



Urgency in The Existence of Publicness: Trans Jogja Bus Service as Public Transport in The Special Region of Yogyakarta

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Abstract

This study examines the extent to which the Trans Jogja Bus (BTJ) operates as a public transportation mode in the Special Region of Yogyakarta through the lens of publicness. It evaluates BTJ's ability to serve the public interest, reduce traffic congestion, and meet local mobility needs. A descriptive, qualitative method was employed, with data collected through interviews, observations, and documentation. Key informants included BTJ managers, PT AMI and Pool Purosani representatives, the Yogyakarta Transportation Department, and BTJ users. The findings show that BTJ's publicness is demonstrated through four dimensions: (1) service norms centered on openness and outreach, particularly to students; (2) expanded service coverage in terms of routes and facilities; (3) limited effectiveness in reducing congestion due to low passenger volume and preference for private and online transport; and (4) ongoing efforts to build public trust by improving leadership, organizational capability, and safety. The study highlights the need for strategic enhancements in infrastructure, service quality, and digital tools to promote public engagement. The originality of this research lies in its application of the publicness concept to Indonesian transportation in the development of public value in urban mobility systems.

Keywords: Publicness; Existence; Trans Jogja Bus

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INTRODUCTION

Yogyakarta City is both a tourist destination and a student city, inextricably linked to the transit system, which facilitates community movement. To accomplish its goals and serve as a hub for interaction between various locations, transportation is an endeavor to facilitate the community's transfer of objects, goods, and ideas from one location to another (Astuti, 2012; Marwasta & Handoko, 2020; Pratomo et al., 2015). The Yogyakarta Transportation Agency offers public transportation services, including the Trans Jogja Bus (BTJ), to better serve the community and reduce traffic in DIY. The function of BTJ may aid the application of DIY public transportation reform in resolving Yogyakarta's urban transportation issues through mass transit. Mass transit systems now provide the public with comfort, security, and safety in addition to facilitating people's mobility to reach their destinations more quickly (Emaputra et al., 2023; Kartikasari, 2008; RakaMandi & Winaya, 2022). Roadworthy replaces the traditional bus system with BTJ, which offers higher-caliber transport services (Dirgahayani, 2013).

Political publicness is often a key component for many projects aimed at achieving community goals (Reza, 2016). One kind of service that operates like a typical public transport system is called BTJ. There should be a variety of bus stops, pick-up and drop-off places, and routes that can cover a wide range of BTJ routes to encourage the public to use BT with affordable fares for the community. Between 05:30 and 21:30 WIB, BTJ operates 15 routes with a total fleet of 140 vehicles. According to Yogyakarta Governor's Decree No. 361/KEP/2022, the regular subscription fee is Rp2,700, the student fare is Rp60, and the standard fare is Rp3,600. You can make a payment without needing to bring cash. The comfortable and reasonably priced Trans Jogja buses are a great way to get around

town. Trans Jogja buses are helpful for people without private vehicles (Hidayah, 2020). By reducing traffic and encouraging people to take public transport rather than drive their cars, BTJ hopes to provide transit that serves the public interest. Public transit aims to reduce the use of private vehicles, a significant source of pollution and a major contributor to traffic congestion. The Department of Transportation in Yogyakarta looked at urban transportation, which is currently considered undesirable. BTJ, a public transport service, has had difficulty competing (KR Jogja, 2021). Because BTJ's operations cannot satisfy the community's needs, people are compelled to use private vehicles for daily transportation (Atmojo et al., 2024).

BTJ has encountered challenges in adequately meeting public demands due to the lack of clear public expectations for the BTJ route; as a result, certain operational BTJs that charge nominal fees have been discontinued. Specific route lines fail to generate substantial profits due to insufficient passenger traffic, although passenger volume is the primary determinant of public satisfaction (Setyono, 2020). The subpar performance of Trans Jogja Buses, particularly in terms of load factor, service timeliness, and overall operational quality, significantly impacts the value of the government subsidies allocated to the company, according to a study by Setiawan et al. (2019). Due primarily to the scarcity of suitable land, the construction of road expansion projects and new highways to serve as the Trans Jogja Busway in Yogyakarta City is fraught with numerous complications. Due to most people continuing to reside at a considerable distance from the current bus stops and the inadequate parking at BTJ bus stations, the stops are still regarded as less strategic.

