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## INTER-ORGANIZATIONAL NETWORK IN HANDLING TRAFFIC CONGESTION IN MAKASSAR CITY

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### Abstract

This research purposed to analyze and identify the working arrangement is done, synchronization, common interest the transportation department with traffic unit in the prevention of traffic jams in Makassar. The research used the qualitative approach through pressing of the case study approach. In collecting data the researcher used data primary through observing, interviewing, documentation, and secondary data through document search in qualitative descriptive analysis in using the interactive model of Miles and Hubermen, namely, collection, reduction, display, and data verification. The organization network that have used by the regional working unit according about reestablish the traffic forum and the road transport of Makassar, in this case the transportation department as a leading sectoris considered not maximized. It was seen by arrangement, common interest was not running well. So, the organization network model between the traffic unit and the transportation department was not seen in prevention of traffic jams have happened in Makassar. The obstacle happened that the organization network model in prevention of the traffic jams were not running well were awareness of societies, communication, bureaucracy between institute, infrastructure, and estimate allocations were inadequate.

**Keywords:** The organization network, traffic congestion, coordination

### Introduction

The policy of the Makassar City Government to cope with the occurrence of traffic congestion on the protocol road has been regulated in the regulation of the Makassar City Government including the Regulation of Mayor of Makassar Number 94 in 2013 concerning Prohibition of City Operational Trucks in the Daytime and Makassar Mayor Regulation Number 64 in 2011 concerning Parking Prohibition in five Road Section (road body) on the Protocol Roads. In addition, the regulation supporting the order and utilization of the highway is Regional Regulation No. 17 of 2006 concerning Management of Public Road Parking in the City of Makassar, Regional Regulation No. 15 in 2004 concerning about Building Arrangement, Regional Regulation No. 10 in 1990 concerning Guidance of Street Vendors, and Makassar Mayor Decree No. 44 in 2002 concerning the appointment of several court locations that can and cannot be used by street vendors in the city of Makassar.

These regulations is principle contribute to the implementation of road traffic management to prevent congestion, or slow down the flow of traffic. However, because the implementation of the regulation was not carried out properly so that it



has implications for the level of congestion on certain roads, it did not decrease. In fact, traffic jams often occur not only at certain times such as in the morning for work or in the afternoon when they back to home after work.

The ineffectiveness of the implementation of these various regulations is because agencies related to traffic congestion issues do not coordinate well with agencies that are the leading sector in traffic matters, namely the Transportation Agency of Makassar City. There are several agencies related to traffic congestion issues including those within the scope of the Makassar City Government, including the Spatial and Building Agency, the Civil Service Police Unit, the Public Works Service, PD Parking Makassar, while the agencies outside the Makassar City Government are the Traffic Police Unit in Polrestabes Makassar City, and Land Transport Organization (Organda).

Transport services and smoothness of traffic is one of the main manifestation of the desire of Makassar as a world city have to fully the welfare and public services standards of the world, as well as the development and management of world class infrastructure. In line with the three pillars of the strategic issue of Makassar City, namely, first, reconstructing the fate of the people into a world standard prosperous society; second, restoring the urban spatial structure into a world-class, comfortable city, and third, reforming the bureaucratic system towards good and world-class public services.

The problem of traffic congestion in big cities like the City of Makassar has become a problem that requires serious handling. This is due to various dimensions including the increasing production of motorized vehicles and the increasing interest of private citizens to have private vehicles, inadequate availability of public transportation facilities, lack of adequate road infrastructure, and undisciplined behavior of the vehicles users that not orderly, and ignoring existing regulations.

Traffic congestion problems are public problems that must be addressed and sought solutions by the government. This problem is not handled properly by traffic congestion because one of the factors that cause is the lack of synergy between government agencies and other related organizations. The problem of traffic congestion is still charged to the Transportation Agency and the Traffic Police Unit. So that in this case synergy is needed through institutionalized cross-sector coordination.

