to the effectiveness of trash management. *International Journal of Public Administration*, *38*(10).

Tellis, W.M. (1997). Application of a case study methodology. *The Qualitative Report*, *3*(3), 1-19.

Tikson, D.T. (2011). *Tantangan administrasi negara menghadapi ketimpangan global. Pidato untuk penerimaan jabatan guru besar dalam bidang ilmu administrasi pembangunan*. Hasanuddin University.

United Nations (2007). *Public governance indicators: A literature review*. New York.

Yin, R.K. (2011). *Qualitative research from start to finish*. New York: The Guilford Press.

Zaheer, A. & Venkatraman, N. (1995). Relational governance as an interorganizational strategy: An empirical test of the role of trust in economic exchange. *Strategic Management Journal*, *16*(5), 373-392.