Congestion still occurs at several points, making BTJ even less attractive; additionally, the route is long and requires transit at multiple stops, making it

inefficient for passengers traveling over long distances. A reduced public belief in BTJ services, from the aspect of passenger safety and security, indicates a lack of trust in receiving these services. BTJ's level of protection is a measure that helps passengers avoid travel risks. BTJ has a track record of accident cases, one of which killed a motorcyclist due to breaking through a traffic light (Kusuma, 2019). Public trust will decline further if it becomes apparent that the performance provided can be disappointing and even dangerous when using public transportation services. There are still many negative complaints about the operation of public transportation, which are predicted to reduce the level of congestion in DIY. Such complaints include irresponsible drivers who fail to obey traffic signs, despite congestion still occurring (KR Jogja, 2021). There needs to be training and coaching for BTJ drivers to carry out tasks that do not endanger passengers or motorists. Additionally, not all bus stops have officers, which can be particularly challenging for new users of the Trans Jogja bus (Nurfadillah et al., 2023).

The advancement of increasingly sophisticated technology has facilitated the timely completion of tasks. Astuti (2012) argues that the increased mobility of urban communities necessitates more efficient, quick, and easily accessible modes of transportation for their daily activities. The emergence of online transportation, specifically online motorcycle taxis and online automobiles, is beginning to appeal to individuals due to its excellent compatibility with the adaptable nature of modern society. Online conveyance thus presents BTJ with additional competition. Present-day online transportation, specifically private-party-managed online motorcycle taxi companies, plays a significant role in arranging transportation services for the affluent; placing an order is a simple process via the application.

Individuals prefer online transit modes due to congestion and the unpredictability of time (Tribun Jogja, 2017). Online transport has the advantage of offering pick-ups according to location points and specific deliveries to provide comfort for passengers, and passengers do not have to wait long so that the private sector, in this case, online transportation, is more able to fulfill the public interest than BTJ (Fitriani et al., 2023). As stated by Susilo (2016), most individuals who utilize BTJ transit do so because their place of residence or the location of their activities passes by BTJ, or because the community has no other viable alternatives.

Prior investigations exploring the perspectives of internet users regarding the Trans Jogja bus services found that Al Hayati and Al-Hamdi (2019) discovered an overwhelming majority of internet users maintained an unfavorable evaluation of the services. Six indicators are subject to critical assessment by Internet users: routes, time, safety, service aspects, dependability, and pollution levels. However, positive assessments were obtained exclusively for the following three factors: infrastructure, expenditure, and indispensability. Wahyuni et al. (2021) have substantiated previous investigations and contend that for BTJ to substantially enhance service performance, public transportation must maintain its sustainability in terms of both transportation performance and service convenience. More than 200 Trans Jogja bus terminals are situated in Yogyakarta, offering a strategic location to facilitate travel. Moreover, Trans Jogja is granted a substantial financial infusion. Provisions for subsidies support the acquisition of portable stations, the maintenance of bus stations, and the integration of closed-circuit television (CCTV) surveillance in each bus unit. The Trans Jogja allows passengers to explore the entire city of Yogyakarta. Its fare is IDR. The number has

been significantly reduced and now incorporates this additional support.

Numerous BTJ passengers express discontent and dissatisfaction with the service quality offered by Trans Jogja buses. The numerous criticisms, suggestions, and complaints that the company and the Yogyakarta Transportation, Communication, and Information Agency (Dishubkominfo) have received via the company's website, brief message service (SMS), or call center confirm this. SMS is utilized by the Yogyakarta Transportation, Communication, and Information Agency (Dishubkominfo) to receive numerous complaints from Trans Jogja customers. From January 1, 2016, to November 24, 2016, the agency compiled a recapitulation and quantitative record of complaints lodged by Trans Jogja bus passengers. Fathonah & Mardiyah (2016) received 485 operational complaints, of which 411 pertained to Trans Jogja bus services and 74 contained merely suggestions and inquiries. Ensuring exceptional service quality fosters increased productivity at work (Septian, 2023). The satisfaction of customers regarding the service quality of the Trans Jogja Corridor 1 Bus is determined by the dependability and competence of the officers, their amiable and polite demeanor when addressing issues, and assurances of legal compliance, punctuality, and cost certainty (Rizqi et al., 2024). This study examines the utilization of the publicness approach to assess the effectiveness of BTJ services as public transportation in Yogyakarta. The study is motivated by the pressing need to resolve transportation issues to facilitate inclusive mobility that addresses the community's requirements.

