



## **THE COLLABORATION BETWEEN THE DEPARTMENT OF TRANSPORTATION AND PT TRANSJAKARTA IN DEVELOPING PUBLIC TRANSPORTATION SYSTEM**

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### **ABSTRACT**

This study examines the collaborative efforts between the Department of Transportation Jakarta and Transjakarta to modernize the public transportation system within the southern precincts of Jakarta City. Employing a qualitative descriptive analytical approach, data for this research was garnered through interviews and on-site observations. The study found that the collaboration was successful because there were very few conflicts, and diverse stakeholders actively participated in solving problems together. It's saying that these factors were key indicators of the collaboration's success. A noteworthy impediment surfaced in the form of budgetary constraints, adversely impacting endeavors to revamp public transportation. The research recommends a viable remedy by proposing the introduction of new travel routes and optimizing the utilization of existing budgets. It emphasizes the importance of collaboration in achieving these improvements, highlighting how working together effectively can address challenges and yield positive outcomes.

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**Keywords;** Collaboration, Public Transportation, Participation, Budget Allocation.

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### **A. INTRODUCTION**

Public transportation can be defined as a mode of transportation designed to facilitate the mobility of both individuals and goods across various locations. It encompasses services accessible to the general public and operated by entities granted official approval by governmental or authorized bodies (Walker 2024).

The main goal of public transportation is to provide affordable accessibility for the public, enabling them to move quickly and efficiently on their daily journeys (Lee and Le 2023). Within public transportation destinations, a prevalent issue manifests in substandard services provided by public transport systems. Such inadequacies encompass delays, inadequately maintained vehicles, and discourteous conduct exhibited by drivers (Vergel-Tovar 2023). These factors can lead to negative views of public transport and make users uncomfortable (Loilatu, Rahmawati, and Efendi 2020).

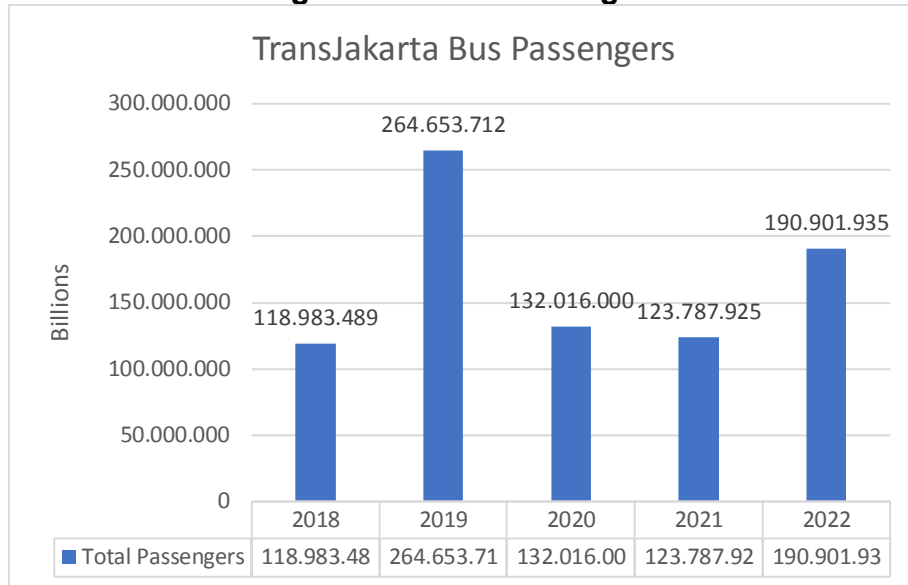
In addition, safety concerns and the potential risk of accidents in public transportation can reduce people's trust in the public transportation system, perhaps even making them hesitate to use it.

The unavailability of adequate information about routes, schedules, and public transport services can also make it difficult for people to plan their trips and feel less well served (Allansson, Pettersson-Löfstedt, and Hrelja 2023). Efforts are required to enhance public satisfaction through the enhancement of public transportation services. Moreover, this concern is intertwined with the operations of the Regional Transportation Service, a governmental entity in the transportation sector directly accountable to the Governor and overseen by the Regional Secretary of the DKI Jakarta Provincial Government (Governor Regulation Number 4 Year 2021) and this role is related to PT. Transjakarta is a regionally owned company established to operate the public transportation system and is under the control of the DKI Jakarta Provincial Government (Regional Regulation Number 4 of 2014).

