

# IMPLEMENTATION OF THE GOVERNOR REGULATION OF THE SPECIAL CAPITAL REGION OF JAKARTA PROVINCE NUMBER 68 OF 2021 CONCERNING THE “RESTRICTION OF PRIVATE MOTOR VEHICLES” IN SOUTH JAKARTA

Yeremia Adrian Yudoyono<sup>1</sup>, Tri Yuniningsih<sup>2</sup>, Rizky Hidayati<sup>3</sup>, Sekar Arum Arjun Syarifah<sup>4</sup>,  
Seunghwan Myeon<sup>5</sup>

<sup>1,2,3,4</sup>University of Diponegoro, Indonesia

<sup>5</sup>University of INHA, Incheon, Korea

\*Correspondence Author: [jeremyadr07@gmail.com](mailto:jeremyadr07@gmail.com)

DOI: <https://10.71040/jirp.v11i1.315>

---

---

## Abstract

### Article History

#### Submitted

March 5, 2026

#### Reviewed

March 8, 2026

#### Accepted

March 25, 2026

#### Published

March 31, 2026

*Traffic congestion remains a major issue in DKI Jakarta, particularly in South Jakarta, which has a high level of mobility and a large volume of private vehicles. The Provincial Government of DKI Jakarta has issued Governor Regulation Number 68 of 2021 to restrict private motor vehicles through traffic management measures, the implementation of the odd-even license plate system, traffic engineering, and parking management. However, its implementation has not been fully effective in reducing congestion on strategic road segments. This study analyzes the implementation of the policy and its inhibiting factors using a descriptive qualitative approach through in-depth interviews, field observations, and document analysis with officials from the South Jakarta Sub-Department of*

*Transportation as informants. The analysis focuses on policy communication, resource availability, implementers' attitudes, and bureaucratic structure. The findings indicate that although the policy has been implemented, its effectiveness remains limited due to low public compliance, inadequate supporting facilities, suboptimal inter-agency coordination, and the dominance of private vehicles. Therefore, this study recommends strengthening policy evaluation, ensuring consistent supervision, and aligning vehicle restriction policies with improvements in the quality and attractiveness of public transportation as the main strategy to reduce congestion in South Jakarta.*

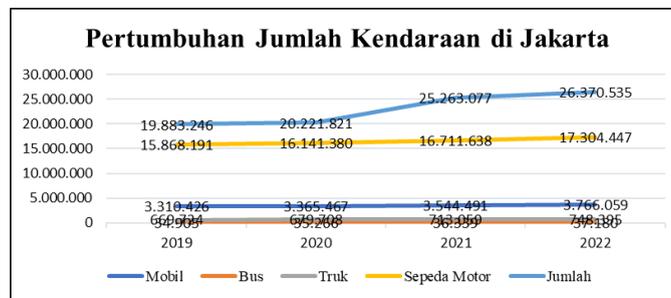
**Keywords:** Policy Implementation, Motor Vehicle Restriction, Traffic Congestion

## INTRODUCTION

The issue of relocating Indonesia's capital city to Kalimantan Island has not diminished the hustle and bustle of Jakarta, which remains a center of education, employment, healthcare services, and economic opportunities. DKI Jakarta is one of the provinces with the largest population in 2024 (GoodStats, 2025), characterized by high population density within a relatively small area compared to neighboring provinces such as West Java and Banten. The population density has reached 16,831 people per km<sup>2</sup>, with a total population of 11,135,131 (Dukcapil DKI Jakarta, 2024). Based on 2024 data from Statistics Indonesia (BPS), Jakarta ranks sixth among provinces with the largest populations, after West Java, East Java, Central Java, North Sumatra, and Banten. This situation contributes to additional challenges, including high vehicle volume and increased pressure on mobility management, posing a significant challenge for the provincial government.

