

Stakeholders Participation : Public Transport Management In Pinrang Regency

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Abstract: Public transportation in Pinrang Regency becomes the immediate priority for policy dealing with public transportation passengers. The problem occurs as the lack of supervision, public transportation fares, route system settings, and hierarchy of transportation carrying passengers to the station. Therefore, the role of Stakeholders for integrated management, strategic, and sustainable system to support the management design on the public transport passengers within the scope of the problem management and operation is necessary to be done. This study aimed to identify the role of Stakeholders based on the influence level and their interests on public transportation in Pinrang Regency. Data were collected through observation field and in-depth interviews to the Stakeholders. Data were analyzed using Stakeholders analysis method. The results showed that Stakeholders who engaged in the management of public transport in Pinrang Regency are divided into two groups, namely key players (high interests and power in public transportation management) and actors (low interests with high power in public transport management). Stakeholders included in key players are the head of Pinrang Regency regional parliaments (DPRD), Pinrang Regent, head of Pinrang Regency Regional Development Planning Agency (BAPPEDA), head of Pinrang Regency financial management agency, head of Pinrang regional department of transportation, and head of Pinrang department of environmental affairs. Stakeholders included in actors are community figures, non-governmental organizations (NGOs), and academics. Stakeholders in key players must be more active to evaluate new strategies for public transport management. Stakeholders should design some policies with well-managed and established monitoring. The work of key player Stakeholders can be optimized by the role of actors to inform the key player Stakeholders.

Index Terms: Management, Transportation, Stakeholders.

1 INTRODUCTION

Transportation is the veins of the economy of a region. According to [1] and transportation can be interpreted as an effort to move, transfer, transport, or divert an object from one place to another, where in other places the object is more useful or can be useful for certain purposes. Transportation is a necessity that must be fulfilled in order to support activities that exist in the community, without the transportation it can be said that human being will be unable to mobilize. At present the role of transportation is very important in accordance with the level of economic progress and prosperity of the country, in general, developed and developing countries can also be characterized by an adequate transportation system in their country. Good regional planning and management that is aligned with its citizens cannot be separated from efforts to advance the transportation system in a proper and integrated manner that is fast, safe, and easily accessible or affordable, and prioritizes the use of public transport facilities with the principle of sustainable development while regulating private vehicle use. Therefore, the problems and challenges of multi-dimensional transportation in the transportation system and the system of a region, both in the aspects of planning, management and operations as a policy framework as well as on economic, social and environmental aspects. This is in line with the basic conception of sustainable development [2], where the achievement of current and future transportation needs is safe, comfortable and affordable transportation. Challenges and problems of Indonesia's public transportation [3] are: 1) the driver's desire to earn a large income to meet sufficient deposits and wages; 2) driver's indiscipline; 3) transport owners want maximum profits by loading as many

passengers as possible, even if they ignore the interests of passengers from feeling safe, fast and comfortable; 4) inadequate (lack) in the number of transports with the mobility demands and 5) passengers want public transportation facilities that are available in large quantities with cheap tariff rate, fast, safe, and comfortable. Policies regarding the management of public transportation in a sustainable manner through a holistic, effective, and cybernetic approach in responding to challenges and problems are an important study at present and in the future. It is due to the fact that the challenges in transportation management are increasingly complex and chronic over time with high levels of congestion, declining environmental quality, and lack of the tariff system regulation. Pinrang Regency has an area of 2.506 km² consisting of 11 sub-districts and is the largest rice-producing city in the South Sulawesi region. Pinrang Regency has a population of approximately 264.955 people with regional economic indicators dominated by agriculture, animal husbandry, fisheries, trade and services [4]. Although, Pinrang Regency has a very high attraction for social and economic life, however is currently encountered various problems, one of which is public transportation. Based on the information above, problems of public transportation in Pinrang Regency is the most important homework and becomes a priority to be addressed or formulated by stakeholders especially the management of public transportation. This was indicated by the lack of strict regulation on public transportation tariffs in Pinrang Regency, often drivers raised tariffs so that it burdened the passengers, then the pattern of route system arrangement has not been hierarchically arranged, and the number of public transports carrying passengers used black plates, hence sometimes drivers load or unload passengers in any place not through the terminal, thus it is unsettling to yellow-bound public transportation. This also affects Original Local Government Revenue (PAD) through terminal retribution. Therefore, the role of stakeholders in integrated, strategic and sustainable management is needed to support the decision system in the form of designing public transportation management based on the level of problems in the scope of planning, management and operations. Based on

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the background, the formulation of the problem that will be examined is what are the interests and influence of stakeholders in the management of public transportation in Pinrang Regency ?