In addition to the operation of public transport, some efforts are adjusted to the quantity and quality, which are synonymous with the term refurbishments of public transport, which has a role in modernizing it to ensure that transportation is proper and functions optimally. Therefore, the two entities, namely the DKI Jakarta Transportation Agency and PT. TransJakarta has the authority to manage the public transportation system (Regional Regulation Number 5 of 2014).

Their duties encompass the operation and upkeep of public transportation infrastructure and vehicles, ensuring the provision of secure and comfortable transportation services for residents. However, overseeing public transportation in Jakarta poses considerable challenges, evidenced by fluctuating passenger numbers, which have been steadily rising over the years. Nevertheless, empirical observations reveal a conspicuous lack of concerted collaboration in enhancing public transportation services, particularly within the Transjakarta system, despite its administration by the local government and various vendors, resulting in less than optimal service efficiency.

**Figure 1. Total Passengers**



(Source: PT. TransJakarta, Data Processed, 2023)

Based on the data above, the growth rate in the number of passengers experienced fluctuating changes from 2018-2022. This percentage is a reference that the government needs to pay attention to when renewing the existing fleet to provide access to transportation services, which are generally a priority for people who choose bus services. Therefore, drawing from the provided passenger data, it can be inferred that there is a growing preference among commuters in Jakarta for Transjakarta bus services as their primary means of daily transportation. This inference is supported by the observed trend of increasing passenger numbers over time. Moreover, it is established that collaborative initiatives between the government and various stakeholders are pivotal for enhancing the quality of public transportation, as highlighted by (Cain, Gerber, and Hui 2021). Such initiatives include the modernization of bus fleets through the integration of advanced technologies (Haryadi and Rakhman 2019).

Thus, in this research, collaboration which is defined as the process of involving resources and strategic relationships between various organizations and stakeholders, is the primary focus. The concept of collaboration extends across various sectors, encompassing public, private, and non-profit entities, which converge in a networked structure to address prevalent societal challenges (McIvor 2020). This theoretical framework aligns with the perspectives articulated by Zulmasyhur (2021), who advocates for a governance model wherein public institutions engage in formal

decision-making processes alongside non-government stakeholders to attain consensus (Wibawa and Rosyadi 2021). Furthermore, collaborative governance, as conceptualized by Ansell and Gash (2008), entails government institutions partnering with external entities to jointly address community issues. This collaborative approach is posited to alter the dynamics of interactions among individuals and parties involved, including high-level officials and general managers, in the formulation of public policies (Li et al. 2016). Additionally, this research incorporates the concept of collaborative governance, wherein the collaborative process encompasses various elements such as initial conditions, institutional design, facilitative leadership, and collaborative processes, all of which are subject to detailed analysis in this study.

This research aims to investigate collaboration between Department of Transportation Jakarta and Transjakarta and the focus is on cooperative relationships between government entities and transportation companies in improving regional public transportation services. The analysis will explore how this collaboration enhances and modernizes the public transport system and impacts the quality of services provided to South Jakarta residents.

## **B. METHODS**

In conducting this research, the chosen methodology adopts a qualitative descriptive approach, drawing inspiration from the methodology outlined (Sugiyono 2014). This approach involves an active and thorough exploration and analysis of the phenomena that form the core focus of the research. The selection of a qualitative descriptive methodology is based on the conviction that it provides an appropriate analytical for accommodating the complexities and contextual realities inherent in the researched field. This decision is in accordance with the sentiments articulated within the research context (Ibrahim et al. 2018). This methodological choice emphasizes a nuanced understanding of the subject matter by delving into the qualitative aspects of the phenomena studied. The data analysis process progresses systematically through three principal stages: data presentation, comparison, and interpretation of research findings by the researchers. These stages collectively serve to unveil and elucidate the intricacies of the research problems, providing a comprehensive and coherent presentation of the study's outcomes. The interpretative aspect of the analysis is crucial in distilling meaningful insights from the presented data, offering readers a

clearer understanding of the research's implications and contributing to a more informed comprehension of the identified issues. Overall, the chosen qualitative descriptive analytical approach aligns with the research's objectives by offering a methodologically sound for exploring and explicating the complexities inherent in the investigated field.

