

Research article

Implementation of Good Governance Principles in the Land Transportation Management Center

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Abstract.

To achieve globalization and modernization, public organizations must implement good governance in order to respond to and meet community expectations. One of these expectations is land transportation management, which in Indonesia is handled by the Land Transportation Management Center (BPTD). Good governance should be implemented in BPTD in the hopes of improving performance and, as a result, community satisfaction, and resolving problems with ground transportation. BPTD still has a number of issues to deal with, including the state of the transportation infrastructure for road, urban, river and lake transportation and crossings, transportation safety, and administrative issues. This study examined how four principles of good governance have been implemented at BPTD: accountability, transparency, openness, and the rule of law. The study focused on BPTD Region IX in West Java Province, BPTD Region IX in Central Java Province, and DIY provinces. This study employed qualitative descriptive methods. According to the findings, BPTD has implemented the principles of good governance, but it still has room for improvement by sharpening its performance indicator targets, making LAKIP more widely known, measuring community satisfaction, and pursuing independent innovation.

Keywords: transportation, good governance, accountability, transparency

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1. Introduction

The availability of transportation infrastructure is one aspect in responding to and meeting people's expectations. The availability of transportation infrastructure can be used to improve the economy of a region and open up regional isolation. In addition, the availability of infrastructure will also facilitate the access of isolated communities or people in border areas to the economy in certain centers. Therefore, the government as a public service provider has the responsibility to provide transportation infrastructure.

In 2016 the government issued the Minister of Transportation Regulation Number PM 154 of 2016 concerning the Organization and Work Procedure of Land Transportation

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Management Centers in order to improve the effectiveness and efficiency of land transportation management in Indonesia. Based on this regulation, there are 25 Technical Implementation Units within the Ministry of Transportation which are referred to as Land Transportation Management Centers (BPTD). BPTD is a Technical Implementation Unit within the Ministry of Transportation which is under and responsible to the Director General of Land Transportation who has the authority to manage land transportation in Indonesia according to its typology. BPTD is tasked with carrying out traffic management and road transportation, road transportation facilities and infrastructure, river lake transportation and crossings as well as the operation of ferry ports at commercial and pioneering ferry ports.

In managing land transportation, BPTD is required to be able to implement good governance. Meanwhile, since 2016-2019, the Ministry of Transportation has dismissed 31 civil servants for being involved in corruption cases. This shows that the work unit within the Ministry is a unit that is quite prone to being involved in corruption and extortion. Including BPTD as a Technical Implementation Unit within the Ministry of Transportation which is under and responsible to the Director General of Land Transportation. In general, based on the Strategic Land Transportation Issues listed in the Strategic Plan of the Directorate General of Land Transportation for 2020-2024, there are two problems that must be faced in the management of land transportation. The first is the problem of performance and the impact of land transportation services. The second problem is the implementation of the transportation sector.

BPTD Region X Central Java and DIY Provinces and BPTD Region IX West Java Province is one of the technical implementation units within the Ministry of Transportation which act as the sample in the research on the efforts to implement good governance that has been carried out so far. However, several aspects of the problems faced by BPTD Region X Central Java and DIY are very diverse, including those related to the poor condition of road infrastructure services, affordability and equity of transportation services, obstacles to illegal retribution on roads, incomplete data and facilities, lack of adequate guidelines, lack of coordination etc. The problems faced by BPTD Region IX West Java Province include: conflicts of interest with the community, funding constraints, stakeholder support, management of activity implementation, and human resource constraints.

In realizing good organizational governance, BPTD must apply the principles of good governance, including participation, law enforcement, transparency, responsiveness, consensus, equality and justice, effectiveness and efficiency, accountability, and strategic vision. The purpose of this study was to determine how the implementation of the

principles of good governance in the management of land transportation at the Land Transportation Management Center (BPTD), especially in regions IX and X based on descriptive analysis.

2. LITERATURE STUDY

Ruslan [1] in his research entitled Implementation of the Principles of Good Governance (Good Governance) found that the principles of Good Governance in the implementation of regional autonomy have not been fully implemented. The most important principles are the rule of law, openness, participation and accountability. Heryanto [2] in his research entitled Implementation of Good Governance to Improve Public Services in Indonesia found that the principles of Good Governance are an effort that can be made to reduce the practice of KKN in the public service system. The focus of this service is Good Governance which serves as a direction in improving public services that are oriented towards results, not inputs.