Rapid urban growth has led to traffic congestion and air pollution, as the increasing volume of vehicles reduces time efficiency and community productivity, while also generating exhaust

emissions that harm public health and environmental quality (Ismiyati et al., 2014). Jakarta holds a strategic role as a center of national and international activities, including trade, economic coordination, and creativity-based innovation (Asmara, 2020), and contributes approximately 15–17 percent to the national GDP. High mobility, particularly during peak hours, combined with trade and logistics activities, has made Jakarta a city with extreme traffic density, ranking 7th among the most congested cities in the world—on par with Paris, Los Angeles, and New York according to the Global Traffic Scorecard 2024 (CNBC Indonesia, 2025). Traffic congestion refers to a condition in which traffic flow is disrupted or completely halted because the number of vehicles exceeds the available road capacity, and in Jakarta this occurs due to an imbalance between vehicle volume and road capacity. Congestion in the capital has a significant economic impact, resulting in losses of approximately USD 2.6 billion, or around IDR 36 trillion, according to a World Bank report, and nationally reaching USD 4 billion, or around IDR 56 trillion per year (CNBC Indonesia, 2019). This issue has not yet been fully resolved because Jakarta’s previous urban development adopted the concept of Car-Oriented Development (COD), which prioritizes private vehicles. This concept is reflected in the extensive construction of vehicle-oriented infrastructure, such as the Kampung Melayu–Tanah Abang Non-Toll Flyover, the Antasari–Blok M Non-Toll Flyover, the six inner-city toll road sections of Jakarta, as well as other similar projects.



**Figure 1. Graph of Vehicle Growth in Jakarta**  
*Source: Badan Pusat Statistik Provinsi DKI Jakarta (2023)*

The number of motor vehicles in Jakarta, particularly cars and motorcycles, increased significantly from 2019 to 2022. In 2019, the number of cars was recorded at 3,310,426 units and rose to 3,766,059 units in 2022 (Badan Pusat Statistik Provinsi DKI Jakarta, 2023). Meanwhile, the number of motorcycles increased from 15,868,191 units in 2019 to 17,304,447 units in 2022. This increase indicates that people are increasingly choosing private vehicles for their daily mobility, which further contributes to traffic congestion on Jakarta’s roads. The limited road capacity is unable to accommodate the rapid growth in vehicles; therefore, the public transportation system needs to be strengthened to become more attractive and efficient. Specifically in the Administrative City of South Jakarta, vehicle volume is also relatively high, with 1.98 million motorcycles and 590,355 passenger cars, placing it third after East Jakarta and West Jakarta (Databoks.id, 2022). Public dependence on private vehicles remains strong, as they are perceived to be more flexible, practical, and efficient compared to public transportation, which is not yet fully integrated. The construction of vehicle-oriented infrastructure such as flyovers and underpasses has not been able to comprehensively resolve congestion; in fact, it often triggers induced demand, causing traffic density in South Jakarta to remain high especially during peak hours on major corridors such as Gatot Subroto, TB Simatupang, Sudirman Street, and Sisingamangaraja. This condition negatively affects mobility, productivity, and environmental quality.

In response, the Provincial Government of DKI Jakarta continues to develop mass transportation facilities to support community mobility. As of March 2025, the mass transit network has expanded to cover Jakarta and surrounding cities such as Bogor, Depok, Tangerang, and Bekasi. Currently, three main operators managed by DKI Jakarta’s regionally owned enterprises MRT Jakarta, LRT Jakarta, and TransJakarta remain the backbone of mass transportation in the capital, providing mobility alternatives for residents and reducing dependence on private vehicles.

The increasing mobility of Jakarta's population is a consequence of rapid population growth, thereby requiring the provision of transportation modes capable of accommodating community activities (Margaretha et al., 2023). The government and relevant institutions have introduced various policies to encourage the use of public transportation and reduce dependence on fossil fuel-powered private vehicles, including the development of integrated mass transit networks, the provision of incentives for sustainable transport users, and the improvement of infrastructure for non-motorized transportation (Agustin & Hariyani, 2021). Efforts to integrate different modes of transportation continue to be carried out so that people can transfer from one mode to another safely and comfortably (Sitorus, 2022). Nevertheless, the dominance of private vehicles remains high, including at integration hubs such as CSW in South Jakarta. Therefore, push strategies and the development of mass transit modes such as TransJakarta, MRT Jakarta, and LRT Jakarta continue to be intensified in order to change public behavior (Margaretha et al., 2023).

One strategy to reduce dependence on private vehicles is the restriction of individually owned motor vehicles through the odd-even policy on major roads in South Jakarta such as Jl. HR. Rasuna Said, Jl. Gatot Subroto, Jl. Suryopranoto, Jl. Fatmawati, Jl. Panglima Polim, and Jl. Sisingamangaraja. This policy is a continuation of traffic management engineering in accordance with Governor Regulation Number 164 of 2016 and was refined through Governor Regulation Number 88 of 2019. In addition, the Provincial Government of DKI Jakarta has implemented parking regulations through progressive parking tariffs, enforcement against illegal parking attendants, and integrated parking locations connected with emission test disincentives to encourage the reduction of private vehicle use (Detik.com, 2024). This effort is expected to shift public behavior toward using public transportation as a solution to alleviate congestion, which remains a major problem in Jakarta.