Weak coordination between institutions within the scope of the Makassar City Government and agencies outside the Makassar City Government, such as from the Makassar Police, especially the Traffic Unit unit in overcoming traffic congestion, so this research conducted an assessment to find an effective organizational network in resolving The problem is through cross-sectoral coordination, both within the scope of the Makassar City Government and with the Traffic Unit Unit of the Makassar Police Department.

## Literature Review

There are two concepts that used in this research, network organization and coordination. Networking organizations are one of the approaches in organizational and management studies. Based on the history of organizational development, that



the network between organizations is the last change in the agenda of organizational theory which focuses on improving the network of cooperation between organizations (Leach, Stewart, and Walsh, 1994). The study of interorganizational networks originally came from studies conducted by Henry Fayol in 1916 (Seufert, Krough, and Back). In its development this study has been widely developed in the management literature (Savage, 1996; Seufert, Krough and Back).

Gulati (1998) explains that the importance of studying networks between organizations is not because an organization in environment where the organization can influence and is also influenced by the environment in which the organization is located. Therefore, the environment is a place to get resources that are increasingly difficult to predict so that they need to be addressed through a network of collaboration between organizations. The same statement was also expressed by Roberts (2000) who explained that the collaboration of this organization emphasized that it would be better to join a group that has the power to achieve a goal rather than doing it individually. Another opinion about the meaning of inter-organizational networks as stated by Bardach (1994) that the strength of a network lies in combining two capacities, namely the capacity to organize work relationships and the capacity to convey information efficiently.

The Network among organizations theory is supported by a variety of theoretical sources including resource dependency theory which is one of the theories that underlie the network-to-organizational perspective. According to Jones (2004) the dependence of resources on other organizations needs to be managed properly through: (1) that it must influence other organizations so that he can obtain resources, and (2) it needs to respond to the needs and demands of other organizations in his environment then the level of dependence of an organization on certain resources is a function of two factors, namely how important the resources are to the survival of the organization, and how far the resources are controlled by other organizations. Thus to reduce dependence on resources controlled by other organizations can be done through a network of collaboration between organizations (interorganizational network / collaboration).

The network between organizations is a collaboration between various organizations, for example between district / city regional government organizations in one province and outside the province, cooperation between government organizations with the private sector (business), local government with non-governmental organizations, or cooperation between local government organizations in this case Regional Work Unit (SKPD) internally with other SKPD in one district / city area.

In a network approach, organizations work together to achieve their goals will be far more effective if the organization works alone (Jones, 2004; Sydow, 2002; Jaffee, 2001). This shows the importance of the organization building a network to achieve a common goal. This is due to the limited control of the resources of each organization. There are several organizational network patterns according to their level, Farace's opinion written by Liliweri (2014) states that organizational levels can be seen in interaction patterns namely personal networks, comprehensive networks in organizations, clique subsystems, and networks between organizations. In this



study using a network pattern between organizations, a network formed between one organization and another, to carry out a task through information exchange.

Coordination is a management function that aims to harmonize work or tasks between units within the organization and outside the organization in order to achieve goals efficiently and effectively. Downey and Erickson define coordination as an effort to synchronize and unite the actions of a group of people (Tambunan, 2015: 175). Coordination is the leader's responsibility to see that the operations of departments, divisions and individuals under his control are properly integrated to produce the results of achieving organizational goals. While Stoner said coordination is a process of integrating objectives and activities of separate units (departments or functional fields) in a company to achieve the company's goals efficiently. Or in other words, coordination is the process of integrating the goals and activities of various organizational units in order to achieve organizational goals (Tambunan, 2015: 175).

Coordination in the operationalization of management in the organization becomes important, as well as in the administration of government all existing tasks have been distributed into various organizational units. Therefore, the work that exists in one organizational unit is sometimes related to the work that exists in other organizations whose authority is different. The difference between the implementing authority and the person in charge of the activities is often hindering each other and not synchronizing the implementation so that it does not lead to optimal achievement of the objectives of implementing a government or public service. Though from different organizations even though the work or duties are different but the purpose is the same.