Yuliono and Ngumar [3] in their research entitled Implementation of Good Governance Principles in Improving the Performance of Public Service Organizations found that the implementation of Good Governance had improved the performance of public service organizations, but found obstacles such as employees who did not understand the principles of Good Governance. Based on several previous studies that have been carried out, it can be concluded that basically the principles of good governance are an important aspect in improving the performance of public service organizations. Therefore, in this study, the researcher wanted to see how the implementation of the principles of good governance in public service organizations, especially in BPTD Regions IX and X, which served as service providers in the field of transportation in West Java Province, Central Java and DIY.

2.1. Good Governance

Lockwood as quoted by Rahayu and Juwono [4] explains that "the principles of good governance are a collection of statements that contain how the government should act in carrying out its functions". There are several experts or international institutions who explain the principles of good governance and each international expert or institution determines their respective characteristics so that the expert or institution has different principles. Rahayu and Juwono explain that "this difference is due to differences in viewpoints and the context of discussion by experts and international institutions that

express these principles” [4]. One of the international institutions that determine the characteristics of good governance is the United Nations Development Program (UNDP). Based on the characteristics put forward by UNDP, Sedarmayanti [5] concludes that there are four main principles that describe good governance, namely:

1. Accountability, Accountability relates to the obligation of government officials to act as the person in charge and in charge of all actions and policies that have been set.
2. Transparency, Transparency related to the implementation of good governance will be transparent to the people, both at the central government level and at the regional government level.
3. Openness, Openness is related to wanting opportunities for the people to submit comments and criticisms of the government
4. The rule of law, the rule of law is related to the provision of guarantees of legal certainty and a sense of community justice for every policy taken.

2.2. Regional Land Transportation Management

The transportation system consists of a network sub-system (transportation facilities), a movement sub-system (vehicles and transportation media), an activity sub-system (people and goods) and an institutional sub-system (organization). The institutional system functions to optimize the 3 systems above through regulation (laws and regulations), planning, realization of the transportation system plan and Finance - Funding, Land transportation modes consist of rail transportation modes (trains), inland water transportation modes (rivers, lakes, straits), pipeline, cable and road transportation modes. Based on the type of service, land transportation modes are divided into 3, namely: private transportation, chartered or rented transportation, and public transportation [6].

The government and the legislature are trying to organize transportation to control the traffic sector as a supporter of the economy, through Law No. 22 of 2009 concerning Road Traffic and Transportation. Law No. 22 of 2009 explains that transportation plays a role as a supporter, driver, and driver for the growth of a region, so that transportation services are needed that are in line with the level of traffic demand and transportation services that meet ideal values such as orderliness, orderliness, smoothness, safety, and security. Efforts in order to achieve ideal values such as order, order, smoothness, safety, and security, it is required to have an arrangement in the transportation traffic regulation and management system that is patterned, integrated, organized, systematic,

and based on interests, fairness, and justice. welfare of the people in the area (province, district/city) concerned [7].

Land transportation management center or abbreviated BPTD was formed on December 30, 2016 based on the Minister of Transportation Regulation Number 154 of 2016 and began carrying out its duties officially on July 21, 2017. BPTD is a technical implementing unit (UPT) within the Ministry of Transportation which is under and responsible to the director general of Land Transportation led by a Chief. The task of BPTD is to carry out traffic management and road, river, lake and ferry transportation as well as the operation of ferry ports at commercially operated ports and ports that have not been commercially operated.

Multimodal transportation combines various modes of transportation well, efficiently and effectively so that it can move from one type of transportation to another quickly, cheaply, safely, and comfortably. Thus, according to Haryanto [8], the formulation of transportation policy should be a comprehensive action, which at least must pay attention to aspects of urban spatial planning, environmental protection, public order, and law enforcement. The formulation of transportation policies that do not pay attention to social aspects of society can lead to unnecessary conflicts, and tend to be counter-productive.