## **C. RESULT AND DISCUSSION**

In this section, the researcher will explain the research results obtained through field observations and interviews regarding the collaboration between the transportation service and PT. Transjakarta will refurbish public transportation in South Jakarta. For the analysis, researchers refer to the Collaborative Governance theory, developed by Ansell and Gash, consists of four critical elements: initial conditions, institutional design, facilitative leadership, and collaborative processes and their inhibiting factors. Subsequent explanations will follow this conceptual framework to discuss the research findings in more detail.

### **Initial Conditions**

Commencing the collaborative process necessitates a comprehensive understanding of the initial conditions, marking a pivotal phase in determining the nature of collaboration required. The emphasis on comprehending these initial situations stems from the imperative goal of fostering stakeholder trust before embarking on cooperative endeavors. These involve meticulously examining resource imbalances among diverse stakeholders and establishing shared objectives to align with common interests. Within this framework, the indicators of initial conditions play a crucial role in unraveling the foundations and motivations driving collaborative initiatives.

The research outcomes underscore the success of the collaboration between the Department of Transportation and Transjakarta in enhancing public transport and community services. Specifically, the absence of conflicts observed throughout this endeavor underscores the stakeholders' adeptness in fostering transparent communication, thereby mitigating the likelihood of conflict within the collaborative process. Through active engagement of all parties in collaborative problem-solving activities, conflicts of interest are effectively averted.

A noteworthy revelation is the substantial impact of community involvement in catalyzing collaboration between the Department of Transportation and PT. Transjakarta contributes significantly to the amelioration of public transportation services. The collaborative efforts benefited from a foundation rooted in trust, transparent communication, and a proactive approach to conflict prevention. The positive outcomes underscore the importance of understanding and addressing initial conditions as a precursor to successful collaboration in public transportation improvement.

### **Institutional Design**

Institutional design is a regulatory framework that orchestrates the collaborative process in an organized and equitable manner, prioritizing transparency. According to the research findings in the field, the current institutional design adheres to the guidelines outlined in Regional Regulation Number 4 of 2014. Within this framework, PT. Transjakarta and the Department of Transportation have effectively executed their roles and responsibilities, demonstrating commendable performance in tasks such as expanding the busway route network and renovating public transportation in alignment with the stipulated objectives. This institutional design is intricately aligned with the authority of the Department of Transportation and PT. Transjakarta, as outlined in Regional Regulation 4 of 2014, designates PT. Transjakarta Transportation Service under the jurisdiction of the DKI Jakarta Provincial Government.

Moreover, as per the mentioned regulation, the institutional design underscores the nuanced division of responsibilities with PT. Transjakarta is entrusted with the day-to-day operations of public transportation, subject to the supervision of the Transportation Service under the purview of the DKI Jakarta Provincial Government. This allocation of authority ensures a structured and accountable collaboration between the involved entities. The study reveals that this institutional design has facilitated the effective implementation of collaborative efforts, enabling the realization of shared goals and objectives in public transport development.

In conclusion, the interdependent relationship between institutional design and the regulatory framework, notably exemplified by Regional Regulation Number 4 of 2014, has played a crucial role in guiding and overseeing the collaborative endeavors between PT-Transjakarta and the Department of Transportation. The harmonization

of roles, responsibilities, and oversight mechanisms has fostered an effective collaborative process aimed at enhancing public transportation infrastructure and services. This shift in perspective highlights the nuanced relationship between these elements: while institutional design delineates organizational structures and processes, the regulatory framework provides the legal framework within which these structures operate. Thus, acknowledging the symbiotic interplay between institutional design and the regulatory framework clarifies their respective roles in facilitating collaborative initiatives.

### **Facilitative Leadership**

In collaborative efforts, facilitative leadership plays a pivotal role, involving deliberate and thoughtful discussions to reach consensus, cultivate trust, establish clear guidelines, and ensure an equitable distribution of benefits. The study's results underscore a positive trajectory in the indicators of facilitative leadership throughout the collaborative process. Despite these promising developments, the efficacy of refurbishing public transport faces hurdles attributable to budgetary constraints.