Traffic engineering in Jakarta, according to Wolfgang S. Homburger and James H. Kell (1997) as cited in (Rustam, 2019), includes planning, geometric design, and the operation of road traffic and road networks, terminals, land use, as well as other modes of transportation. This proactive strategy is aligned with the objectives of road transportation as outlined by Wardana (2019) in (Ariesandi et al., 2020), namely to create traffic that is safe, orderly, smooth, comfortable, and efficient, while also supporting the integration of transportation modes and equitable development. Although various vehicle restriction policies, traffic engineering measures, and transport mode integration efforts have been implemented, congestion points in Jakarta still frequently occur, indicating that resolving traffic congestion requires further analysis and sustainable strategies from the Provincial Government of DKI Jakarta.



**Figure 2. Traffic congestion at the CSW intersection during rush hour**  
*Source: Liputan 6 (2023)*

One of the strategic points in the development of integrated transportation modes in Jakarta is the Cakra Selaras Wahana (CSW) area, located in South Jakarta. This area is known as a JakLingko intermodal integration hub that connects TransJakarta services with MRT Jakarta. Although it serves as a symbol of transportation integration, in reality the system has not yet been fully able to alleviate congestion, especially during morning and evening peak hours. Every day, the CSW intersection area remains crowded with private vehicles, online motorcycle taxis, and public transportation competing for road space, thereby reducing the effectiveness of transport mode integration. Similar congestion can

also be seen on the roads providing access to this area, such as Jalan Jenderal Sudirman, which runs alongside the TransJakarta Corridor 1 and the north–south MRT Jakarta line, where queues of private vehicles frequently form during peak hours.

This phenomenon indicates that although integrated transportation facilities and private vehicle restriction programs have been implemented, the main corridors leading to CSW and other areas of South Jakarta continue to experience high traffic volumes due to commuter activity and worker mobility from both within and outside Jakarta. Governor Regulation Number 68 of 2021 concerning the Implementation of an Integrated and Unified Transportation System, particularly Chapter IV Article 13, stipulates that the restriction of private motor vehicles is carried out through the odd-even system, progressive parking tariff control, the provision of park-and-ride facilities, and traffic engineering at congestion-prone points. This provision emphasizes that the government is not only developing public transportation infrastructure but also taking strategic measures to reduce the use of private vehicles.

Although Governor Regulation of DKI Jakarta Number 68 of 2021 has been officially enacted and implemented, its execution in the field has not yet been optimal. This is evident from the persistent congestion on several road segments, including in South Jakarta, such as Jalan Jenderal Sudirman and Jalan Sisingamangaraja, which pass through transportation integration areas like CSW. This congestion has significant impacts on community mobility, increasing travel time, reducing daily productivity, raising travel costs due to fuel wastage, decreasing the efficiency of goods and service distribution, and worsening air pollution and noise levels, thereby lowering the quality of life of urban residents.

This condition indicates that although the restriction of private motor vehicles is regulated under Chapter IV Article 13 of Governor Regulation Number 68 of 2021, its effectiveness in strategic areas such as CSW remains suboptimal. Community mobility around this area continues to face constraints, meaning that transportation integration and private vehicle restrictions have not yet fully delivered the expected benefits in terms of smooth traffic flow, efficiency, and improved urban mobility quality. This fact is consistent with a report by Kompas.com (2024), which stated that in 2023, public transportation users in Jakarta amounted to only around 4 million people, or 18.86% of the total 21,750,000 trips in Jakarta, indicating that people still prefer private vehicles when traveling through congested areas.

The persistent phenomenon of traffic congestion has created serious impacts on urban activities, ranging from increased travel time and decreased productivity to rising economic burdens on the public due to fuel wastage. Moreover, congestion worsens air quality and reduces urban environmental comfort, even though integration infrastructure between MRT Jakarta and several TransJakarta corridors is already in place. This indicates that the implementation of Governor Regulation Number 68 of 2021, particularly Chapter IV Article 13 Paragraph 1, has not been carried out effectively. Therefore, this study is designed to explore the research question: “Why has the Implementation of Governor Regulation of the Province of DKI Jakarta Number 68 of 2021 concerning the Restriction of Private Motor Vehicles in South Jakarta not been carried out effectively?”

