

MANAGEMENT OF CIAMIS TYPE C TERMINAL FROM A GOOD GOVERNANCE PERSPECTIVE BY THE REGIONAL TECHNICAL IMPLEMENTATION UNIT (UPTD) OF THE CIAMIS REGENCY TRANSPORTATION OFFICE

Aldzikri Sulaksana*, Neti Sunarti, Ii Sujai

Universitas Galuh, Ciamis, Indonesia

*Email: aldzikri.sulaksana@student.unigal.ac.id**

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Abstract

This study examines the terminal governance of Type C Ciamis Terminal from the perspective of Good Governance by the Regional Technical Implementation Unit (UPTD) of the Ciamis Regency Transportation Agency. Terminal management faces significant challenges, including a decrease in public transportation passengers, a lack of public environmental awareness regarding waste management, and suboptimal infrastructure maintenance. This research employs a descriptive qualitative method. Data collection was carried out through structured observations, semi-structured interviews with 7 informants (including head of UPTD, head of administrative subdivision, general administration officer, drivers, and local traders), and official documentation analysis. The findings indicate that while several dimensions such as participation, law enforcement, equity, effectiveness, and accountability have been successfully operationalized, four key indicators remain suboptimal: transparency in information disclosure regarding regional non-tax revenues, active physical complaint mechanisms, sustainable institutional coordination, and a clear infrastructure modernization policy framework. Thus, structured improvements are required to elevate public services quality.

Keywords: Governance, Good Governance, Type C Terminal, Public Transportation, UPTD Dishub

A. INTRODUCTION

The implementation of good governance principles places the government as a crucial actor in realizing clean, transparent, and accountable governance. The presence of good governance serves as a primary prerequisite for meeting public expectations and boosting public trust in public service performance. Public services in the form of providing and managing transportation infrastructure exert a highly significant impact on economic activity and community welfare in a region. Well-managed transportation infrastructure facilitates public mobility, enabling local economic activities to grow rapidly. Terminals serve as public motor vehicle bases that function to regulate arrivals and departures, board and alight passengers or goods, and act as transfer nodes between transport modes. Pursuant to the

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Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 132 of 2015, one classification of regional road transport nodes is the Type C Terminal, whose main authority is serving public vehicles for urban or rural transportation.

In Ciamis Regency, the management of the Ciamis Type C Terminal is delegated entirely to the Regional Technical Implementation Unit (UPTD) of the Ciamis Regency Transportation Office. However, in its field operations, the UPTD faces various crucial challenges. Based on initial observations in the Ciamis Terminal area, several issues hindering public service effectiveness were identified, including: (1) a significant decrease in public transport passengers complained of by transport crews; (2) a lack of awareness among terminal users regarding environmental cleanliness, evidenced by scattered trash across several points; and (3) uneven and suboptimal maintenance of physical infrastructure and supporting facilities. Therefore, this study aims to comprehensively examine the Management of Ciamis Type C Terminal from a Good Governance Perspective by the UPTD of the Ciamis Regency Transportation Office, utilizing nine fundamental characteristics adapted from the UNDP framework.

B. LITERATURE REVIEW

In general, Good Governance has long been a dream for many people in Indonesia. Although their understanding of good governance varies, most envision that with good governance, they will achieve a better quality of government. Many imagine that by establishing better good governance practices, the quality of public services will improve, corruption rates will decline, and the government will become more responsive to citizens' interests. According to Sadjijono (2007:203), good governance refers to the activities of a government institution conducted based on the people's interests and applicable norms to realize the nation's ideals. Meanwhile, according to IAN & BPKP (2005:5), good governance is how the government interacts with society and manages resources in development. Government Regulation Number 101 of 2000 defines good governance as governance that develops and applies the principles of professionalism, accountability, transparency, service excellence, democracy, efficiency, effectiveness, the rule of law, and acceptability to the entire society.

Governance is a process undertaken by an organization or society to address emerging problems. Another definition of governance is the use of institutions, authority structures, and even collaborations to allocate resources and coordinate or control activities in society or the economy (Jogiyanto H.M and Willy A., 2011). Good governance comprises a series of processes applicable to both public and private sector organizations for decision-making. Good Governance is proper governmental management as defined by various international organizations. One such institution, the United Nations Development Programme (UNDP), in its policy document titled "Governance for Sustainable Human Development" (1997), defines good governance as a synergistic and constructive relationship among the state, the private sector, and society (Dwiyanto, 2005:82). According to UNDP (Sedarmayanti, 2003:5), there are three domains of good governance:

- Political Governance, which refers to decision-making processes involved in policy/strategy formulation.

- Economic Governance, which encompasses decision-making processes that facilitate equity (wealth), property, and quality of life.
- Administrative Governance, which refers to policy implementation systems.

