

Collaboration Among Organizations in Combating Traffic Jam in Makassar City

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Abstract—This research aims to know the collaboration process between Department of Transportation, Department of Spatial Planning and Building and PD Parkir Makassar Raya in combating traffic jam in Makassar city and identifying resistance factor of collaboration process between DISHUB, DTRB, and PD Parkir. This research is case study research which has 8 informants consisting of 4 DISHUB, 2 DTRB, and 2 PD Parkir. The results showed that the collaboration was still insufficient, it was seen in collaboration process with SKPD, namely: (1) face to face dialogue, (2) commitment to collaborate, (3) common understanding are still lacking. Resisting factor of collaboration process among SKPD is lack of coordination and direct dialogue between SKPD and developers or builders who do not understand to establish building designated as the center of activity or business is required to have permission analysis of the traffic impact that has indirect effect toward Department of Transportation, Department of Spatial Planning and Building, and PD Parking in resolving traffic jam.

Keywords— Collaboration, Traffic Jam

I. INTRODUCTION

Collaboration with institutions becomes important issues in public administration; there are many public issues that have far reaching implications that cannot be handled optimally and solved thoroughly if relying only on one government institution. One of them is the problem in combating traffic jam.

Facts show that traffic jam in various road points in Makassar apart due to the volume increasing of vehicles which is not proportional to the streets; it is also caused by the multitude of activity centers such as business premises, hotels, restaurants, and shopping center or even the center of other activities that use the shoulder of road as the parking area. Moreover, the builders or developers does not consider the availability of parking area that often produces traffic subscription due to the costumers or visitors who parked carelessly. The spatial concept of Makassar city impressed has not been able to fix the system for solving traffic jam.

Considering in law aspect that has published on law no.22, 2009 Article 99 on Paragraph 1 which said “Every development plan about activity centers, settlement, and infrastructure that will disturb security, safety, peace, traffic flow and transportation road is required to have traffic impact analysis. Traffic impact analysis (andalalin) is a special study of constructing facility buildings and the use of other land for city’s transportation system. Especially,

road network around the location of the building, the Traffic Impact Analysis is an analysis of development effect of the land use toward the system of traffic flow on certain area that was done by the new generation traffic, traffic switches and by the vehicles that go out from or to the land.

The government does not only use internal capacity in implementing policy and program. In terms of prevention traffic jam, several government Institutions and work units (SKPD) in Makassar has involved in preventing traffic jam such as Department of Transportation, *SLL*, *Satpol PP*, *PD Parkir*, and Department of spatial planning and building. The result of previous research, that traffic jam could be made by various factors, one of them is the lack of coordination in government Institutions about preventing traffic jam.

Generally, the organizations need collaboration in addressing problem to reach solution. Sink, Subarsono [1], explained collaborative cooperation is a process where the organizations having an interest in particular issue to seek solution in order to achieve goals together.

II. RESEARCH METHOD

The location of this research is in the office of Department Transportation, Department of spatial planning and building and *PD Parkir Makassar Raya*. This research is case study research which has 8 informants consisting of 4 *DISHUB*, 2 *DTRB*, and 2 *PD Parkir*. In collecting data, the researchers use primary data collection i.e. interview, observation and documentation. Likewise, researchers also conducted a study of secondary data i.e. document, reports and other written information relating to the research object. Data analysis uses the interactive model Miles and Huberman with the steps of data reduction, display data and verification to get a quality research or credible data. Therefore, researchers do endorsements data with various things including the extension of observation; techniques improve endurance, and triangulation.

III. RESULT FINDINGS AND DISCUSSION

The essence of collaboration is indicated by the word itself. Collaboration is about co-labor, joint effort, and ownership “Collaboration is every joint activity carried out by two or more Institutions working together that is intended to enhance the value of the public in general through their cooperation from their work separately”. Explained particularly in collaborative cooperation, has

equalization visions, goals, strategies, and activities among the parties, each of them has authority to take decision independently and manages the organization even though they are in mutual agreement [2]. Collaboration could be traced apprehensively by Ann Marie Thomson [3], in her article "Collaboration Processes: Inside the Black Box". Explained that there is a similar concept of cooperation but has deeper meaning, namely; collaboration. Cooperation, coordination, and collaboration differ from terms of depth level of interaction, integration, commitment and complexity.