## **METHOD**

This study employs a descriptive qualitative approach to gain an in-depth understanding of the implementation of the private motor vehicle restriction policy. The research location was set at the Sub-Department of Transportation of the Administrative City of South Jakarta. Research subjects were selected purposively, namely individuals directly involved in policy implementation, including section heads related to traffic and road transportation, as well as supervision and enforcement officers. The type of data used is qualitative data derived from both primary and secondary sources. Primary data were obtained through in- depth interviews and field observations, while secondary data were collected from official documents, archives, reports, photographs, and regulations related to the private motor vehicle restriction policy.

Data collection techniques included observation, structured interviews guided by interview protocols, and documentation studies. Data analysis was conducted continuously from the data collection stage through data condensation, narrative data presentation, and conclusion drawing or verification. To ensure data quality and validity, this study applied source triangulation and technique triangulation by comparing information from various informants and integrating findings from interviews, observations, and documentation. This approach was used to ensure that the data obtained

are valid, credible, and capable of comprehensively describing the condition of policy implementation.

## RESULTS AND DISCUSSION

### Implementation of Governor Regulation of the Province of DKI Jakarta Number 68 of 2021 on the Restriction of Private Motor Vehicles in South Jakarta

#### *Implementation of Required Traffic Engineering Measures*

The mechanism for implementing traffic engineering in South Jakarta has been carried out in a tiered and systematic manner in accordance with Minister of Transportation Regulation Number 96 of 2015. The South Jakarta Sub-Department of Transportation conducts the identification of congestion points, coordination meetings, public outreach through banners and social media, field trials, and evaluation of trial results prior to permanent implementation. Field implementation involves a division of authority between the Traffic Corps/Regional Police (Korlantas/Polda) for major events and the Sub-Department of Transportation together with the police for technical traffic engineering measures. The main issue remains the imbalance between the high volume of vehicles and the limited road capacity, while low road user discipline has been addressed through E-ticketing (E-Tilang) and police enforcement. Thus, the traffic engineering mechanism has been functioning properly, although road capacity constraints remain a challenge.

The implementation of traffic engineering in South Jakarta is carried out in an adaptive and gradual manner, beginning with the identification of congestion points, inter-agency coordination, public outreach, field trials, and evaluation before being permanently established. This approach is in line with the Regulation of the Minister of Transportation of the Republic of Indonesia Number 96 of 2015 on Traffic Management and Engineering, which emphasizes that traffic engineering must be based on problem identification and effectiveness testing rather than instant technical decisions. The division of authority between the Sub- Department of Transportation and the police creates two layers of control, namely daily technical traffic engineering and large-scale incidental control, highlighting the importance of coordination among implementing agencies (Indriani dan Habibie, 2025).

Although administrative processes and procedures have been carried out properly, the effectiveness of traffic engineering remains situational due to limitations in facilities, road markings, traffic signs, and road user compliance (Pundenswari dan Rizky, 2022). Traffic engineering plays a greater role as a mitigation and traffic flow management strategy rather than as a permanent vehicle reduction measure. Dominant interventions such as one-way systems and U-turn closures can regulate traffic flow; however, their success largely depends on public compliance and the maintenance of supporting infrastructure. Therefore,

strengthening coordination, infrastructure, and behavioral change strategies is necessary to ensure that traffic engineering can contribute consistently and sustainably to urban congestion management.

#### *Implementation of Electronic Road Pricing (ERP) System*

The implementation of the Electronic Road Pricing (ERP) system in South Jakarta is not yet ready or feasible, as the capacity and quality of public transportation are still inadequate to accommodate the shift of private vehicle users. This is evident from long queues and unstable services during peak hours. Socially, the policy has generated resistance from the public, who perceive the obligation to pay road charges as an additional burden amid the high cost of living. To date, the ERP policy has not been implemented and has not gained broad public acceptance.

Field findings indicate that the implementation of ERP in South Jakarta still faces a significant gap between policy design and operational readiness. The capacity and quality of public transportation are insufficient to accommodate a large-scale shift of private vehicle users, as identified by Ragil Cahyo Utomo, Udaya Madjid, and Yudi Rusfiana (2024). Without strengthening public transport facilities, ERP risks adding pressure to already crowded services and further reducing service quality.