Furthermore, good governance principles according to Noor & Rahmatullah (2020) encompass six essential elements:

- Transparency

Transparency involves openness in decision-making processes and in disclosing relevant information. In this context, it refers to openness in reporting activities so that external parties (including local/indigenous communities, business operators, and other government agencies) can monitor and observe these activities. Facilitating access to information is paramount to informing and encouraging public participation in school resource management. Components of transparency include the comprehensiveness of information, timeliness of information services, public availability of information, and proactive efforts to ensure information delivery.

- Participation

Participation is the process of involving stakeholders as broadly as possible in policy formulation. Diverse inputs from various parties during policymaking help decision-makers evaluate various issues, perspectives, and alternative options to resolve problems. Participatory processes create opportunities for policymakers to gain new insights, integrate public expectations into decision-making, and anticipate potential social conflicts. Key components guaranteeing participation include the availability of formal spaces through relevant forums, mechanisms ensuring public participation, an inclusive and open process, and the assurance that public input will be accommodated in policy drafting.

- Accountability

Accountability refers to the clarity of functions, structures, systems, and responsibilities among organizational personnel, ensuring that institutional management is conducted effectively by policymakers in conjunction with stakeholders. The presence of accountability mechanisms enables stakeholders to request explanations and accountability whenever aspects of governance execution diverge from consensus.

- Coordination

Coordination is a mechanism that ensures the extent to which other parties—particularly government institutions with an interest in the school—share common objectives, as reflected in their work programs. Several government agencies hold authority that directly overlaps with school management, and a lack of coordination is generally the primary factor causing governance to be inefficient and ineffective.

- Responsibility

Responsibility refers to the conformity (compliance) of institutional management with sound management principles as well as applicable laws and regulations.

- Fairness

Fairness represents fair and equal treatment in fulfilling stakeholder rights arising under agreements and applicable laws and regulations. Pursuant to the Regulation of the Minister of Transportation of the Republic of Indonesia Number 24 of 2021 on the Operation of Road Transport Passenger Terminals, terminal operations encompass the following activities:

1. Planning

Planning refers to the process of defining organizational goals, establishing strategies to achieve those goals, and developing organizational action plans. Planning serves as the most critical function of management, as without planning, other functions such as organizing, directing, and controlling cannot operate.

2. Execution

Execution refers to the activities or operational processes undertaken to carry out all established plans, supported by all necessary requirements, facilities, human resources, and execution venues. This sequence of activities serves as the direct follow-up to the planning stage, executing decisions through strategic and operational steps to achieve the targets established during planning.

3. Terminal Operational Oversight

Oversight refers to the process of observing and monitoring the execution of all activities from planning through execution to guarantee that all work performed proceeds in accordance with the previously established plans.

C. RESEARCH METHODOLOGY

This study employs a qualitative research method design with a descriptive approach to understand social phenomena and provide a complete empirical picture at the research location. The research was conducted within the Ciamis Type C Terminal, Ciamis District, Ciamis Regency. Research data was collected over the period from October 2025 to August 2026. Primary data was gathered through semi-structured interviews with 7 key informants selected using the purposive sampling method. Secondary data was obtained from official institutional documents, regional regulations, and terminal statistical records. Additionally, structured observation techniques and field documentation were carried out to verify data validity using source and technique triangulation methods. Data analysis was conducted following the interactive model of Miles and Huberman (1992), which includes the stages of data reduction, data display, and conclusion drawing or verification. Within this model, there are 3 analytical components: data reduction, data display, and conclusion drawing. According to Miles and Huberman (Sugiyono, 2016:247), the stages are outlined as follows:

- Data Reduction

Reducing data means summarizing, selecting main points, focusing on essential aspects, and identifying themes and patterns. Furthermore, data reduction is a sensitive thinking process that requires high intelligence, broad knowledge, and deep insight.

- Data Display

In qualitative research, data display can be conducted through brief descriptions, charts, relationships between categories, flowcharts, and similar formats. The most common format used for displaying data in qualitative research is narrative text.

- Conclusion Drawing / Verification

The third step in qualitative data analysis is drawing conclusions and verification. Conclusions in qualitative research may answer the problem statement formulated from the beginning, but they might not as well, because—as previously noted—problems and problem

statements in qualitative research remain provisional and will evolve after the research is underway.

D. RESULT AND DISCUSSION

The governance of the Ciamis Type C Terminal was evaluated based on the nine characteristics of good governance according to the United Nations Development Programme (UNDP) framework, with the following detailed field findings:

Participation

The participation characteristic measures the degree of involvement of service users and business operators in terminal management. Research findings show that community involvement is functioning well, particularly in maintaining the cleanliness and conduciveness of their respective work environments through the implementation of the "Clean Friday" (*Jumat Bersih*) program instructed by the local government. Regarding communication forums, the UPTD has facilitated coordination through formal platforms such as the Traders Association (both onboard bus hawkers and non-bus vendors) as well as driver organizations like KDEMI and GAPAK. Nevertheless, transport drivers feel that the intensity of their direct involvement still needs to be increased so that input from field operators can be accommodated more rapidly.