### **Methodology**

The approach that used in this research is qualitative research, with a type of case study that examines the networking organization in handling traffic congestion in Makassar City. Data obtained from sources informants who know about traffic congestion problems consist of the heads of agencies and staff at agencies related to the tasks of traffic congestion and other agencies that have the authority to deal with traffic congestion issues, including agencies outside the Makassar City Government. such as the Traffic Unit of the Makassar Police Unit. Research data is also obtained from citizens who use transportation facilities and infrastructure. Data is obtained through interviews and observations and document tracking. The research data was analyzed using the principles of qualitative analysis with an interactive approach according to Miles and Huberman including collection, reduction, display and data verification. The validity of the data is done through source triangulation, and time.

The research findings in the form of interviews, observations and the results of the subsequent document review are then interpreted after data processing is processed and then presented in a narrative form.

### **Result and Discussion**

Traffic and road transportation as part of national or regional transportation must be the main concern for the central government and regional governments as policy makers, especially policies in the field of transportation in order to support and



encourage economic growth of the people in the region and in turn can sustain national economic growth. This can be seen based on the results of the analysis of the informants that the number of land transport in Makassar City is increasing, from two wheels, tricycle to four wheels. When viewed in terms of the road space that is owned, it is no longer able to accommodate to be passed by existing vehicles. This is evidenced based on data from the Ministry of Transportation stating that the number of vehicles in 2015 in the city of Makassar, namely two wheels reached 1.1 million and four wheels as much as 1.3 million so that it can be accumulated and analyzed that the growth in the number of vehicles each year increases to 2.4 Million.

Besides that, the existing roadways are not able to accommodate the number of vehicles that are available and are exacerbated by the existing road sections that must be divided for various interests, not only motorized vehicle users but also by other parties who use the road for various purposes it is illegal, like street vendors, illegal parking, street children and beggars. Besides that the road is also often used for various celebration activities held by residents.

In accordance with these conditions, the handling of traffic congestion on the highway in Makassar City is not only charged to the leading sector that is responsible for such matters as the Transportation Department and the Traffic Police but also the involvement of other parties (Dinas-Dinas) whose authority is still related to traffic congestion issues.

Mitigating traffic congestion requires synergy between agencies, therefore there needs to be an inter-organizational network through cross-sector coordination to deal with existing problems. The results of the study showed that aspects of the organizational network from the results of the study found several dimensions of the work network, namely:

### **1. Work arrangements**

There are three components of traffic, namely humans as users, vehicles and roads that interact with each other in the movement of vehicles that meet the eligibility requirements driven by the driver following the traffic rules that are determined by laws and regulations concerning road traffic and transportation that meet geometric requirements. To overcome traffic congestion and traffic congestion, a good system for determining the phase and traffic regulation is needed and is very influential on the smoothness, comfort and safety of the vehicle passing through the road. The system of determining phases and setting traffic is usually emphasized in locations where road or road intersections occur. Because at a two-way or more meeting this resulted in a point of conflict that eventually resulted in traffic congestion.

The results of the interview with BR as a member of DIKYASA can be known as follows:

"If our side (Satlantas) is already ideal it is just that this traffic problem is dynamic, so it is uncertain for example that we have arranged the signs in an orderly manner, in other places there are usually more so there is usually a location survey, so the Dikyalah unit that conducts surveys every



day where points are prone to traffic where it is studied and evaluated together with other agencies. Examples of traffic light problems on Emmy Saelan Street, we have corresponded to the agency responsible in the field to the Transportation Agency to make repairs and we only provide advice / input to the responsible agency, we cannot act directly, we just put personnel there to suppress, minimize traffic congestion. The response from the Department of Transportation already exists but is constrained in terms of the budget. Their budget for improvement is there ". (Interview results on 22-07-2017).