Moreover, social acceptance remains a major obstacle, as the public views mandatory road charges as an added financial burden. Ragil et al. (2024) emphasize that policies imposing additional costs are more likely to be rejected when public services are not yet comfortable and reliable. Under these

conditions, ERP is more appropriately positioned as a medium- to long-term policy, pending improvements in the quality of public transportation so that tariff-based restriction policies can be implemented effectively and fairly (Sianturi dkk., 2023).

#### *Traffic Restrictions*

Traffic restriction policies, including the odd–even system, truck restrictions, and the obligation for civil servants (ASN) to use public transportation, have been actively implemented with supervision and enforcement by the South Jakarta Sub-Department of Transportation and the police. Although compliance with regulations has been maintained along major corridors, these restrictions have not been able to significantly reduce congestion because vehicle volumes remain high, and alternative routes merely redistribute the traffic burden without reducing the total number of vehicles. As a result, their effectiveness in improving traffic flow remains limited.

Traffic restrictions in South Jakarta through the odd–even system, truck limitations, and the requirement for ASN to use public transport combine regulatory instruments and behavioral controls in accordance with Governor Instruction of DKI Jakarta Number 6 of 2025. The ASN obligation has been relatively effective due to bureaucratic control mechanisms, whereas restrictions on the general public are more limited due to phenomena such as multiple vehicle ownership, alternative license plates, and route diversion strategies (Ragil dkk., 2024). The restrictions tend to shift traffic flow rather than reduce overall mobility.

Road network performance shows an average speed of 19–27 km/h, indicating that improvements have occurred only on certain corridors. The difference in compliance between civil servants (ASN) and the general public highlights the importance of supervision and consistent enforcement. Ragil et al. (2024) emphasize that strengthening public transportation, expanding policy coverage, and integrating restriction instruments are necessary to ensure that behavioral changes and traffic flow improvements can be more sustainable.

#### *Implementation of Progressive Motor Vehicle Tax (New Vehicles)*

The progressive tax on new vehicles has not been effective enough in changing people's behavior in refraining from buying private vehicles. People are still looking for ways to avoid progressive tariffs, such as buying used vehicles or registering them under the names of other family members. As a result, even though new car sales have declined, the number of active vehicles continues to increase due to the circulation of used vehicles, meaning that the progressive tax has not succeeded in reducing vehicle growth in South Jakarta.

The progressive tax in South Jakarta aims to curb the growth of private vehicle ownership by imposing a tax on second and subsequent vehicles (DKI Jakarta Regulation No. 1 of 2024). Conceptually, this policy is expected to change household behavior, but field findings show that people are exploiting administrative loopholes, such as transferring vehicle ownership or purchasing used vehicles without transferring ownership, rendering the progressive tax ineffective in limiting vehicle ownership.

As a result, the impact of the policy is selective: groups with limited purchasing power delay purchases, while other groups continue to add vehicles. This shows that progressive taxes are weak in

shaping behavioral change and suppressing aggregate vehicle growth, in line with the findings of Ragil Cahyo Utomo et al. (2024), which emphasize the importance of public awareness, implementer attitudes, and system consistency.

#### *Parking Management and Regulation*

The enforcement of illegal parking by the South Jakarta Transportation Agency has been carried out in a structured manner involving the police, the Indonesian National Armed Forces, and the Public Order Agency, using a persuasive, ethical, and professional approach. Parking arrangements at several locations, including parking pockets and park-and-ride facilities, have successfully reduced the number

of vehicles stopping on the road, thereby improving traffic flow. While this positive impact has not been evenly distributed across the entire region, overall parking management has supported the smooth flow of traffic.

Parking enforcement in South Jakarta has a well-developed regulatory framework through DKI Regional Regulations No. 5 of 2012 and 2014. The Transportation Agency acts as both enforcer and manager of road space, utilizing public awareness campaigns, the involvement of the police, the Indonesian National Armed Forces, and the Public Order Agency, as well as emphasizing the professionalism of its officers. Administration is running well, but mobility pressures and parking needs in densely populated areas mean that illegal parking continues to occur (Pundenswari and Rizky, 2022).