The concept of "publicness" can be understood as an indicator of how a public entity differs from private entities' commitment to serving the public interest (Reza, 2016). Bozeman and Moulton posit that political authority influences the degree of publicness within an organization

by using differentiation in the provision of products and services, ranging from public to private. Hence, the government must adopt an appropriate approach to overseeing the domain of inherent publicness, which significantly influences the generation of public value, specifically the public interest (Merritt et al., 2018).

The figure above illustrates the interrelated components. Moulton (2009), Component A, as presented in the conceptual framework, stems from the values that exist in society. Component B aims to embody public values and promote public awareness as a government agency. Public values can limit the organization both formally and informally. Component C is a strategy designed by the organization, and Component D measures the extent to which goals align with public values. Publicness is often used to compare public and private organizations in terms of service delivery and the management of goods and services. In measuring the extent of public and private positions, the following measures of publicness (Haque, 2001) outline four criteria for assessing publicness in public services, among others: 1) The field of public administration, which determines the degree of publicness in a public or private organization. The fundamental difference lies in service norms such as openness, the principles of equality and representation, its monopolistic and complex nature, and broad social impact. 2) Measurement of publicness is based on the object of service recipients. The greater the scope of service recipients, the higher the level of publicness. 3) Publicness has a role in fulfilling public interests that will positively impact society. A broader role will yield a more significant impact. 4) Publicness leads to public accountability, where individuals are held accountable by organizations. The central measure of publicness is public trust in the credibility, leadership, and responsiveness of public services to serve the community.

Bozeman developed the theory of publicness, which posits that publicness is not based on the status of public or private ownership. Instead, it focuses on the degree of limitation of political authority that affects the organization. This model explains how many public government institutions are more numerous than private ones. Meanwhile, the private sector can be considered more public or private (Bozeman, 2007) in measuring the level of existence of the jogja trans bus in its role as public transport in the Special Region of Yogyakarta, using indicators from (Haque, 2001) to see the extent of service norms, service recipient objects, impact, and accountability of the jogja trans bus.

RESEARCH METHODS

The research employed a descriptive qualitative design to understand the central phenomena associated with the publicness of the Trans Jogja Bus (BTJ) service. As outlined by Creswell (2016), qualitative methods emphasize the exploration and interpretation of phenomena within real-life contexts, focusing on meanings and experiences rather than numerical data.

The primary data for this study were collected through in-depth interviews and direct observations with key stakeholders, including BTJ managers, local transportation officials, and bus service users. This approach enabled the researchers to capture rich, contextual insights into the service norms, user satisfaction, and operational challenges of BTJ as a public transportation mode.

Data triangulation was employed by combining three methods — interviews, observations, and documentation — to ensure the reliability and validity of the findings. Triangulation, as described by Kadji (2016), enhances the credibility of qualitative research by cross-verifying information from multiple sources. Documentation served as a valuable secondary data source, complementing the primary data and providing supporting evidence for analysis. As Bungin (2013) notes, integrating various data sources enables a more comprehensive understanding of the issues under investigation, particularly the urgent public demands and institutional responses surrounding BTJ service delivery.