Rule of Law

Rule of law focuses on the fair and consistent application of regional regulations. In terms of operational regulations, the UPTD of the Transportation Office has regularly enforced rules. A significant change occurred in January 2024 with the elimination of all terminal retributions under the latest government regulations, shifting the focus of law enforcement toward fleet supervision and transport crew guidance. Regarding enforcement mechanisms, guard post officers issue persuasive verbal warnings directly to order violators, such as drivers parking outside designated lanes, while imposing sanctions like withholding vehicle documents or expelling uncooperative violators from the terminal area.

Transparency

The transparency characteristic requires open information that is easily accessible to the public. Analysis indicates that this indicator is not yet operating fully optimally regarding historical financial openness prior to the 2024 retribution abolition, where information on fund utilization was not widely disseminated to the grassroots level. However, the UPTD currently continues to report non-retribution revenues (such as shop house and restroom rentals) to the Transportation Office on a regular basis. Regarding the publication of travel schedules and transport route maps, management has installed route boards in the passenger waiting area, though data completeness requires continuous updates in response to intercity transport operational dynamics.

Responsiveness

Responsiveness measures the speed and accuracy of personnel in responding to public complaints. The Ciamis Terminal UPTD is rated as highly responsive to field emergencies reported directly to the guard post (such as handling crime/pickpocketing or stranded passengers), where officers actively collaborate with the Sector Police (Polsek) and the Social

Services Office. However, standalone physical complaint infrastructure—such as integrated suggestion boxes—remains minimal, leading the majority of complaints to be directed straight to the terminal's main service post, which operates in shifts across three guard teams.

Consensus Orientation

Consensus orientation evaluates the ability to reconcile differing interests. The parking layout for bus and non-bus fleets is based on terminal spatial planning agreements mutually followed by drivers. The primary constraint is that formal coordination forums bringing together all stakeholders on a regular, scheduled basis do not yet run consistently. Integrated coordination meetings are held only incidentally or situationally when horizontal conflicts arise in the field or during urgent operational policy drafting.

Equity

The principle of equity ensures equal treatment without discrimination. The Ciamis Type C Terminal has demonstrated a strong commitment to equity through inclusive facilities, such as dedicated wheelchair ramps for persons with disabilities in the main waiting area, a health service room, and a designated lactation room for nursing mothers. Economic equity is also realized by providing equal trading opportunities for micro-entrepreneurs and street hawkers through official kiosk spaces without differential treatment.

Effectiveness and Efficiency

This dimension examines the utilization of organizational resources to generate maximum output. Because the UPTD does not hold or manage operational budgets directly—as funding is managed centrally by the Ciamis Regency Transportation Office—terminal management optimizes Human Resources (HR) by dividing staff into daily service teams. Evaluations of operational performance metrics are also conducted routinely every three months with the parent office to assess cleanliness effectiveness and public transport circulation flow.

Accountability

Accountability measures the fulfillment of duty obligations to the public and vertical oversight bodies. Internal reporting within the Ciamis Terminal UPTD operates optimally, with monthly statistical reports covering passenger data, incoming vehicle counts, and infrastructure conditions submitted regularly to the Head of the Transportation Office and the Regional Inspectorate. Tiered internal supervision functions effectively from the Head of the UPTD to all operational terminal post staff to minimize mal-administrative risks.

Strategic Vision

Strategic vision measures the long-term perspective of organizational development. UPTD management is committed to establishing the Ciamis Terminal as a clean, comfortable, and well-organized transport hub by enhancing the aesthetic environment of the workspace amidst regional budget constraints. Infrastructure modernization efforts have been initiated through phased interior upgrades in the main waiting area, although comprehensive digital facility modernization master plans still require more consistent financing policy support from the local government.

E. CONCLUSION

Based on the analysis, the management of the Ciamis Type C Terminal from a Good Governance perspective has generally been carried out effectively by the Regional Technical

Implementation Unit (UPTD) of the Ciamis Regency Transportation Office. The nine UNDP characteristics have been structurally implemented in the field. However, four main indicators were identified as not yet optimal: detailed information transparency regarding non-retribution regional revenue management, the optimization of physical facilities for independent public complaint mechanisms, the execution of regularly scheduled cross-sectoral coordination meetings, and the acceleration of policy directions for terminal physical infrastructure modernization. As recommendations for improvement, it is suggested that the UPTD of the Ciamis Regency Transportation Office: (1) provide digital infographic notice boards displaying terminal management information; (2) optimize physical suggestion box facilities and promote complaint channels; (3) schedule routine, periodic coordination forums with the drivers' and traders' communities; and (4) progressively enhance the procurement and maintenance of terminal infrastructure to maintain cleanliness standards and deliver excellent service to the public.

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