The collaboration process is described as a cycle of a gradual process [4]. As a sub-cycle component in the collaboration process influences one another. This collaboration process consists of several components that influence one another i.e. Face to face dialogue, commitment in process, shared understanding.

There are three of the most influential theories on relations among organizations with the environment. The theories are resource dependence, population ecology, and institutional theory. In relation about the concept of collaboration, these theories could be explained as follows; first, the resource dependence emphasized that the success of an organization depends on the quality of the relationships that they do with other organizations; Second, the population ecology is applied when the environment more emphasizes on technical issues and economical; Third, the institutional theory is applied in an environment that emphasizes the adjustment to the rules by the organization.

The increasing of vehicles rapidly has resulted in various difficulties, apart from the appearance of traffic accidents as difficulty; more important is the difficulty of parking area for vehicles that was produced by building or stores around edge of road thus made traffic jam [5].

The collaboration process between Department of Transportation, Department of spatial planning and building and *PD Parkir Makassar Raya* in combating traffic jam in Makassar city.

Each SKPD involved in collaboration should be aware of their role in order to achieve the purposes of collaboration. Combating traffic jam in Makassar city is the responsibility of each regional organizations or SKPD based on their duties and function. It needs collaboration between Department of Transportation, Department of spatial planning and building and *PD Parkir Makassar Raya* to carry out their duties in preventing traffic jam[6].

Face to face dialogue with collaboration based on face to face dialogue among stakeholders is the consensus-oriented process that can be called direct dialogue. It is required by stakeholder to identify opportunities for mutual benefits. Face to face dialogue of two-way communication (reciprocity) between Department of Transportation, Department of spatial planning and building, and *PD Parkir Makassar Raya* has conducted in a forum. Department of

Transportation as the leading sector for holding forum related to the traffic jam will invite the DTRB to analyze the traffic impact (andalalin) as one of requirements in obtaining the building permits for construction activities such as hotels, restaurants, and shopping center that may produce traffic jam. In addition, Department of Transportation also invites *PD Parkir* to organize parking area because the three Institutions are related to one another in preventing traffic jam. Dialogue between SKPD held in every week or month that addresses the issues in Makassar city including traffic jam.

The involvement of institution in Face to face dialogue still not sufficient because each institution impressed work alone and only carry out or respecting on their fields whereas in an organization that implements the principles of collaboration should distribute the power and authority proportionally, so every decisions must to trough dynamic dialogue or even argue among stakeholder. As well as with the research was done by Rahmawati with the title the collaboration among regions Pawonsari in conflict resolution between fishermen in the waters of Pacitan, Wonogiri and Gunung Kidul. The research result shows that face to face dialogue becomes the heart of collaboration process for establishing the trust, commitment, and understanding. Mutual communication based on respect is the foundation in building cooperation because without mutual communication will dominate one another that may damage the relations.

Commitment toward the process with stakeholder in collaboration is important variables to explain the success or failure of the implementation collaborative governance. It required commitment of SKPD for collaboration or teamwork related their duties and function in combating traffic jam. Collaboration emphasizes on creating partnerships based on commitment to achieve goals that can benefit for stakeholder.

The commitment of Department Transportation, DTRB and *PD Parkir* still insufficient, the result of interview shows that the coordination of Department Transportation needs to be done. It's relevant with the statement, see the collaboration as a series of activities that related one another in resolving the problem and achieves goals. The collaboration will be better with coordination from each government institutions[7]. Therefore, it increases the commitment among SKPD in combating traffic jam. Department of Transportation, DTRB and *PD Parkir* need to disseminate information for society about the important of study analysis in traffic impact and parking needs as a requirement in giving permission especially for restaurants, hotels, shopping center, stores and all the center of activity that have potential to make congestion.