RESULTS AND DISCUSSION

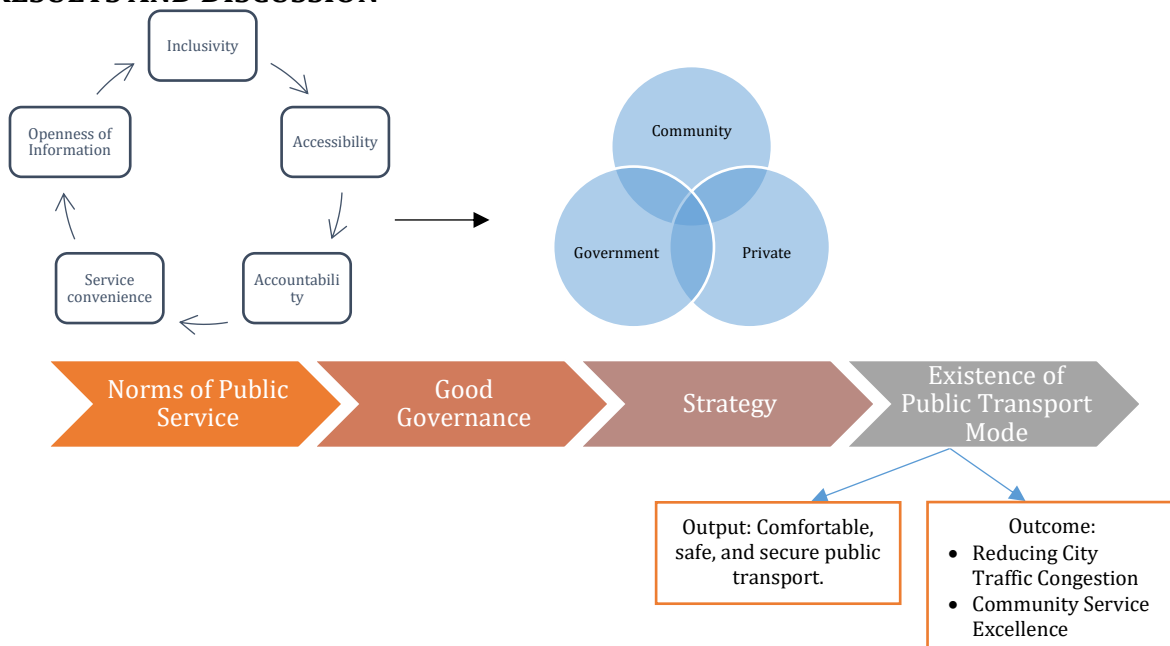


Figure 1. Urgency in the Existence of BTJ Publicness

Source: processed by the author, 2024

Service Norms in the Degree of Publicness of Trans Jogja Bus

The level of public awareness regarding public transportation as a means of facilitating expediency for the public. BTJ services are continually enhanced to promote the growing mobility of the community, serving as a readily accessible mode of transportation for information dissemination and user instructions. By improving service provision via the Trans Jogja application. AM cites BTJ Pool Purosani, the manager, saying, "We will further enhance this application to assist passengers." Regarding this application's developer, a third party is engaged. The ongoing progress of the Trans Jogja application development is as follows: This endeavor is to enhance BTJ's services. The development is conducted with the assistance of an external third-party partner. AMI.

BTJ passengers will find the Trans Jogja application feature, available on the Play Store, to be extremely useful. The application can display the whereabouts of operational buses. The Trans Jogja application provides users with information on tourist attractions in Yogyakarta City and its environs, in addition to bus schedules. The use of the Trans Jogja application may provide passengers with information that facilitates their journey to their intended destination. Nonetheless, certain deficiencies persist in the application. Currently, the Trans Jogja application is unable to display the arrival time of the BTJ fleet at individual bus stops.

Furthermore, the application cannot establish a virtual self-payment system. Enhancing the functionality of the Trans Jogja application has the potential to further enhance the benefits that its users experience. Ensuring the availability of information and streamlining transportation support applications to facilitate user access are critical concerns,

as effective transportation operations necessitate complete travel and performance data (Hanif & Nurmandi, 2022). PT AMI's implementation of Trans Jogja has facilitated the dissemination of information regarding Trans Jogja via social media platforms, including Instagram, Facebook, and Twitter. Most passengers, nevertheless, learn about BTJ socialization through the do-it-yourself transportation agency's website, which provides information on stations and routes. Passengers utilize social media platforms such as Instagram, Facebook, and Twitter to supplement or enhance the information they obtain from the website. Service recipients receive socialization through both direct and indirect means. Direct delivery is a mode of communication wherein the manager notifies service consumers via media such as television, radio, telephone, and online broadcasts, or in the absence of media (at the location of the service). In contrast, billboards, banners, posters, and online information, among other means, can be used to convey socialization indirectly.

"We have conducted socialization in the media and several schools and campuses about Trans Jogja. Because Yogyakarta is a student city. Our priority is students, especially university students. Many students drive private motorbikes, which causes congestion in Yogyakarta." (AM, as manager of BTJ Pool Purosani).

The interview results revealed that socialization has been implemented at several schools and campuses. This socialization aims to increase the number of student passengers. The Purosani Pool's goal is to reach 60% of student passengers. Students are the main priority of BTJ services because many still choose to ride motorbikes. The use of motorbikes is a

contributor to traffic congestion in Yogyakarta City.