3. method

This research uses a qualitative approach with a case study method. Qualitative research is research that is carried out through a process of exploring and understanding individual and group behavior, describing social problems or humanitarian problems, and the final activity is making reports into a flexible structure as described by Creswell [9]. This study focuses on the four main principles of good governance because its accordance with UNDP principles summarized by Sedarmayanti that in implementing good governance in public organization, there are at least four four main principles to be considered as follows:

1. Accountability
2. Transparency
3. Openness
4. Rule of law

This study uses primary data sources derived from interviews and observations, as well as secondary data sources derived from document studies. The loci in this study were BPTD Region IX West Java Province and BPTD Region X Central Java Province and DIY Province.

4. Results and Discussion

4.1. Accountability Principle

Accountability is one of the principles in the implementation of good governance. In Article 3 of Law Number 28 of 1999 concerning the Implementation of a State that is Clean and Free from Corruption, Collusion and Nepotism, it is stated that accountability is one of the general principles of governance. The principle of accountability is the principle that determines that every activity and the final result of the activities of a State Organizer must be accountable to the community or the people as the holder of the highest sovereignty of the state in accordance with the provisions of the applicable laws and regulations.

The principle of accountability relates to the extent to which performance achievements and strategic efforts have been made by BPTD Region IX West Java Province and BPTD Region X Central Java Province and DIY Province. Basically, as public agencies, BPTD Region IX West Java Province and BPTD Region X Central Java Province and DIY Province both have accountability to the general public. In carrying out its duties and functions, this accountability is realized by the implementation of land transportation management programs, both in West Java Province, as well as in Central Java and Yogyakarta Provinces. As a form of accountability to the community, the performance accountability of BPTD Region IX West Java Province and BPTD Region X Central Java Province and DIY Province is formally realized in the form of Government Agency Performance Accountability Report (LAKIP) which is made annually.

The results showed that BPTD Region X Central Java Province and DIY Province carried out performance management through the use of information technology called E-performance. As explained in LAKIP BPTD Region X Central Java Province and DIY Province [10] that "the performance management mechanism of the Directorate General of Land Transportation through the E-performance application starts from the targets set in the Performance Agreement (PK) which is then measured and reporting, monitoring and evaluation on a regular basis through a web-based E-Performance application. Performance measurement management is carried out throughout the year

which includes the process of inputting, validating, and reporting periodically at the beginning of the month". In this case, the performance management mechanism is carried out jointly between data managers and performance reports at BPTD and the Secretariat of the Directorate General of Land Transportation.

The results of the study indicate that the results of performance measurement are presented in the form of percentages. In LAKIP BPTD Region X Central Java Province and DIY Province [10] it is explained that "the results of performance measurement are obtained based on the realization data of each performance indicator based on the funding approach. Each performance indicator is used to realize the strategic objectives that have been set in the BPTD Strategic Plan". Based on the 2019 performance achievements, it can be seen that there are 6 strategic targets with 33 performance indicators. Of the 33 performance indicators, almost all of the KPIs achieved the set targets, and there were even some KPIs that exceeded the target.

The success of achieving the strategic targets that have been set is also a form of accountability for BPTD Region X Central Java Province and DIY Province. The results showed that of the 6 strategic objectives, there were five targets that succeeded in achieving the target. The first is the realization of transportation services that are reliable, competitive, and provide added value in order to realize connectivity between regions in the BPTD Agency Region X Central Java Province and DIY Province totaling 4 connectivity and all of them have been fulfilled. The four inter-regional connectivity consists of the number of pioneering road transport routes as many as 2 routes, the number of pioneering 1 traffic crossings, the number of commercial ferry crossings 1 LAKIP [10].

Second is the realization of traffic safety on roads and crossings. This strategic target has 13 performance indicators and all of them have been achieved in 2019. In LAKIP (2019:62) it is explained that "the entire target in 2019 was achieved 100%, this can happen because of the support of all parties who have participated and actively played a role in BPTD Region X Central Java Province and DIY Province". The third is increasing the performance of land transportation facilities and infrastructure services. This strategic goal is measured through 3 indicators and the research results show that all indicators have been achieved. as explained in LAKIP [10] that "the three strategic targets consisting of 3 performance indicators resulted in satisfactory success in every activity that has been carried out. Fourth is to improve the quality and performance of BPTD ASN. This strategic target has 3 performance indicators, namely the number of employees who already have certificates, the implementation of increasing employee motivation for BPTD X Region X Central Java Province and D.I.Yogyakarta. As well as the

implementation of BPTD Technical Guidance and Socialization. Fifth is to increase the capacity of land transportation facilities and infrastructure. This strategic objective has two indicators. The first indicator is the number of terminal constructions. The results showed that from the 1 terminal development target set, 1. The second indicator was the rehabilitation of terminal A in Central Java and DIY. The results showed that of the 3 rehabilitation targets set is 1.

