



GOVERNANCE NETWORK IN TRANS MAMMINASATA BUS SERVICE IN SOUTH SULAWESI

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Abstract

The governance network is pivotal in shaping an efficient and sustainable public transportation system in the region. This research explores the dynamics of contact, trust, sharing information, and resource exchange among diverse stakeholders involved in the implementation of the Trans Mamminasata program. Through an in-depth analysis, the research reveals the significance of effective collaboration and communication in achieving shared goals and overcoming challenges. The research method applied is a qualitative analysis by conducting in-depth interviews and documentation studies regarding the governance network in the Trans Mamminasata bus service in South Sulawesi. The results show that the governance network in Trans Mamminasata bus service in South Sulawesi through the contact among actors within the governance network has facilitated seamless communication and coordination, fostering a shared understanding that aligns objectives and enhances decision-making processes. Building mutual trust is critical in encouraging cooperation and commitment to common goals. However, challenges in trust-building, particularly in adhering to standard operating procedures, require ongoing attention. Information sharing plays a pivotal role in the successful implementation of Trans Mamminasata, with timely and comprehensive reports enabling informed decisions and efficient responses to community needs. Resource exchange strategies, including financial and tariff subsidies, have optimized program efficiency and accessibility.

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INTRODUCTION

In the field of political science and public administration, the concept of "governance networks" pertains to a distinct network structure and style of governance. Essentially, governance networks encompass a collaborative web of actors engaged in public governance, including politicians, administrators, interest groups, private businesses, social movements, and citizen organizations. This approach brings together diverse stakeholders to collectively address public issues and jointly influence policy-making processes. Governance networks refer to networks of actors, such as politicians, administrators, interest organizations, private firms, social movements and citizen groups involved in public governance (Torfing, 2005). Some researchers claim that governance networks help to strengthen democracy because they remedy crucial shortcomings in representative democracy by enhancing participation, deliberation and contestation (Dryzek, 2000; Klijn and Skelcher, 2007; Sørensen and Torfing, 2007).

The major challenge that roadway users face every day in metropolitan cities is traffic congestion (Abburu, 2015). Noise, pollution, global warming, and impaired livability are just a few of the negative impacts of transportation systems around the world, these problems can largely be overcome by transforming car-centric cities into cities where public transport are the dominant modes (Koo & Ahmadian, 2008).

Miller, et al (2016) describe that public transit is frequently seen as a crucial strategy for reducing reliance on private automobiles and mitigating the societal and environmental effects of transportation networks. By doing so, public transit not only contributes to sustainable development but also sustains transportation's essential role in achieving these objectives. Effective transportation is an essential driver for the economic and social development of a city and efficient methods and tools for road network planning and traffic management are critically important in the increasingly urbanized world (Melnikov, et al, 2015).

The presence of the Trans Mamminasata Bus is connecting the Mamminasata area (Makassar-Maros-Sungguminasa-Takalar) in South Sulawesi and operated since 2021 is one of the solutions in facilitating community mobilization in Makassar City and its three supporting areas. This public transportation system serves 4 corridors one of the implementations of the Buy The Service (BTS) program from the Ministry of Transportation of the Republic of Indonesia. The South Sulawesi Provincial Transport Department is responsible

for the implementation of this policy, while the operation management is conducted by Damri Public Corporation (Perum) Branch Makassar.

This program aims to provide convenience in transportation that reaches all levels of society. The presence of Trans Mamminasata, especially in the city of Makassar, can make it easier for people to access public transportation and is expected to break down traffic jams. However, there are still minimal passengers using the Trans Mamminasata Bus. If this problem is not solved, Trans Mamminasata will be the source of congestion. The implementation of the Mamminasata Transportation policy involves multiple actors who interact in the implementation process. The existence of this problem shows that the collaboration process that occurs is not running optimally.

To ensure the effectiveness of the Mamminasata Transportation policy, it is crucial for all actors involved, including government authorities, transportation agencies, private sector partners, community representatives, and other stakeholders, to work harmoniously and efficiently. An examination of the collaborative process reveals that there may be challenges in communication, coordination, or alignment of objectives among the involved parties. By strengthening the collaboration process and fostering a shared commitment among all actors, the Mamminasata Transportation policy can achieve its goal of providing convenient and accessible public transportation options while effectively mitigating traffic congestion in Makassar. This will result in a sustainable and efficient transportation system that benefits all levels of society and contributes to the city's overall development.

Based on this phenomenon, we need a theory that explains and limits how actors should interact in policy implementation. This study analyzes the governance network in the network of public policy implementation where in the implementation process there is an interaction between many actors that it creates complexity in the public policy network. From this complexity, the author uses a social network theory approach (Klijn & Kopenjan, 2016) which looks at the structure of network organizations.

RESEARCH METHOD

This study uses qualitative research methods, where Moleong (2008) explains that qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example, behavior, perceptions, motivations, and actions. This study uses primary

and secondary data, where secondary data is obtained through document reports South Sulawesi Provincial Transport Department, and primary data is obtained through in-depth interviews with several key informants, namely the head of the Mamminasata UPT Transportation Department of South Sulawesi Transportation, the head of UPT Transportation Mamminasata PT. Sinar Jaya Mega Langgeng and PT. Borlindo Mandiri Jaya, head of UPT Transportation Mamminasata PT. Indonesian Surveyors, Trans Mamminasata Bus Driver, and Trans Mamminasata bus users. This study uses an interactive model from Miles and Huberman (2014) as a data analysis technique, the data analysis process is carried out through 4 stages namely Data Condensation, Data Display, and Drawing Conclusion. The research was conducted in South Sulawesi the place where this policy was implemented.