Based on the above quotation, it can be analyzed that in relation to the traffic management in Makassar City, Satlantas only monitors the survey method so that the evaluation process is less than optimal, in addition to the communication process carried out by the city government to add a budget to process congestion traffic.

As is said by the Head of Traffic Management Section of the Transportation Service, it can be seen as follows:

"We make a shift to the members, for example morning / hour 6 there are several groups , there are some people such as this deviated, for example in Antang there are several people. We are for which conditions are really prone to traffic jams. Even though it's still a member, even though it's not jammed, it means we are more focused here, which is indeed prone to congestion. However, we still spread everything. Then right now we have the ATCS above, so we can handle everywhere again so that there is direct coordination with members, the monitor is standby. For a while there is already a connection with the Mayor, we want to give the connection to the Head of the Kadis office with the Infokom room. Actually, we have a lot of innovative just because it is constrained by funds, this is a problem for us to move. We actually have a lot of innovation, like this and this but because our budget is limited and divided, there are several fields here and we cannot prove all authority "(Results of interviews 29-08-2017).

Based on the results of the interview excerpt above shows that a rearrangement at one intersection will change the pattern of current coming out of each foot of the intersection, the implications of which will still affect the rhythm of traffic flow on other roads. at some point, this current will actually cause delays at other junctions that still have a connection with the intersection that we have just rearranged the light cycle. simply, we have succeeded in launching a current at one intersection, but the current coming out of that point actually makes a jam at another intersection. The arrangement of traffic rhythms will be better if applying the Area Traffic Control System (ATCS) technology at all traffic intersections in the city.

ATCS is a coordinated signified traffic control system that covers one area centrally. with ATCS, traffic engineering management efforts can be carried out that coordinate all signaled crossing points through the ATCS control center, so as to obtain an efficient traffic movement condition. ATCS technology itself has been widely applied in various major cities in developed countries. With ATCS, traffic light



cycle arrangement is carried out based on input traffic data obtained in real time through traffic monitoring CCTV cameras at intersection points. the cycle of the junction lights can be changed many times a day according to the most efficient traffic requirements that cover the entire area. For this reason, the operation of ATCS is regulated by an integrated control system involving several components in the form of: 1) regulating the flow of intersections in the form of traffic lights; 2) inputting traffic data in the form of CCTV surveillance cameras, 3) sending data in the form of data cable networks or wave transmitters, 4) ATCS system software and 5) control room (central control room) ATC plus the operator.

## 2. Synchronization

Efforts to overcome traffic congestion synchronization are needed by all stakeholders because it is one of the most important factors in building a good and flexible collaboration to determine that success in solving a problem if done with a more effective synchronization process. Therefore, in building such cooperation, there is a need for information disclosure in making clear agreements and division of labor.

Based on the results of the excerpt from the interview with the Makassar City Satlantas Head, it can be seen that:

"If we synchronize it, we have planned activities, if there are these, like yesterday they asked us to be the material carriers of the new Transportation Agency personnel, it was taught the problem of regulation, action on the road, how to manage traffic that was minimal, continue the ways on that road, we already have it, it has been running that yesterday, we have given the training to the Dishub personnel "(Results of interviews 16-08-2017).

From the above quotation, it can be illustrated that in the synchronization carried out by Satlantas in tackling traffic congestion it was seen that it had made a better effort by improving the quality of human resources through the form of collaboration involving the participants of Dishub to be given trainings on how to do the past arrangement patterns road traffic.

The results of the quotation interview with the Head of Traffic Management Section can be known as follows:

"That the form of synchronization of activities with the police is always carried out every time there is an activity. Anyway, every activity is as small as there is a police force. So, we are always in line, such as traffic engineering regulation activities, routine traffic management activities, there is traffic impact analysis, traffic maintenance continues. If in other fields such as supervision on the road every day, all of our activities in the Transportation Department have synchronization with the traffic "(Results of interviews on 29-08-2017).