The sixth is the realization of good governance and clean government in BPTD. This strategic target has 7 indicators, namely the Performance Accountability Value of Government Agencies (AKIP), the level of budget absorption, the value of inventories of assets, the implementation of office administration, the implementation of personnel expenditures including allowances, the preparation of Work Plan and Budget (RKA) materials, Compilation of Performance Accountability Reports Government Agencies (LAKIP), Annual Reports (LAPTAH) and performance determination. But unfortunately not all of these indicators have reached the target set, namely the AKIP value.

The results of the research above show that in 2019 the performance achievements and strategic efforts carried out in BPTD Region X Central Java Province and DIY Province in the management of land transportation are quite good because there is only one indicator that has not reached the target, while other indicators have reached the target and there are even several that exceeds the target.

In terms of administration and performance reporting, BPTD Region X Central Java and Yogyakarta Provinces managed to receive the 2021 SAKIP AWARD award because of their success as a work unit that met the criteria for completing the Government Agency Performance Accountability System (SAKIP) implementation document within the Directorate General of Land Transportation in 2021.

In contrast to BPTD Region IX West Java Province, LKIP is compiled on a quarterly basis. The data we get shows that, in 2021 BPTD Region IX West Java Province has made LKIP Quarter I. Based on the report it was found that there are two work targets for BPTD Region IX West Java Province, namely increasing the performance of land transportation and the realization of Good Governance and Clean Government at BPTD. However, for the realization of targets, several targets have not been achieved. This shows that the efforts of BPTD Region IX of West Java Province in realizing accountability are quite good, because the accountability report is not only made once a year, but is made in a quarterly period. This is a form of monitoring the activities that have been planned and can be used as evaluation material so that the implementation in the next quarter will be even better.

In its operation, BTD Region IX West Java Province is in the stage of developing a terminal revitalization which accommodates additional facilities and infrastructure to overcome vehicle chaos. In addition, repairing public facilities such as toilets, prayer rooms, souvenir stalls and others for the convenience of prospective passengers. This is one form of performance achievement carried out by BPTD Region IX West Java Province in improving the performance of land transportation, especially the type A terminal.

BPTD Region IX West Java Province, as well as BPTD Region X Central Java Province and Yogyakarta DIY have implemented the internal control system, as evidenced by the Strategic Plan documents and Performance Accountability Reports of Government Agencies. However, when compared, there are differences in the period of making LAKIP between BPTD Region IX West Java Province and BPTD Region X Central Java Province and DIY Province. BPTD Region IX of West Java Province makes LAKIP in a quarterly period while BPTD Region X of Central Java Province and DIY Province in a period of one year. Making LAKIP in this quarterly period allows BPTD Region IX of West Java Province to more easily monitor which indicators have not been achieved optimally and allow for immediate improvement if there are deviations in the implementation of an activity as an effort to achieve the performance target [11].

Accountability is one of the principles in the implementation of good governance. In Article 3 of Law Number 28 of 1999 concerning Implementation of a State that is Clean and Free from Corruption, Collusion and Nepotism states that accountability is one of the general principle's governance. The principle of accountability is a determining principle that every activity and the final result of a State Administrator must be accountable to the community or the people as holders of the highest sovereignty of the state, and it must be in accordance with the provisions of the applicable laws and regulations. Almost the same as what Sedarmayanti said [5] that "accountability is related to the obligations of government officials" to act as the person in charge and responsible for all actions and policies that have been set. In this case, accountability in BPTD Region IX West Java Province, BPTD Region X Central Java Province and the DIY Province with regard to the obligations of BPTD Region IX Java Province West and BPTD Region X Central Java Province and DIY Province as apparatus government is to act as the person in charge and in charge of the all actions and policies that have been established relating to transportation management. In taking responsibility for this, accountability is one of which is realized in the form of the preparation and development of a Performance Report (LAKIP) [11].