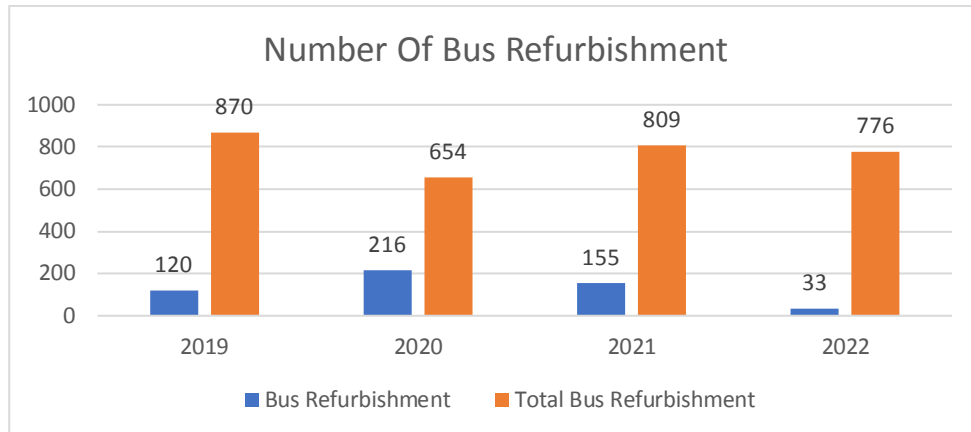
Addressing the challenges posed by financial limitations, the study proposes a solution centered on augmenting community benefits by introducing new routes in public transportation. However, a noteworthy impediment surfaces in the form of a restricted number of bus operators, posing a potential constraint. This limitation jeopardizes the seamless expansion of travel routes and hampers the public's access to crucial information about these routes, consequently impacting their overall convenience.

Navigating these intricacies requires a strategic approach that acknowledges the positive momentum in facilitative leadership and seeks innovative ways to overcome budget constraints. The proposed solution, while promising, necessitates careful consideration of the existing limitations posed by the number of bus operators, highlighting the need for a comprehensive strategy to optimize the impact of new routes on community benefits. The study's findings underscore the interconnected nature of leadership, budgetary considerations, and operational constraints in pursuing an effective and inclusive public transportation system.

## The Collaboration Process

Indicators for collaborative processes in cooperation between the Department of Transportation and Transjakarta has shown positive progress in reforming public transport, although it has not yet reached the optimal level. The following data shows that the refurbishment of the bus fleet has not been optimal, namely:

**Figure 2. Number Of TransJakarta Bus Refurbishments**

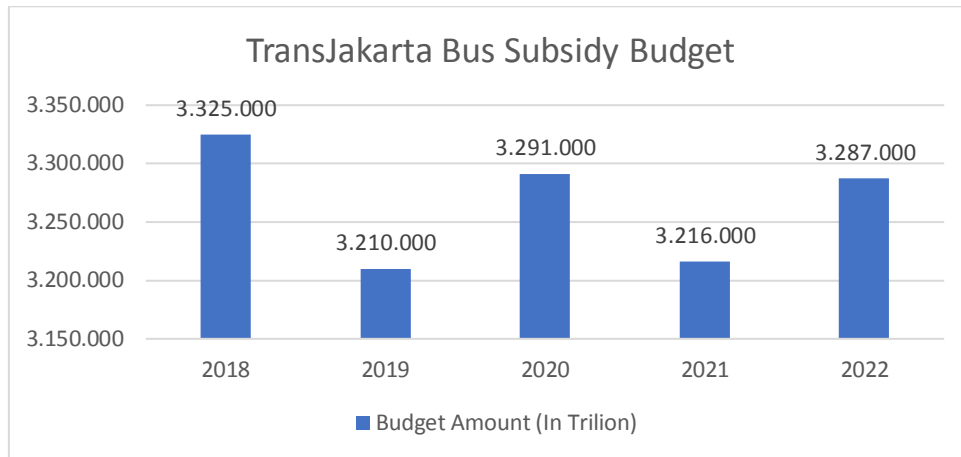


(Source: PT. TransJakarta, Data Processed, 2023)