2 LITERATURE REVIEW

2.1 Stakeholders

Stakeholders are divided into three groups by Maryono et al in [5], including:

a. Primary stakeholders

Primary stakeholders are stakeholders who are directly affected by both positive and negative impacts of a plan and have a direct relationship with these activities. Stakeholders who have influence and interest are said to be primary stakeholders and must be fully involved in the stages of activities.

b. Key stakeholders

Key stakeholders are those who have legal authority in decision making. Key stakeholders are stakeholders who are responsible for implementing public transportation management in Pinrang Regency.

c. Secondary or supporting stakeholders

Supporting stakeholders are Stakeholders who do not have a direct interest in a plan but have a great concern for the development process. Supporting stakeholders become facilitators in the process of management of public transportation in Pinrang Regency. Supporting stakeholders include the private sector, NGOs and academics.

The first stage in analyzing stakeholders is to determine their influence and interests [6].

- a. Subjects are stakeholders with a high level of importance but have a low influence.
- b. Key players are stakeholders with a high level of importance and influence.
- c. Standart is stakeholders with a low level of importance and influence.
- d. Actor is a stakeholder with a low level of importance but has a high influence.

2.2 Collaboration Between Stakeholders

Collaboration is a process in which the parties involved perceive a problem from a different perspective or aspect can constructively bring together differences and find solutions [7]. According to [8], collaboration is a mutually beneficial relationship between two or more parties who work together in sharing responsibility, authority, and accountability to achieve common results and goals. Collaboration in this study is cooperation between interdependent stakeholders to achieve collective decisions in achieving a common goal where each collaborating Stakeholder has closer relations and intensive communication. In implementing transportation management, it is necessary to have good participation from stakeholders. Relations between organizations, collaboration and cooperation between stakeholders are important [6]. The implementation of public transportation management certainly cannot be carried out if the stakeholders involved do not have the ability to implement and develop it. With the many interests held by stakeholders involved, strong cooperation is needed

between these stakeholders.

2.3 Analysis of the Role of Stakeholders

Analysis of the role of stakeholders is conducted to reveal the interests and influence (role) of stakeholders. According to [6] stakeholder analysis is a process to identify individuals, groups and organizations that are influenced or can influence the environment and future generations as well as prioritize individuals and groups to be involved in the decision making process. Furthermore, Reed et al. in [9] stated that Stakeholder analysis can be done by: (1) identifying stakeholders, (2) grouping and differentiating stakeholders, (3) investigating relationships between stakeholders. According to Race and Millar in [10] stakeholder analysis is useful in identifying communities or groups of people most affected (impacted) from development activity. Race and Millar in [11] emphasize some essences in the analysis of stakeholders (that need attention, namely:

- a. The stakeholders themselves (individuals or groups who have affect or are affected by development activities).
- b. Participation (involvement).
- c. Linkages as a form of participation are more than just information.

3 METHODOLOGY

The research method used is mixed methods. The combination method then is abbreviated as Metkom [12] means a research method that combines quantitative methods and qualitative methods to be used together in a research activity, thus more comprehensive, valid, reliable, and objective data is obtained [13]. Determination of respondents was done by purposive sampling. Purposive sampling is a technique of sampling data sources with certain considerations, namely the data source is considered to know the best about what is expected. Collection of respondents' data was obtained by conducting in-depth interviews using questionnaire guidelines. The number of respondents who were deliberately chosen in this study were 9 stakeholders consisting of Pinrang Regent, head of Pinrang Regency regional parliaments (DPRD), head of Pinrang Regency Regional Development Planning Agency (BAPPEDA), head of Pinrang Regency financial management agency, head of Pinrang regional department of transportation, and head of Pinrang department of environmental affairs, Non-Governmental Organization, Academics, and Community Leaders. The Stakeholders analysis is carried out related to transportation management, especially case studies in Pinrang Regency. Each stakeholder plays an important role in formulating a policy, but each stakeholder has a different level of importance and influence. Therefore, Stakeholder analysis in this study needs to be done. Stakeholder analysis is required to recognize and identify stakeholders according to their importance in relation to existing issues or resources. Stakeholder analysis according to Ramirez [5], namely:

- a. Identification.
- b. Create a table containing information about:
 - 1) Register.
 - 2) Interests, namely motives and attention to policy. To perceive the importance of actors, the Likert scale is used, which is between 1 and 5, where; 5 = very high; 4 = high; 3 = quite high; 2 = less high; 1 = low. High indicators are seen from the importance of transportation management in Pinrang Regency (Table

1).

Table 1 Criteria of Interest

Score	Criteria	Description
5	Very high	Have very high interest on transportation management
4	High	Have high interest on transportation management
3	Quite high	Have quite high interest on transportation management
2	Less high	Have small interest on transportation management
1	Low	Have no interest on transportation management

Source : Ramirez [14]

- 3) Level of influence. Influence refers to the three aspects owned, namely economic, social, and institutional aspects.
- c. Next step is a grid actor mapping (Figure 1) to determine the level of importance and influence of each and the position of whether it is included in the category of subject, player, standart, or actor. The selection of respondents was done purposively based on the expertise and knowledge possessed. Respondents chosen in this study Pinrang Regent, head of Pinrang Regency regional parliaments (DPRD), head of Pinrang Regency Regional Development Planning Agency (BAPPEDA), head of Sidenreng Pinrang Regency financial management agency, head of Pinrang regional department of transportation, and head of Pinrang department of environmental affairs, Non-Governmental Organization, Academics, and Community Leaders.

4 RESULT AND DISCUSSION

4.1 Stakeholders Influence and Interests Level

The developmental success in one area is strongly influenced by the stakeholder responses as it can be known what and how a developmental activity will be conducted, who will take the responsibilities, besides situation and condition occurred. Likewise, transportation management in Pinrang Regency will also succeed well with the positive response support from stakeholders, such as communities, government, and non-governmental institutions that play the role as sustainable management support of public transportation in Pinrang Regency.

a. Stakeholders Role Identification

Role is dynamic aspect from the position whether someone does his rights and obligations based on his position [15]. The management of public transportation in Pinrang Regency is influenced by the role of stakeholders from local government agencies, community groups and communities. The identification results of stakeholders involved in the public transportation management in Pinrang Regency are as follow.

1) Pinrang Regent

Regent of Pinrang is the stakeholder who has the authority to establish establishing policies regarding to the public transportation in Pinrang Regency. This stakeholder also has a role in planning, building and maintaining public transportation facilities and infrastructure in Pinrang Regency, besides providing guidance, training, certification, and permission to the

public transportation owners.

2) Pinrang Regional Parliaments (DPRD)

Pinrang Regency Regional Parliament is the stakeholder who has the authority in discussing and approving the design of public transportation management submitted by Regent, conducting the supervision of implemented regional regulation, approving planned cooperation with other regions or third parties which burden the community and region.

3) Pinrang Regional Development Planning Agency

Pinrang Regency Regional Development Planning Agency (BAPPEDA) is the Stakeholder who has basic tasks and functions in assisting Regent to determine policies in the public transportation management planning and evaluate the management implementation by drafting a strategic plan (RENSTRA) for public transport management in Pinrang Regency. This stakeholder also makes planning coordination among agencies, regional technical institutions, and non-governmental organizations (NGOs).

4) Pinrang Financial Management Agency

Pinrang Regional Financial Management Agency is a governmental agency that has a role in preparing detailed plans for management and development of public transportation, besides regulating the public transportation management in Pinrang Regency.

5) Pinrang Department of Transportation

Pinrang Department of Transportation has a role to set policies or rules related to the public transportation, besides providing facilities and infrastructure for public transportation. This stakeholder also becomes an evaluator who supervises every policy and infrastructure provided.

6) Pinrang Department of Environmental Affairs

Pinrang Department of Environmental Affairs has a role in preparing detailed plans for management and development of public transportation. This stakeholder also provides recommendations to the Regional Government for implementing environmental friendly public transportation.