4.2. Transparency Principle

Transparency relates to the administration of government that is transparent to its people, which can be realized from the disclosure of information. BPTD Region X Central Java Province and Yogyakarta DIY do not yet have an official website that accommodates document information and agency performance reports. Performance Reports have been prepared annually, but for publication, both BPTD Region X and BPTD Region IX do not yet have a special website containing information on this publication. The published Performance Report is only an integrated version of the performance report of the Directorate General of Hubdat which can be accessed through <http://hubdat.dephub.go.id/> and is open to the public.

In terms of administration, BPTD Region X Central Java and Yogyakarta Provinces succeeded in receiving the 2021 SAKIP AWARD award because of their success as a work unit that met the criteria for completing the Government Agency Performance Accountability System (SAKIP) implementation document within the Directorate General of Land Transportation in 2021.

In terms of financial transparency, BPTD Region X Central Java Province and Yogyakarta Special Region are one of the technical implementing units within the Ministry of Transportation that have succeeded in getting an award as a service work unit with the predicate of Corruption Free Area (WBK) in 2020. To help take over Extortion-prone areas that often occur in the field, supervision of these areas has been handed back to the Ministry of Transportation for operations since 2017. To overcome the transition period, a number of restructuring and rotation of human resources have been carried out and even actions such as closing areas prone to extortion such as bridges. Administratively, there are also sanctions that will be imposed when proven to have committed extortion, namely in the form of administrative sanctions to criminal sanctions. The principle of transparency is also reflected in the acceptance of human resources in BPTD Region X, Central Java Province and DIY, which is also free from collusion practices, because all candidates must take part in an official selection that measures the competence and suitability of candidates through written tests and interviews.

BPTD Region IX West Java Province also does not have a special website that is used as a medium for disseminating information to the public. In terms of financial transparency, the same as BPTD Region X Central Java Province and Yogyakarta Special Region, BPTD Region IX West Java Province is also one of the technical implementing

units within the Ministry of Transportation which has succeeded in getting an award as a service work unit with the predicate of Corruption Free Area (WBK) in 2020.

4.3. Openness Principle

Openness in this study refers to wanting opportunities for people to submit comments and criticisms. BPTD Region X Central Java and DIY also supports collaboration and involvement of stakeholders in the implementation of their duties and functions, for example by conducting a traffic impact analysis (andalalin) in collaborative governance with the police, environmental services, and others.

In addition, independently, BPTD Region X Central Java Province and DIY Yogyakarta have social media as a means of communication to the community, namely through Bptd Jatengdiy's Facebook, Twitter account @bptdjatengdiy (119 followers), and Instagram account @bptdjatengdiy (2,305 followers). In addition, BPTD Region X Central Java Province and DIY Yogyakarta also has a Youtube channel called BPTD JATENGDIY (54 subscribers). But unfortunately, currently in BPTD Region X Central Java Province and DIY Province there is still no survey conducted in assessing community satisfaction related to transportation services.

BPTD Region IX West Java Province also has social media that is used as a means of communication to the community, namely through BPTD JABAR's facebook, twitter account @bptdjabar (120 followers), and instagram account @bptdjabar (2,360 followers). In addition, BPTD Region IX West Java Province also has a youtube channel called BPTD JABAR -KEMENHUB- (647 subscribers). In relation to the principle of openness which requires public criticism and feedback, BPTD Region IX of West Java Province has also carried out periodic community satisfaction surveys. This survey was conducted to see the extent to which the level of community satisfaction with the services provided by each BPTD Region IX West Java Province service unit, the recapitulation of community satisfaction received in 2019 can be seen in table 1 below.

If we look at the number of terminals and UPPKB conducting surveys, it can be seen that not all service units within BPTD Region IX West Java Province conducted surveys in 2019. Based on LAKIP Quarter I 2021 BPTD Region IX West Java Province there are 10 terminals and 8 UPPKB in West Java province. This means that there are still 7 service units that have not conducted a survey in 2019.

In 2021, the results of research conducted at one of the terminals, namely the Leuwi Panjang terminal, showed that this terminal had conducted a community satisfaction survey in March and April 2021. Based on the survey results above, it can be seen that

TABLE 1: List of Total Recap Values of the Community Satisfaction Survey in the BPTD Service Unit Region IX West Java Province in 2019.