The empirical evidence presented indicates a fluctuating trend in the refurbishment of the TransJakarta bus fleet over the years. In 2019, 120 buses were refurbished out of a total fleet of 870 units. This number increased to 216 buses in 2020, resulting in a fleet reduction to 654 units. In 2021, 155 buses underwent refurbishment from a fleet of 809 units, and by the end of 2022, only 33 buses were refurbished out of 776 units. These figures underscore the inconsistent nature of bus renewals annually. Moreover, the research findings highlight factors influencing the collaborative efforts between the Department of Transportation and PT. Transjakarta in refurbishing public transportation. Budget constraints emerge as a significant obstacle to enhancing public transport services. This is evidenced by the subsidy budget data associated with the refurbishment of the TransJakarta bus fleet. In light of these findings, it is imperative for both entities to implement stricter supervision and improvements in public transportation management, aligned with the current societal demands. Furthermore, active community participation is expected to contribute to enhanced monitoring and management in line with societal needs:



**Figure 3. TransJakarta Bus Subsidy Budget**



(Source: PT. TransJakarta, Data Processed, 2023)

The analysis of budget subsidies allocated by the Provincial Government of DKI Jakarta to TransJakarta from 2018 to 2022 reveals significant fluctuations in subsidy amounts. Notably, the peak of financial support occurred in 2018, amounting to Rp. 3,325,000 trillion, with a comparable peak observed in 2020, totaling Rp. 3,291,000 trillion. These fluctuations underscore the dynamic nature of budgetary contributions and their critical role in comprehensive efforts to refurbish the TransJakarta bus fleet.

However, it is essential to highlight that these fluctuations pose a substantial challenge in the pursuit of refurbishment initiatives. The correlation between public transport refurbishment, the provision of enhanced facilities, and public demand is evident. Nevertheless, the budget fluctuations underscore the complexity involved, as the Regional Revenue and Expenditure Budget (APBD) allocates funds for various purposes beyond public transportation refurbishment.

This intricate balancing act necessitates stakeholders to judiciously optimize available budget resources, recognizing the competing financial demands within the broader fiscal framework. To navigate these challenges, stakeholders must strategically align budget allocations with the prioritized needs of public transport refurbishment. It is imperative to ensure that available financial resources are maximized to deliver tangible improvements in line with public expectations. The data serves as a critical foundation for understanding the financial intricacies and underscores the importance of a nuanced budgetary strategy in sustaining and advancing public transport refurbishment initiatives. Empirical evidence from the subsidy data indicates notable fluctuations in budget allocations over the years,

emphasizing the dynamic nature of budgetary contributions. These fluctuations underscore the challenges stakeholders face in optimizing budget resources while addressing competing financial demands. The analysis highlights the importance of strategic alignment of budget allocations with public transport refurbishment priorities to maximize available resources and meet public expectations.

#### **D. CONCLUSION**

The study findings highlight the success of collaboration between Department of Transportation Jakarta and Transjakarta in enhancing public transportation services with the stakeholders involved have effectively fostered open and transparent communication, actively participating in collaborative problem-solving to preempt conflicts of interest. An instrumental factor in this success is the pivotal role played by the community, which has significantly contributed to fostering a positive atmosphere for collaboration, thereby improving public transportation services. However, the research identifies budget constraints as a notable obstacle impacting the efficacy of public transport refurbishment.

To address these challenges, the proposed solution involves the strategic addition of new routes to amplify benefits for the community. This initiative aims to optimize public transportation services, catering to the evolving needs of the residents. Despite this promising solution, the study emphasizes the importance of acknowledging and mitigating obstacles related to suboptimal travel route information, underlining the necessity for comprehensive planning to ensure the effectiveness of these new routes.

Furthermore, the research sheds light on the multifaceted nature of budget allocations from the Regional Revenue and Expenditure Budget (*APBD, Anggaran Pendapatan Belanja Daerah*). While public transport refurbishment is a priority, the study underscores the need for wise budget management, recognizing that these funds serve diverse purposes beyond transportation improvements. In navigating these complexities, stakeholders are encouraged to consider these obstacles as integral aspects when planning and executing collaborative efforts to further enhance and expand public transit in the future. This nuanced approach is crucial for sustaining and amplifying the positive impact of collaborative initiatives on public transportation services.

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