Additionally, socialization for students aims to discourage the use of motorbikes by those under 17. "Socialisation has been done on several campuses and especially in several schools. We tell them to use Trans Jogja because most of them are still underage. Meanwhile, socialization to the public has been carried out by bus stop officers." (BD, BTJ field supervisor, Yogyakarta Transportation Agency).

Since most students prefer to use private automobiles rather than the BTJ, prioritizing the socialization of the BTJ with students should be given high consideration. Ticketing officials and various media outlets have been used to inform the general public about the BTJ. "At the beginning of this system, we conducted socialization for passengers, but not anymore, because the information was posted at the bus stops" (YN, a BTJ ticket agent). Socialization was limited to the ticketing personnel throughout the development phase. Passengers do not receive constant socialization. The socialization was completed online and posted on the information board at the bus stop. Online socializing is seen to be beneficial for BTJ travelers seeking knowledge. This is a result of the convenience and speed with which one can access the internet in the contemporary digital age. Passengers primarily utilize the DIY Transportation Agency website and online news about Trans Jogja to obtain information about BTJ through internet media.

"I usually get information about Trans Jogja from online media, either by searching on Google or through online news. Sometimes, I also search through Instagram. These media help provide information about Trans Jogja. The information provided helps passengers to know the development of Trans Jogja and the promos

provided." (DS, Passenger of BJT Pogung Area).

Information on BTJ has been socialized through the official website of the Yogyakarta Transportation Agency. Information provided includes the number of operating fleets, fleet routes, locations traveled by the fleet, and BTJ stops. Several unofficial websites have provided Trans Jogja information to help BTJ passengers obtain accurate information. Socialization through the website is adequate because it is complete and more informative. In addition, the availability of infrastructure facilities at bus stops is urgent, such as ramps and pedestrian walkways around Transjogja bus stops, which need to be modified to ensure greater inclusivity and wheelchair accessibility for people with limited mobility. According to Rahmat et al. (2023), barrier attributes on ramps and sidewalks pose challenges for people with low mobility, including wheelchair users, particularly at Transjogja bus stops. Therefore, these three bus stops represent some Transjogja bus stops without Transjogja signalers, which are still problematic, as they are located near electricity poles and tree barriers.

Service Recipient Objects in Public Transport Coverage

Trans Jogja buses have become a public service for the community and tourists by continually expanding their coverage to include more recipients, facilities, and BTJ route destinations. The greater level of publicness is seen in the greater scope of services provided. Based on a page reported by *sijogja.com* on November 3, 2022, the Yogyakarta Special Region (DIY) Transportation Agency has officially launched a new Trans Jogja bus route from Terminal Ngabean (west of Malioboro) to Terminal Palbapang, Bantul Regency. This route aims to support community mobility from the urban area of Yogyakarta to the south, passing through a reasonably central point in Bantul Regency.

This wider Trans Jogja route can minimize the use of private vehicles, which dominate when additional roads are limited.

BTJ bus stops are available in several locations throughout Yogyakarta City, as well as in Sleman Regency and its surrounding areas. The number of bus stops is listed in Table 4.11, "Number and Type of Trans Jogja Bus Stops in Yogyakarta City and its Surroundings." There are 170 portable bus stops in Yogyakarta and its surroundings, while 97 shelters comprise a total of 267 bus stops. Meanwhile, based on data from Purosani Pool, there are 63 active shelters with ticketing offices. There are still shelters without officers operating in Yogyakarta and its surroundings. This will be a problem for passengers who are new to BTJ services.

Residents of Yogyakarta and the surrounding areas can access BTJ services at the designated bus stops. Passengers whose residences are less strategically located than the bus stops can use their private vehicles to get there. Purosani Pool, in organizing BTJ, provides park-and-ride services at several bus stops to provide vehicle storage services. As stated by AM, as manager of BTJ Pool Purosani) "We provide parking locations for passengers, such as bicycle parking at several bus stops and parking and riding in Gamping for migrants from the western region. There are park-and-ride areas where motorized vehicles

can be left at several BTJ bus stops. Passengers from Yogyakarta City or outside the region can stop and leave their vehicles at these locations. AM's statement was reinforced by BD, Field Supervisor of BTJ Dishub DIY: "For park and ride, it is available at several bus stops, but for large sizes, it is not yet available as a whole, only a few locations such as the airport, Condongcatur terminal, and Giwangan terminal."