Terminal Tipe A		
No	Nama terminal	Nilai
1	Terminal Banjar	78,45
2	Terminal Sukabumi	76,24
3	Terminal Cikampek	72,94
4	Terminal Kuningan	76,78
5	Terminal Garut	76,7
6	Terminal tasikmalaya	65,31
7	Terminal Subang	80,41
8	Terminal Sumedang	77,12
9	Terminal Cirebon	83,68
Jumlah Nilai rata-rata		76,4
No	Nama UPPKB	Nilai
1	UPPKB Balonggandu	64,53
2	UPPKB Losarang	87,54
Jumlah Nilai Rata-Rata		76,035

in April 2021, the Leuwi terminal service unit Panjang has conducted a community satisfaction survey to 10 respondents. The survey results show that the level of respondents' satisfaction with the services provided is good, with a score of 17.19.

From this, it can be concluded that both BPTD Region X Central Java Province and DIY and BPTD Region IX West Java Province have applied the principle of openness, namely the support of collaboration and involvement of stakeholders in the implementation of their duties and functions.

The results of this study indicate that, basically the two BPTD both have implemented the principle of openness in management transportation in each region in order to realize good governance. This is in accordance with what is explained by Sedarmayanti [5] that "Openness" related to wanting the opportunity to open up for the people to submit comments and criticisms of the government". In this case, there is opportunities for the public to communicate through social media and Community involvement in community survey activities is a form of BPTD openness to the community

4.4. Rule of Law Principle

The principle of the rule of law in this study refers to the provision of guarantees of legal certainty and a sense of community justice for every policy taken. As part of the Directorate General of Land Transportation, every policy in BPTD Region X

Central Java Province and Yogyakarta Special Region and BPTD Region IX West Java Province relating to land transportation management is under the authority of the Directorate General of Land Transportation. This is in accordance with the duties of the Directorate General of Land Transportation in the Minister of Transportation Regulation No. 122 of 2018 concerning the duties and functions of the Directorate General of Land Transportation Article 135 "The Directorate General of Land Transportation has the task of carrying out the formulation and implementation of policies in the field of land transportation". In general, the guarantee of legal certainty relating to the land transportation sector is based on Law no. 17 of 2008 concerning Shipping and its implementing regulations, Law No. 22 of 2009 concerning Road Traffic and Transportation and its Implementing Regulations, and Government Regulation no. 8 of 2011 concerning Multimodal Transportation and its implementing regulations.

The legal rule that guides the management of BPTD is the Regulation of the Minister of Transportation Number PM 20 of 2018 concerning amendments to the Regulation of the Minister of Transportation Number PM 154 of 2016 concerning the Organization and Work Procedure of the Land Transportation Management Center. Sedarmayanti [5] explains that "the rule of law is related to the provision of guarantees of legal certainty and a sense of community justice for every policy taken". Therefore, with the Minister of Transportation Regulation Number PM 20 of 2018 concerning amendments to the Regulation of the Minister of Transportation Number PM 154 of 2016 concerning the Organization and Work Procedure of the Land Transportation Management Center which is used as a reference in carrying out the duties and functions of each BPTD, the guarantee of certainty law and a sense of community justice can be realized.

The guarantee of legal certainty provided by BPTD Region X Central Java Province and Yogyakarta Special Region and BPTD Region IX West Java Province in the management of land transportation also refers to regulations set by the Minister of Transportation, because BPTD acts as a technical implementing unit from the Ministry of Transportation.

The regulation of the working area of each BPTD is regulated in the Regulation of the Minister of Transportation Number PM 154 of 2016 concerning the Organization and Work Procedure of the Land Transportation Management Center as has been perfected by the issuance of the Regulation of the Minister of Transportation Number PM 20 of 2018 concerning amendments to the Regulation of the Minister of Transportation Number PM 154 of 2016 on the Organization and Work Procedure of the Land Transportation Management Center. In general, this change is related to relocating BPTD Region X from Semarang City to Surakarta City.

Based on this regulation, BPTD has its respective duties and functions according to its type. In addition, between one type with another type also has a different organizational structure. To ensure legal certainty, each element of BPTD must apply the principles of coordination, integration and synchronization, as explained in the Regulation of the Minister of Transportation Number PM 154 of 2016 concerning the Organization and Work Procedure of the Land Transportation Management Center article 21 that "every element of BPTD in carrying out its duties must apply principles of coordination, integration, and synchronization both within the BPTD environment and in relations between government agencies, both central and regional".