Based on the results of the excerpt of the interview above, it shows that the synchronization process carried out by Dishub and Satlantas went well only at meetings or meetings. However, the facts in the field found that the implementation process carried out in the training obtained was not running properly because it was





seen by a number of Dishub officers that most of them were silent, not carrying out their duties fully.

As said by Azis Sila as a member of DALOPS, the Transportation Department can be seen as follows:

"That in the synchronization carried out Right, we synchronize with each other. Like parking order yesterday on the Boulevard we have to make a team. This team is called an integrated team to unify perception, I say again we have limits on authority. Limitation of this authority if we want to unite together, this is the name of an integrated team" (Results of interviews on 19-08-2017).

As per the interview quote above shows that the synchronization between Dishub and Satlantas in tackling congestion has been effective because it has been seen through training and communication that has been done continuously. Besides that, it was seen that Dishub had begun to be seen conveying creative ideas namely forming a team to accommodate the aspirations of the community so that it became the right input in overcoming congestion.

### 3. Common interests

In this case, when referring to the problems that occur in Makassar City related to traffic congestion, therefore it is necessary to prioritize togetherness in tackling congestion that occurs, including the City government, Satlantas, Dishub and related stakeholders sitting together in discussing congestion problems, so they can find a solution that is good for the benefit of many people.

Based on the results of the interview with the Deputy Mayor of Makassar it is known as follows:

"The most important thing here is that the problem of congestion is that we are thinking of ensuring that the problem of traffic jams is not the result of wrong traffic management but we also want to fix this traffic management but we can also describe the main source of congestion. So the matter of traffic management means a balance between road facilities and infrastructure and the number of vehicles, but it is jammed. Means that traffic management is wrong or the behavior is wrong, we want to also calculate the source of congestion in all sectors so that there is a livebel city (a comfortable city). We want what is really from the basic / the causes so that we consider the problem of congestion is not just a symptom that we partially handle but indeed the cause we solve "(Results of interviews 27-08-2017).

Based on the interview excerpt above, it can be illustrated that in building mutual interests the Makassar city government tries to build a network with parties in the field of education to reduce traffic congestion whose target is schoolchildren, but seen from the coordination built with the Transportation, Satlantas and the community has not been clearly seen things done in achieving the right solution.

The results of quotations from interviews with Transport Observers in Makassar City that:



"In essence, to deal with traffic congestion issues in this city, it is necessary to activate the Traffic Forum that has been formed by the Mayor of Makassar. This forum consists of all elements related to road traffic, only the problem seen in this forum is that the people who participated in the consultation were not decision makers such as the head of the service, so that the results of the meetings were not effective. The average participant is the second derivative or third derivative. This is what really needs to be encouraged, whose name is building institutions in two ways. The institution is in the sense of inter-agency, institutional in the internal meaning of the institution ". (Results of interviews on 18-08-2017).

Based on the results of the excerpt from the interview above, it shows that the congestion process in the public interest is clearly seen that with an organization or forum in discussing problems and finding solutions, it is only a formality because there is no central point that can accommodate the discussion or this is a decision maker, so there is a confusion and only information, so the implementation stage does not work effectively.

#### 4. Common Goals

Utilization of highways as transportation infrastructure is basically all the elements that utilize have the same goal, namely to arrive at the destination quickly and safely. Similar to the implementation of traffic congestion, all relevant agencies have the same substance of interest. For example, the Department of Transportation's interests are to provide good services to citizens through the provision of transportation facilities and infrastructure. While the Police Traffic Unit's purpose of work is to provide services to the community through traffic management to create smoothness, order and traffic safety. The same is true for other institutions, namely providing comfort to the community.

In accordance with the results of observations in the field and interviews with several informants, there is still an overlap of interests, including the presence of sectoral ego in several agencies. Like between the Transportation Agency and PD Parking. The results of interviews with parking attendants said that:

"Utilization of the road body as a parking lot has to be done because there is no parking space available in some shopping areas or business centers, while on the one hand parking attendants are given the obligation to deposit parking services with certain targets as a source of regional income" (Interview results 10- 08-2017).