The commitment in collaborating and teamwork among SKPD still not effective to create spatial city that free from congestion. Department of Transportation, DTRB, and *PD Parkir* need to enhance the commitment in collaboration. In addition the lacking of commitment among

government institutions in collaboration and corporation to tackle congestion, it is also because the weakness of sanctions. Department of Transportation and DTRB don't have authority to do prosecution against buildings which has lapsed broke the rule. It's compounded with free sanctions or fines that have imposed. Meanwhile, there are a lot of buildings such as hotels, restaurants, stores, and shopping center which built without the traffic impact analysis but their IMB's letter has published. It made the builders not pay attention to availability in parking area. These issues make *PD Parkir* difficult in arranging parking area and still produce congestion. The feebleness of commitment in collaboration or corporation team still becomes problem that make the weakness in prosecution or sanctions against the builders broke. It is not in line with the theory of Sanctyeka [4] that the great and strong commitment of leadership (executive and legislative), often produces courage in talking steps innovation although in terms of regulation sometimes still weak. The collaboration will be awakened by a strong and permanent if there is a commitment to one another against the agreements made together.

Shared Understanding, at the some point in collaboration process, the stakeholder should develop common understanding about what they can achieve collectively. Common understanding can also be manifested in the agreement on problem definition or the agreement of the relevant knowledge that needed to solve the problem.

The result of interview with DTRB explained that Department of Transportation has done their duty in reviewing study *andalalin* and DTRB in terms of giving IMB has required *andalalin* for buildings that provide the traffic impact but the process of *andalalin* takes much time while the construction is urgent to do, and the supervision buildings that was done by DTRB still lack. Meanwhile, it produces the impacts of unwanted traffic jam[8].

Collaboration will not occur when SKPD does not know the meaning of collaboration itself. Therefore, in combating traffic jam every SKPD must develop common understanding about what would like to achieve throughout the process of collaboration or cooperation team. In teams of combating traffic jam, it needs apprehension that the role of Department of Transportation is very vital because its institution publish *andalalin* and needs to affect DTRB for traffic impact analysis as the part of whole process of planning, evaluation design and licensing. However, *PD Parkir* should be involved in estimating the parking needs which can contribute on how to arrange the system of parking area.

Finally, the development of common apprehension should be seen as the part of learning process. Sharing understanding can be done through: clear mission, common problem definition, and the identification of common value.

Resistance Factors in collaboration process between Department of Transfortation, Department of spatial planning and building, and *PD Parkir Makassar Raya* for

combating traffic jam in Makassar city. Collaboration is not always running well without obstacle, because it involves many stakeholders that hamper the collaboration process.

The resistance factors can be seen below; The weakness of coordination and direct dialogue among SKPD, coordination is an effort to integrate, coordinate, and harmonize the various interests and activities that are intertwined with the whole movement, step, and time in order to achieve aims or objectives by direct dialogue among SKPD that is needed to identify the opportunities for mutual benefit. However, the collaboration process among SKPD in combating traffic jam is still weak in terms of coordination and direct dialogue.

Each institution in licensing establishes business to work individually and it's still lack of coordination or communication one another to build collaboration or teamwork. According to coordination is an integral part of collaboration [9]. The issues of developers or entrepreneurs already have *Amdal* Permission but don't have *andalalin* or already have IMB, the developers will directly carry out development that makes the SKPD not be able to collaborate or corporate. This shows the weakness of *andalalin* in development city.

The lack of understanding between developers and entrepreneurs for building is designated as the center of business activities that require to have *andalalin* permission. Additionally, the lack of coordination and direct dialogue among SKPD, and behavior of developers and entrepreneurs are the resistance factors in combating traffic jam. The utilization of land parking to establish building is also the issue that the ideal parking area cannot be achieved. It's relevant with the statement that the ideal parking is parked outside the road such as garden or building parking area.

IV. CONCLUSION

Based on the description of research results and discussion that examined previously in this article, the researcher drew conclusions of the results study. The collaboration between Department of Transportation, Department of Spatial Planning And Buildings, and *PD Parkir Makassar raya* still shows the collaboration process is insufficient among SKPD or government institutions. It can be seen by: direct involvement in Face to face dialogue form SKPD or the representative of institutions has not been maximized, still lack of commitment among government institutions in conducting collaboration or cooperation to combat traffic jam also added with the weakness sanctions. SKPD in collaboration and cooperation team still lack of understanding about what would like to achieve through collaboration process so the synergy among SKPD cannot be achieved. The resistance factors of collaboration among SKPD is the lack of coordination and direct dialogue between SKPD, developers or entrepreneurs in apprehension for building designated as the center activity or business that required having *andalalin* permits in order

to help Department of Transportation, DTRB and PD Parkir in combating traffic jam.

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