According to the findings of the interview with Mr. Budi and Mr. Alam, several bus stations now offer park-and-ride services; however, the availability of four-wheeled vehicles is limited to specific bus stop sites. According to the findings of the interviews with Mr. Budi and Mr. Alam, park-and-ride areas have been provided by Purosani Pool and Dishub DIY to facilitate easier access to the BTJ bus stops. Some bus stations have these spaces, but most are restricted to bicycles and two-wheeled motorized vehicles. However, the park and ride areas for four-wheeled motorized vehicles are limited to specific sites, including Gamping Park and Ride, Giwangan Terminal, Condongcatur Terminal, and Jombor Terminal. Private automobiles make it simple for people to get straight to their destination. This is a result of Yogyakarta City residents' decreased interest in switching to BTJ as a means of transportation.



Figure 2. Motorbike Parking Area at Monjali Bus Stop

Source: (Authors, 2024)

Some people in Yogyakarta still do not utilize the park-and-ride feature to ride the BTJ. "There are not many passengers who leave their vehicles; the majority walk or are escorted to the Condongcatur bus stop," stated YN, the BTJ Ticketing Officer. Few drivers leave their cars at the park-and-ride lots when traveling with BTJ. This is because the BTJ Condongcatur bus stop location is where most passengers are found. There has not been the best use of the park-and-ride area. Most users of BTJ transportation are based near bus stops and do not need to exit their cars. The park and ride area's security is still deficient and not ideal. Passengers who exit their cars must secure them; vehicle security cannot be ensured.

The Role of Trans Jogja Buses in Overcoming City Congestion

Transport issues have emerged in DIY as a matter of urgency, given that the region is becoming a major city with rapid growth in vehicle numbers. The role of BTJ as a public transport vehicle is to alleviate congestion and encourage people to switch from private cars to public transport. However, in the field, the scenery often seen in the congested streets of Yogyakarta shows that BTJ passengers are quiet. The decline in passengers can be observed on several routes served by BTJ

Transportation. At certain times and on weekdays, this transportation appears less popular than private vehicles, which remain the primary mode of transportation. "At 17:00 WIB, the number of passengers decreased. After that, there were only a few passengers, and sometimes there were no passengers" (BD, BTJ field supervisor, Yogyakarta Transportation Agency).

Only those without personal vehicles in Jogja are the target audience for BTJ. International students from outside Java typically do not bring their cars to Jogja. The mixing of Trans Jogja with other vehicle traffic is one of the factors contributing to traffic congestion. In the meantime, Yogyakarta's car population is rapidly expanding, resulting in frequently congested roads and longer commutes. The DIY Regional Government faces a challenge because of the growing number of automobiles. The primary source of funding for the province is car taxes; hence, the higher the number of vehicles, the higher the revenue (Dinas Perhubungan, 2023). Pollution and traffic congestion are two detrimental externalities associated with travel. The primary means of transportation for everyday travel, the car, has resulted in heavy traffic and adverse environmental effects (Rachmi et al., 2022).

Table 1. Number of DIY motorized vehicles in 2022

No.	Region	Type of Transport				Total Units
		Motorcycles	Cars	Bus	Truck	
1.	Sleman	932.869	213.891	7.796	64.689	1.219.245
2.	Bantul	742.101	81.725	1.614	25.490	850.930
3.	Yogyakarta	489.043	70.039	2.533	14.240	575.855
4.	Gunung Kidul	303.759	27.662	965	11.700	344.086
5.	Kulon Progo	252.801	22.051	586	8.476	283.914

Source: (BPS, 2024)

The number of motorized vehicles in DIY in 2022 reached 3,274,030, which is divided into five regions that dominate the most, namely Sleman Regency as an area that is often hit by congestion which

reaches a total of 1,219,245 units of vehicles and motorbikes are vehicles that are widely used by the community to carry out daily mobility. The existence of BTJ has not been able to reduce traffic congestion in

Yogyakarta City. "We can't say that it has reduced traffic congestion because there are still many motorbike riders in Yogyakarta City, especially workers and students." (DW, BTJ passenger in Condongcatur area). DS, a BTJ passenger in the Pogung area, supported this:

"When navigating traffic congestion to work is not feasible, I occasionally opt to drive a private vehicle. During red dates, I operate a private vehicle. This is due to the high volume of tourists and private vehicle travelers on the road. This will cause congestion on the roadway".