The tangible form of upholding the fair service efforts provided by BPTD X Central Java and DIY Provinces to all sections of society is one of which is realized by providing friendly services for vulnerable groups or with special needs. Special treatment for vulnerable groups in the form of providing infrastructure in the implementation of public services is the mandate of Law no. 25 of 2009 concerning Public Services. According to the law, vulnerable groups are the elderly, children, breastfeeding mothers, pregnant women, disabilities, and victims of natural/social disasters. The Soekarno Type A Terminal Unit, Klaten, Central Java, managed to become one of three units that became a pilot for facilities and infrastructure providers that were friendly to vulnerable groups and received an award from the KemenpanRB in March 2021. This is also the embodiment of the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 49 of 2018 concerning Procedures for Assessment of Performance Services in Public Service Units within the Ministry of Transportation.

Generally, legal certainty in the management of land transportation carried out by BPTD Region IX West Java Province, as well as BPTD Region X Provinces of Central Java and Yogyakarta Special Region refer to the rules made by Minister of Transportation, because BPTD is a Technical Implementing Unit in environment of the Ministry of Transportation which is under and responsible to the Director General of Land Transportation. Hence the rule of law which is used as a reference is the Regulation of the Minister of Transportation Number PM 20 of 2018 concerning amendments to the Regulation of the Minister of Transportation Number PM 154 of 2016 concerning the Organization and Work Procedure of the Transportation Management Center Land. Sedarmayanti [5] explains that "the rule of law is related to provide guarantees of legal certainty and a sense of community justice for every policies taken". Therefore, with the Ministerial Regulation Transportation Number PM 20 of 2018 concerning amendments to the Ministerial Regulation Transportation Number PM 154 of 2016 concerning the Organization and Work Procedures of BPTD used as a reference in the implementation

the duties and functions of each BPTD, the provision of legal certainty guarantees and a sense of community justice can be realized

5. Conclusions

Based on the results of research and discussion, the conclusions of this study are as follows:

1. Implementation of the principle of accountability in BPTD Region IX West Java Province and BPTD Region X Province Central Java and DIY has been realized through the establishment of LAKIP every year. The implementation of this principle can also be seen from the achievement of the performance indicator targets that have been set every year.
2. The implementation of the principle of transparency in BPTD Region IX West Java Province and BPTD Region X Central Java and DIY Provinces has been realized through the existence of social media in the form of Instagram and Facebook and YouTube. In addition, it is also realized by obtaining the WBK predicate in 2020, as well as the existence of a mechanism for accepting Non-PNS HR which is carried out openly through written selection and interviews (especially in BPTD Region X Central Java and DIY Provinces).
3. Implementation of the principle of openness in BPTD Region IX West Java Province and BPTD Region X Central Java and DIY Provinces has been realized through collaboration support and involvement of stakeholders in carrying out their duties and functions, for example by conducting a collaborative traffic impact analysis (andalalin) governance with the police, environmental services, and others (at BPTD Region X Central Java and Yogyakarta Provinces), as well as with the existence of social media as a means of communication. In addition, especially in BPTD Region IX West Java Province has also carried out periodic community satisfaction surveys.
4. Implementation of the principle of the rule of law in BPTD Region IX West Java Province and BPTD Region X Central Java and DIY Provinces has been realized through the implementation of Law No. 22 of 2009 concerning Road Traffic and Transportation and its Implementing Regulations, Government Regulation No. 8 of 2008 concerning Financial Reporting and Performance of Government Agencies, Presidential Regulation, Republic of Indonesia Number 29 of 2014 concerning the Performance Accountability System of Government Agencies, as well as Law no. 25 of 2009 concerning Public Services in its operational implementation.

6. RECOMMENDATIONS

Based on the results of the research, discussion and conclusions above, the suggestions that have been formulated are as follows: Target performance indicators can be adjusted or developed according to real problems that occur in the field. BPTD Regions IX and X should also publish LAKIP openly on websites or sources that can be accessed by the public. In addition, as a public service agency, BPTD Region IX and X should measure the level of community satisfaction on a regular basis and innovate improvements independently in their respective units.

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