

COLLABORATIVE GOVERNMENT DALAM PENANGANAN KEPADATAN PENUMPANG DI STASIUN MANGGARAI

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis *Collaborative Government* dalam penanganan kepadatan penumpang di Stasiun Manggarai antara Direktorat Lalu Lintas dan Angkutan Kereta Api Direktorat Jenderal Perkeretaapian Kementerian Perhubungan, KAI Commuter, dan Suku Dinas Perhubungan Kota Administrasi Jakarta Selatan. Penelitian ini dilatarbelakangi oleh tingginya mobilitas penumpang di Stasiun Manggarai sebagai simpul transit utama di wilayah Jabodetabek yang memerlukan kolaborasi antarlembaga dalam penyelenggaraan pelayanan transportasi publik. Analisis penelitian menggunakan teori *Governance* dari R.A.W. Rhodes yang meliputi *interdependence*, *resource exchange*, *rules of the game*, *significant autonomy*, dan *self-organizing networks* untuk menganalisis pelaksanaan *Collaborative Government* dalam penanganan kepadatan penumpang.

Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian deskriptif. Data diperoleh melalui wawancara mendalam, observasi, dan dokumentasi dengan informan yang terdiri atas Direktorat Jenderal Perkeretaapian Kementerian Perhubungan, KAI Commuter, Suku Dinas Perhubungan Kota Administrasi Jakarta Selatan, akademisi, dan pengguna jasa Commuter Line. Teknik penentuan informan menggunakan *purposive sampling*. Analisis data dilakukan menggunakan model Miles dan Huberman yang meliputi reduksi data, penyajian data, serta penarikan kesimpulan dan verifikasi melalui triangulasi sumber untuk menjamin kredibilitas temuan penelitian.

Hasil penelitian menunjukkan bahwa *Collaborative Government* dalam penanganan kepadatan penumpang di Stasiun Manggarai telah mencerminkan lima dimensi *Governance* menurut R.A.W. Rhodes, yaitu *interdependence*, *resource exchange*, *rules of the game*, *significant autonomy*, dan *self-organizing networks*. Kolaborasi diwujudkan melalui hubungan saling ketergantungan antarlembaga, pertukaran informasi dan sumber daya, pembagian kewenangan, serta koordinasi yang berpedoman pada regulasi, Standar Pelayanan Minimum, *Standard Operating Procedure* (SOP), dan Surat Keputusan Direktur Jenderal Perkeretaapian. Namun demikian, pelaksanaan *Collaborative Government* belum sepenuhnya optimal karena mekanisme kolaborasi masih didominasi oleh regulator dan operator dalam implementasi kebijakan yang bersifat *top-down*, sementara keterlibatan instansi pendukung masih terbatas sesuai dengan fungsi dan kewenangannya. Oleh karena itu, penguatan koordinasi, komunikasi, pertukaran informasi, dan sinergi antarlembaga diperlukan agar penanganan kepadatan penumpang di Stasiun Manggarai dapat terlaksana secara lebih efektif dan berkelanjutan.

Kata kunci: *Collaborative Government*, *Governance*, kepadatan penumpang, Stasiun Manggarai, transportasi publik.

COLLABORATIVE GOVERNMENT IN ADDRESSING PASSENGER CONGESTION AT MANGGARAI STATION

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ABSTRACT

This study aims to analyze Collaborative Government in addressing passenger congestion at Manggarai Station involving the Directorate of Railway Traffic and Transportation of the Directorate General of Railways, Ministry of Transportation, KAI Commuter, and the South Jakarta City Transportation Agency. The study is motivated by the high passenger mobility at Manggarai Station as the main transit hub in the Greater Jakarta (Jabodetabek) area, which requires inter-agency collaboration in the provision of public transportation services. The analysis employs R.A.W. Rhodes' Governance theory, which consists of five dimensions: interdependence, resource exchange, rules of the game, significant autonomy, and self-organizing networks, to analyze the implementation of Collaborative Government in addressing passenger congestion.

This study adopts a qualitative approach with a descriptive research design. Data were collected through in-depth interviews, observations, and documentation involving informants from the Directorate General of Railways of the Ministry of Transportation, KAI Commuter, the South Jakarta City Transportation Agency, academics, and Commuter Line passengers. Informants were selected using a purposive sampling technique. Data were analyzed using the Miles and Huberman interactive model, which includes data reduction, data display, conclusion drawing, and verification through source triangulation to ensure the credibility of the research findings.

The findings indicate that Collaborative Government in addressing passenger congestion at Manggarai Station reflects the five dimensions of Governance proposed by R.A.W. Rhodes, namely interdependence, resource exchange, rules of the game, significant autonomy, and self-organizing networks. Collaboration is manifested through interdependence among institutions, the exchange of information and resources, the distribution of authority, and coordination guided by regulations, Minimum Service Standards, Standard Operating Procedures (SOP), and the Decree of the Director General of Railways. Nevertheless, the implementation of Collaborative Government has not yet been fully optimal because the collaborative mechanism remains largely dominated by the regulator and the operator in the implementation of top-down policies, while the involvement of supporting agencies is still limited according to their respective functions and authorities. Therefore, strengthening coordination, communication, information exchange, and inter-agency synergy is essential to ensure that passenger congestion management at Manggarai Station can be carried out more effectively and sustainably.

Keywords: Collaborative Government, Governance, passenger congestion, Manggarai Station, public transportation.