Based on the results of an interview with Mr. Syarif as a community of road users are as follows:

"In my opinion, awareness of some people who do not understand how traffic is going well, we see that many people violate traffic signs, both traffic light and zebra crossing, resulting in long traffic accidents and traffic congestion. Therefore, I hope that the government and the police can play an active role in



regulating traffic, such as in the jl. Student body, Sulawesi, and in the competition so that traffic order can be achieved "(Results of interviews 10-08-2017).

The results of the interview above show that in realizing shared interests in overcoming traffic congestion in Makassar City, it is seen that the level of public awareness is still low in driving, so that the common goals built by the government in this case Dishub, Satlantas have not been maximized, because in achieving the goals together the community was never directly involved in coordination, information from the government to be directly involved in delivering solutions. So that it can be concluded that the common goal of tackling traffic congestion I think needs to be more hard working to do more effective coordination so that traffic order can be achieved.

Based on the results of the interview with Mr. H. Zaenal DG. Beta as a Member of Commission C of the City of Makassar DPRD can be known as follows:

"So the coordination pattern for the DPRD is actually the point of meeting, calling, so if there are findings we will convey it because they are executors and he must follow up because otherwise we will face the mayor to convey. So there is supervision if it has been conveyed several times and cannot be in line, we will make a recommendation to the mayor that the head of this agency is not suitable because we are the representatives of the people conveying "(Results of interview dated 08-19-2017).

From the results of the interview quotation above, it shows that the process to achieve a common goal by the DPRD in conducting supervision and coordination in overcoming traffic congestion has been effective because they open a common opportunity to solve problems by meeting relevant stakeholders, but the conditions in the field have not been seen clearly the response of the city government, Satlantas, and Dishub in doing good cooperation in achieving common goals.

An ideal organization should have a goal. This goal then becomes the basis of the activities of the organization. Without a goal, the organization will die because there is nothing to fight for. The purpose of an organization must be clearly explained so that the activities carried out are oriented towards achieving organizational goals that have been previously determined. With the aim of being an encouragement of work and commitment for its members.

## Conclusion

Based on the description of the research results that have been described in the previous chapter, the authors draw conclusions in accordance with the problems studied, namely the Organizational Network Model of the Department of Transportation with the Traffic Unit in Traffic Congestion Management in Makassar City. by SKPD in accordance with the Indonesian regulation. 551.05 / 869 / Kep / IX / 2012 concerning Re-establishment of traffic forums and Makassar City level road transportation in this case the Department of Transportation as a Leading sector is considered not maximal due to the results of meetings in the forum which should have followed the decision makers but the fact is inversely proportional because the



people of each agency representative both the Ministry of Transportation and the Police only Section head or members of each agency so that the decision of the meeting is not distributed at the lowest level. Therefore, it is necessary to do an evaluation so that the performance of the SKPD including the police can be better in order to overcome traffic congestion in the city of Makassar. Coordination System Control (control coordination system) carried out by leaders or top leaders at the central government level and at the local government level such as the Regional Work Unit in order to encourage government programs to be achieved optimally such as transportation services that are more effective, comfortable and safe, Commitment of the city government to encourage the creation of world-class transportation services in accordance with what becomes Vision-Mission Makassar City Government Becomes World City for All. The form of commitment is to encourage the Regional Work Unit (SKPD) to be more massive in handling traffic congestion and establish cooperation with the Makassar City Satlantas so that the problem can be resolved because the problem is joint responsibility and enforcement of tighter traffic rules so that road users can travel in an orderly and free manner rather than congestion. Communication and collaboration between agencies, especially the Transportation Agency with the Makassar City Traffic Unit must run more effectively (Horizontal Coordination) and at the agency level each outcome rather than meeting the forum must be distributed at the lowest level or any field implementer who becomes a decision or solution in order to overcome traffic congestion in Makassar City (vertical coordination).

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