The effectiveness of parking as a traffic control instrument is limited because parking facilities sometimes concentrate vehicles and shift congestion. In some congested areas such as Gatot Subroto and Senopati, official parking is still considered impractical or uneconomical. Thus, although parking policies are strong in theory, their impact is still partial and depends on facilities, rates, and public response.

#### *Application of Odd-Even Policy on Certain Roads/Areas*

The selection of odd-even lanes in South Jakarta based on DKI Regulation No. 88 of 2019 takes into account traffic density, the availability of public transportation, and alternative routes. Implementation in the field is carried out by the Transportation Agency together with the police in accordance with their authority. This policy is able to direct public mobility to more controlled routes and modes of transportation, although its impact on congestion is still limited. Public compliance is largely driven by ETLE sanctions, so that compliance behavior has been established but is not yet fully consistent.

The odd-even policy in South Jakarta is implemented in strategic corridors such as MT Haryono, Gatot Subroto, and Rasuna Said based on density, primary road function, and concentration of activities (Jakarta Provincial Regulation No. 88 of 2019; Minister of Transportation Circular Letter No. 45 of 2022). This policy serves as a road network management tool to prevent total gridlock, assuming that the public will switch to public transportation when viable alternatives are available.

Despite regulatory legitimacy and technical considerations, the impact in the field is temporary and not yet optimal. Community adaptations such as the use of additional vehicles, adjustments to travel times, and the use of alternative routes have led to a reduction in local traffic density, while the dominance of motorcycles continues to affect traffic flow. Ragil et al. (2024) and Ammaliasari et al. (2024) emphasize the need for complementary policy support to ensure sustainable behavioral change and traffic improvements.

#### *Increased Use of Environmentally Friendly Vehicles*

The implementation of electric vehicles in South Jakarta has been underway and has received a positive response, especially from people with high purchasing power, supported by fiscal incentives, exemption from odd-even restrictions, and environmentally friendly narratives. Electric vehicles have the potential to reduce emissions, but they have not been able to reduce traffic congestion because they still use the same road and parking space, so the number of vehicles in congested areas has actually increased. The positive impact on traffic flow is still limited.

Jakarta's environmentally friendly vehicle policies, including the electrification of public transportation, electric charging stations, emissions testing, and fiscal incentives, are in line with Governor Regulation No. 88 of 2019 and emphasize public preference for low-emission vehicles. This strategy facilitates access to electric vehicles, reduces costs, and supports energy transition, resulting in a positive response from the public.

However, in densely populated South Jakarta, electric vehicles still use the same road and parking space, adding pressure to traffic flow. Odd-even exemptions and easier access for high-income groups create a social justice dilemma (Local Regulation No. 1 of 2024). The integration of environmental policies with mobility and public transportation control needs to be strengthened so that the impact of policies is more balanced and sustainable.

*Other Forms of Restrictions on Private Motor Vehicles*

Other efforts to restrict motor vehicles in South Jakarta include area control, emissions testing, and vehicle ownership and parking regulations. These measures are implemented by Sudinhub through operational actions, inter-agency coordination, and the provision of public transportation services as an alternative means of mobility. This approach has been successful and shows that vehicle restrictions are not only aimed at road traffic, but also at vehicle quality and the use of public space. Recommendations for policy strengthening from implementers are still proposals and have not yet been implemented.

Restrictions on private motor vehicles in South Jakarta are aimed at managing urban space and vehicle quality through the Tebet Eco Park Low Emission Zone (Governor Regulation No. 66 of 2020), emission testing (Governor Regulation No. 90 of 2021), and garage regulations. This policy emphasizes vehicle access control, public space planning, and vehicle quality, not just quantity.

Despite the implementation of various instruments, public adaptation remains high, resulting in continued intensive vehicle use (Ragil et al., 2024; Michelle et al., 2021). Implementer recommendations include evaluating electric vehicles, reorganizing parking spaces, and restricting motorcycles to integrate vehicle volume, vehicle type, and space usage behavior. Overall, vehicle restrictions have evolved into a multi-instrument system, but their effectiveness remains limited by community adaptation and policy inconsistencies.

### **Barriers to the Implementation of Jakarta Provincial Governor Regulation No. 68 of 2021 on Restrictions on Private Motor Vehicles in South Jakarta**

*Communication*

The communication process regarding the policy to restrict private motor vehicles in South Jakarta is carried out in stages and involves two-way interaction between the government and the community. Information is conveyed from the provincial level to regional implementers through dispositions, technical directives, and inter-agency coordination, while the public is informed through banners, signs, and the JAKI app. The policy is well understood at the implementation level, but public understanding is not yet uniform, resulting in repeated violations. Consistency in communication is also maintained through uniform instructions between agencies and repeated enforcement at strategic points.