7) Non-governmental Organization (NGO)

The role of non-governmental organizations (NGOs) in Pinrang public transportation management is to supervise the policy implementations by the government and respond all opinions or proposals coming from the community which are then published through print-out and electronic media.

8) Academics

The role of academics in the public transportation management in Pinrang Regency is to provide solutions related to public transportation problems occurred and to monitor government policies related to public transport management.

9) Community Figures

The role of community figures in the public transportation

management in Pinrang Regency is to accommodate and respond all opinions or proposals coming from the community which are then proposed through print-out and electronic media.

b. Stakeholders Mapping

Stakeholders of Pinrang in the public transportation management has diverse interests and powers. The diverse interests and powers of stakeholders in public transportation management need to be clearly mapped. Stakeholder mapping will construct the way the stakeholders involve in achieving their goals. Results of depth interviews involving nine stakeholders, such as Pinrang Regent, Head of BAPPEDA, Pinrang DPRD, Head of Financial Management Agency, Head of Transportation Department, Head of Department of Environmental Affairs, Academics, community figures, and head of NGOs indicated that Stakeholder in Pinrang Regency can be categorized into two groups based on the powers and interests, namely key players and actors. Stakeholders mapping can be seen in Figure 3.

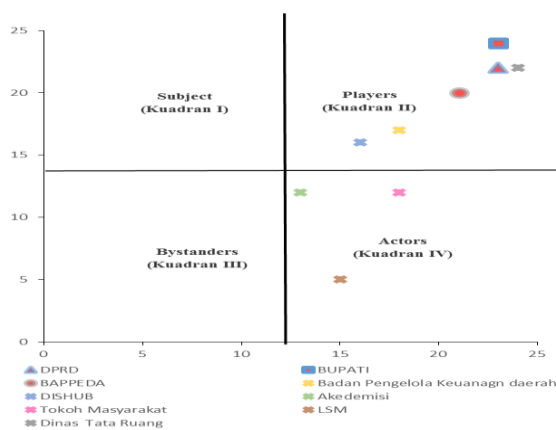


Figure 3 Stakeholder classification according to the level of influence and importance

Source : Data Analysis, 2019.

1) Key Player Stakeholder

Stakeholders with a high interest and power level are classified as Key Players (Quadrant II). These stakeholders must be more actively involved [6] in evaluating the new strategic plans. Key player Stakeholders are DPRD, Pinrang Regent, BAPPEDA, Financial management agency, Regional department of transportation, and department of environmental affairs. The public transportation management in Pinrang Regency needs to be supported by supporting stakeholders. Supporting stakeholders are stakeholders who have indirect interest in the project, but having a great deal of concern for the developmental process Maryono et al in [16]. This Stakeholders become intermeditor or facilitator in the developmental process. Supporting stakeholder categorized in this study was Department of Public Services.

2) Actors

Actors (quadrant IV) are classified as Stakeholders who have low interests, but having high power. Stakeholders included in the actors are community figures, NGOs, and academics. These stakeholders can bring risks so that their existence needs to be monitored and managed properly [6]. Actors are influential to determine the public transportation management policies in Pinrang Regency. Optimized role of stakeholders in the actors can be done by providing information to key player stakeholders. Further collaboration can be done by dividing roles and cooperation in the public transportation management of Pinrang Regency.

5 CONCLUSIONS

The results showed that Stakeholders who engaged in the management of public transport in Pinrang Regency are divided into two groups, namely key players (high interests and power in public transportation management) and actors (low interests with high power in public transport management). Stakeholders included in key players are the head of Pinrang regional parliaments (DPRD), Pinrang Regent, Pinrang Regional Development Planning Agency (BAPPEDA), Pinrang financial management agency, Pinrang department of transportation, and Pinrang department of environmental affairs. Stakeholders included in actors are community figures, non-governmental organizations (NGOs), and academics. Key player stakeholders must be more actively involved in new strategy evaluation. Stakeholders who has greater role in public transportation management are actor stakeholders. These stakeholders can bring risks in policy making as their existences need to be monitored and managed properly. Optimized keyplayer stakeholders can be done by triggering actor stakeholders to provide information for key player stakeholders. Collaboration can be carried out by dividing roles and cooperation in the public transport management of Pinrang Regency. Each stakeholder had a short-term plan for the next five years in the public transportation management of Pinrang Regency.

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