The prevalence of private vehicles among the residents of Yogyakarta City remains large. The public finds private vehicles indisputably more appealing than BTJ. As stated by AK, a resident of Yogyakarta City, private cars are more convenient than buses to travel to BTJ. "I prefer private vehicles over BTJ because it is more convenient." Utilizing private cars is a more practical alternative to BTJ, necessitating a mode change to reach the bus stop.

Furthermore, online transportation methods are often regarded as a secondary option due to their perceived expediency in reaching the intended location. "The social condition of the community has a significant impact on the success of the Purosani Pool program," stated AN, Purosani Pool. As evidenced by the decline in passenger numbers, this may impede Pool Purosani's progress. "It is evident that many individuals continue to utilize online motorcycle taxi transportation because it provides door-to-door service." This contributes to the decrease in BTJ transport passenger volume, thereby impeding the progress of Pool Purosani's objectives.

Public Accountability in Serving the Community

Trans Jogja Bus's accountability is evident in its service to the community, which fosters trust and responds to public

demands. The organization's ability to achieve its vision and mission in providing community services, thereby further improving the fulfillment of needs. According to AM, as manager of BTJ Pool Purosani, "It has been 3 years since PT has managed Trans Jogja.AMI, and we are trying our best. There is the Trans Jogja management from PT.JTT for routes 1A, 1B, 2A, 2B, and 3A. In addition to PT.JTT in PT.AMI, there is PT. Merapi Merbabu as a tender for the Trans Jogja shelter management. PT.AMI has not been able to fully manage Trans Jogja in the city of Yogyakarta and its surroundings. Some BTJ routes and all BTJ shelters are managed by companies external to PT.AMI.

The quality of leaders affects the achievement of accountability in delivering services to the community. Leadership quality influences the quality of work of all employees and improves organizational performance. Workers' commitment to doing their jobs needs to be maintained by Pool Purosani to keep the service running according to the SOP. "Our commitment to working follows the SOP given by our superiors. We carry out tasks based on orders from our superiors, and we support the achievement of the existing vision and mission." (BD, BTJ Steward).

Safety is crucial to enhancing passenger confidence, particularly when utilizing BTJ services. By the expectations of BTJ managers as stated in the vision and mission of Pool Purosani, referring to Article 14 of PP No. 74/2014 and Article 3 of Yogyakarta City Regional Regulation No. 1/2019, which aims to provide safety aspects in transportation. The safety aspect affects the service and comfort of BTJ passengers. The problem with BTJ implementation lies in the safety of passengers and other road users. According to WN, a BTJ passenger in the Babarsari area, "This situation is undeniable in terms of safety but is still unsatisfactory, especially for the safety of passengers and road users. This is because there are still

Trans Jogja bus drivers who are reckless, especially on route 3B". Some BTJ drivers fail to prioritize the safety of passengers and other road users. The safety aspect is a measure for passengers when using the ideal transport.

CONCLUSION

BTJ, as a public transportation option in Yogyakarta, has become a preferred mode of public transportation for the community in terms of mobility. BTJ has not yet demonstrated its urgency in addressing congestion resulting from the increasing volume of vehicles. The condition of BTJ has not yet had a significant impact on the community. Still, it is necessary to make BTJ a public transportation system that is public-oriented, useful, and has a quality of service that meets the community's needs. BTJ needs to improve its services as a public transport provider that can meet the community's needs. There needs to be an appropriate strategy to attract people to switch from private vehicles and online transport to BTJ transport modes. Private vehicles and online transport can provide a level of effectiveness and practicality. The existence of BTJ needs to be improved by making improvements to facilities, route lines, bus stops, pick-up points, and drop-offs to better serve the public interest. BTJ can play an essential role in reducing congestion and pollution.

The findings suggest that improving BTJ requires more than operational reforms; it necessitates strategic enhancements in public communication, digital innovation, and cross-institutional collaboration. Regional policymakers should prioritize digitalizing service information, optimizing bus stop infrastructure, and implementing systematic driver training programs. These steps are necessary to build sustained public trust and ensure BTJ can compete with privatized app-based transport services. The study contributes to the

development of public service models rooted in public value creation.

The study is limited in its exploration of public participation in BTJ service decision-making and lacks an in-depth analysis of the usability of the Trans Jogja application. Future research should investigate the role of community involvement in transport policy formulation and assess the digital experience of BTJ users. Further studies also examine the policy's effectiveness in encouraging modal shifts from private to public transport under a *public value-oriented* governance approach.

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