Based on Edward III in (Tachjan, 2015) communication is the first and most fundamental factor in policy implementation, because the success of a policy greatly depends on its understanding and implementation in the field. Edwards emphasizes that effective communication must be clear, consistent, and free of ambiguity, including the transmission of information, clarity of substance, and consistency in policy delivery. The interview results show that the South Jakarta Transportation Agency has transmitted policies through traffic engineering socialization, the installation of banners and signs, trials before permanent implementation, and the use of the JAKI application as a means of two-way communication. Efforts to clarify the message can be seen from the delivery of the intent, objectives, and form of policy implementation in the field, although there are still repeated violations in the odd-even and parking areas, indicating that public understanding and compliance are not yet fully consistent.

In terms of internal bureaucratic consistency, communication between agencies such as Sudinhub and the police is functioning well, with a clear division of authority and uniform technical instructions, in line with the factors emphasized by Edwards III. However, this consistency is not yet fully reflected in the behavior of the community, which continues to commit repeated violations despite sanctions. This shows that the challenge of communication has shifted to the acceptance and internalization of messages by the community. Overall, the transmission, clarity, and consistency of inter-agency communication have been implemented, but the effectiveness of communication in encouraging changes in public behavior is still limited. Therefore, there is a need to strengthen persuasive and educational public communication strategies in order to increase compliance.

*Resources*

Policy implementation is limited by human resources and infrastructure capacity. The number of South Jakarta Transportation Agency officers is relatively limited to cover the entire vast and complex area, requiring dynamic division of labor and active involvement in the field. Even so, officials carry

out their duties according to their respective roles. Supporting infrastructure, such as tow trucks, traffic signs, busway portals, and AI-based traffic lights, is adequate for monitoring and controlling traffic flow, although there are still technical and maintenance issues. The division of authority between agencies is clear, with the Transportation Agency focusing on monitoring and regulation, while the police handle law enforcement.

According to Edwards III in (Tachjan, 2015), resources are an important element in policy implementation, because without adequate human support, facilities, infrastructure, and authority, policies

cannot be implemented optimally. Human resources include the number and quality of officers, technical capabilities, understanding of policy substance, and work ethic, while facilities and infrastructure such as operational vehicles, signs, sterilization portals, and AI-based traffic lights support smooth implementation. Clear authority also provides legitimacy for implementers to make decisions and take action against violations in accordance with regulations. In the context of South Jakarta, these three elements form the operational capacity of Sudinhub in carrying out its function of controlling and restricting private motor vehicles through DKI Jakarta Provincial Governor Regulation No. 68 of 2021.

The interview results show that the limited number of Sudinhub officers (around 310 personnel) has not been able to cover the entire area and the complexity of the tasks, resulting in uneven and inconsistent supervision and enforcement. The facilities and infrastructure are relatively adequate, but their effectiveness is still limited by damage, vandalism, and high maintenance requirements. In terms of authority, the division of tasks between Sudinhub and the police is clear, but limited enforcement authority means that implementation is highly dependent on inter-agency coordination. Overall, the authority structure and facilities have supported implementation, but limited human resources and the need for physical facility maintenance are major obstacles. Therefore, strengthening personnel capacity, facility maintenance, and operational support are necessary for the policy to be more effective and sustainable.

#### *Bureaucratic Structure*

The implementation of Standard Operating Procedures (SOP) is carried out as the main guideline but is adaptive to field conditions. Officers follow surveillance, enforcement, and reporting procedures while dealing with unexpected situations such as accidents or traffic surges. The fragmented implementation of policies, involving the Transportation Agency, the Provincial Transportation Agency, the police, and the Indonesian National Armed Forces, is running well. Coordination is carried out through formal channels and informal communication, so that the roles and authorities of each actor are clear and do not overlap.