RESULT AND DISCUSSION

1. Contact

When parties are brought into contact with one another, new opportunities emerge for them to coordinate their activities and achieve an outcome that is an improvement for all (Klijn & Kopenjan, 2016). Actors that intensified their contacts can lead to better performance. This is how networks' institutional characteristics influence the performance of networks, but also how these characteristics evolve over time. Regular contact is important, as it creates opportunities for the represented groups and organizations to critically evaluate the way that their interests and preferences are pursued by their would-be representatives (Torfing, 2005).

The contacts and interactions established during the implementation of the Trans Mamminasata Bus program have been effective and well-coordinated. This is evident from the positive feedback received in direct reports and the successful coordination meetings held internally within each party and regularly involving all stakeholders responsible for managing Trans Mamminasata. These stakeholders include the South Sulawesi Provincial Transportation Service, acting as the regulator, as well as the private sector players such as PT. Sinar Jaya Mega Langgeng, serving as the operator, and PT. Indonesian Surveyor, fulfilling the role of supervisor. Through these collaborative efforts, the program's management and operations have been running smoothly, leading to successful outcomes in the public transportation service.

2. Trust

Network governance can be categorized by certain perception patterns, and one of the most important patterns in actors' perceptions is the trust that actors have in other actors in the network. Klijn & Kopenjan (2016) describe that an actor's trust means the expectation that other actors will refrain from opportunistic behaviour even when there is an occasion for such behaviour. When that trust is mutual, actors' network patterns with either strong or weak trust relations may emerge.

However, in the case of the implementation of Trans Mamminasata, the establishment of trust between the respective stakeholders has not been successful. This lack of trust is evident in the management of bus transportation in Mamminasata, South Sulawesi, where there are instances of non-compliance with standard operating procedures (SOPs) and failure to implement them properly. Such actions can create a sense of distrust among the involved parties, including the South Sulawesi Provincial Transportation Service, the private sector operator PT. Sinar Jaya Mega Langgeng, PT. Surveyor Indonesia as the supervisor, and even the IT team. The presence of distrust in the network can have adverse effects on the collaborative efforts and coordination required for the effective functioning of Trans Mamminasata. It may hinder transparent communication, hinder information-sharing, and impede the alignment of goals and objectives among stakeholders. As a result, the network's ability to address public transportation challenges and ensure the smooth operation of the program may be compromised. To overcome this issue, it is essential for the involved actors to work towards building mutual trust and confidence. This can be achieved through open dialogue, transparent decision-making processes, and a shared commitment to uphold standards and regulations. By fostering trust among the stakeholders, the implementation of Trans Mamminasata can become more effective, efficient, and successful in achieving its goals of providing convenient and accessible public transportation while reducing traffic congestion and supporting sustainable development in the region.

3. Sharing Information

Shared understanding' as discussed by (Ansell & Gash, 2008) is where participants agree on a shared set of values or goals. Information sharing includes the extent of information provided by each actor in the policy implementation network and the quality of the information in the form of

timeliness and completeness of the information provided.

Information sharing during the Trans Mamminasata implementation went well, information sharing was effectively facilitated through the use of the WhatsApp group application, enabling quick and efficient delivery of information among stakeholders. PT. Sinar Jaya, the operator, and PT. Indonesian Surveyor, the supervisor, provided valuable information through reports and updates to their respective superiors. The information obtained from these reports was carefully evaluated and utilized as input for decision-making. For instance, requests for additional bus stops were issued based on community needs, aiming to expand the reach of travel routes and enhance the service's accessibility.

This successful information-sharing process played a crucial role in fostering a shared understanding among the participants. By exchanging relevant and timely information, the stakeholders were able to align their values and goals, making collaborative decision-making more effective and responsive to the needs of the community. This shared understanding not only contributed to the smooth implementation of Trans Mamminasata but also strengthened the network's overall ability to address public transportation challenges and achieve sustainable development goals in the region.

4. Resources Exchange

In resource exchange, each organization /stakeholder has to control resources such as capital, personnel, knowledge, and so forth. Each organization has to interact with other organizations in order to acquire the necessary resources for goal achievement and survival because no organization can generate all the necessary resources on its own.

In the case of Trans Mamminasata, resource exchange is carried out effectively through both pull and push strategies. For instance, the central government provides financial resources in the form of full subsidies for mass transportation procurement in South Sulawesi. These subsidies serve as incentives for the local government to encourage public use of Mamminasata bus transportation. The local government engages in direct socialization efforts and utilizes Instagram media to promote the use of public transport, making resources available to create awareness and encourage more people to utilize the service. Moreover, in the exchange of human resources, the community benefits from tariff subsidies, particularly for people with disabilities and

students. By providing these subsidies, the program aims to optimize the exchange of resources and enhance the program's efficiency and effectiveness. Through proper resource exchange strategies, Trans Mamminasata can access the necessary resources and support from different stakeholders, enabling the smooth implementation of the program

CONCLUSION

In conclusion, the Governance Network in the Trans Mamminasata Bus Service has been a driving force in establishing an accessible, efficient, and sustainable public transportation system in South Sulawesi. The contact, trust, sharing information, and resource exchange among stakeholders have synergized to create a collaborative environment where diverse actors work cohesively to achieve shared objectives. While challenges remain, ongoing efforts to strengthen trust-building and adherence to procedures will ensure the network's continued success. With a commitment to sustainable development and continuous improvement, Trans Mamminasata stands as a model for other regions aspiring to create thriving and inclusive public transportation systems.

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