According to Edwards III in (Tachjan, 2015), bureaucratic structure plays an important role in the effective implementation of policies, as it serves to regulate, coordinate, and supervise implementation in the field. An ideal structure is characterized by a clear division of tasks, good coordination, and efficient work procedures, while a bureaucracy that is too long, rigid, or fragmented can hinder implementation. Edwards emphasizes two main indicators, namely SOPs as standard work guidelines that maintain consistency but require flexibility, and fragmentation that occurs when responsibilities are spread out without effective coordination. In the context of South Jakarta, these two indicators form a pattern of Sudinhub bureaucracy that is relatively structured but adaptive to field dynamics, with clear SOPs as technical references for traffic control, handling public reports, and evaluation, while still allowing room for adjustment when emergency or dynamic situations occur.

In terms of fragmentation, the division of authority between the Provincial Office, Sudinhub, the police, the TNI, and internal units is well coordinated, minimizing role overlap. This fragmentation also allows for technical flexibility in the field, such as temporary parking arrangements or traffic lane adjustments in accordance with social pressures and operational needs. The obstacles that arise are technical in nature, such as delays in disposition, which can be resolved through briefings or informal coordination. Thus, the bureaucratic structure of the South Jakarta Transportation Agency, through the implementation of adaptive SOPs and coordinated fragmentation management, can support the effective implementation of policies restricting private motor vehicles in its area.

*Disposition (Attitude of the Implementer)*

The commitment and motivation of the South Jakarta Transportation Agency officials can be seen in their ethical discipline, compliance with their duties and responsibilities, and accountability. Officials follow up on reports from the public, conduct surveillance, and coordinate with the police/TNI in accordance with their authority. Work motivation is strengthened by integrity, public service ethics, prohibition of illegal fees, and a performance appraisal system based on follow-up on reports from the public. The officials understand and accept the policy objectives as efforts to regulate traffic, even when faced with social challenges such as protests from road users and repeated violations, which require an adaptive attitude and inter-agency coordination.

Disposition according to Edwards III in (Tachjan, 2015) includes commitment, motivation, and the level of acceptance of implementers towards policy objectives, which determine the effectiveness of implementation in the field. Officials who show positive attitudes such as awareness, responsibility, and a high willingness to implement policies will make implementation run more smoothly, while negative attitudes can hinder it even if communication and resources are adequate. This disposition is not only influenced by individual character, but also by the organizational environment, incentives, and leadership

that support professionalism, accountability, and work motivation. In South Jakarta, Sudinhub officials showed positive acceptance of the policy restricting private motor vehicles, as seen from their willingness to carry out their duties in accordance with their main tasks and functions and their understanding that the policy is part of traffic control and public service.

Commitment indicators are reflected in values of integrity and work ethics, such as prohibiting illegal fees and awareness that public service is an institutional obligation. The motivation of officials is driven by a performance appraisal system, results-based supervision, and the use of CRM and JAKI applications to follow up on community reports in a timely manner. Although the disposition of implementers is generally positive, field dynamics such as traffic congestion and resource constraints affect the consistency of implementation. Overall, Sudinhub officials have good acceptance, commitment, and motivation, but the effectiveness of the disposition still depends on inter-agency coordination and operational support in order to maximize their contribution to the successful implementation of policies.

**CONCLUSION**

The implementation of DKI Jakarta Provincial Governor Regulation No. 68 of 2021 on restrictions on private motor vehicles in South Jakarta has shown mixed results. In terms of procedures and mechanisms, the application of traffic engineering, traffic restrictions through the odd-even system, parking regulations, and environmentally friendly vehicle policies have been carried out in accordance with the provisions, with structured and consistent inter-agency coordination. However, some instruments, such as the implementation of electronic road pricing (ERP) and progressive taxes on new vehicles, are still ineffective due to inadequate public transportation readiness, fleet limitations, and public resistance. Overall, although most policies have been implemented operationally, their effectiveness in substantially reducing congestion remains limited because they have not been able to significantly change private vehicle usage behavior.

Barriers to the implementation of this policy include limited human resources, public perception, and socio-economic conditions that affect the acceptance of policies such as ERP and progressive taxation. On the other hand, communication, the disposition of officials, and the bureaucratic structure have been functioning well, supporting the administrative and coordinative implementation of the policy. Therefore, in conclusion, although Governor Regulation No. 68 of 2021 has been implemented procedurally and some supporting policies are running effectively, its impact on reducing congestion in South Jakarta is still not optimal. This emphasizes the need to strengthen transportation integration, increase public transportation capacity, and develop strategies that can encourage a shift in public behavior from private vehicles to more sustainable modes of mass transportation.

## RECOMMENDATIONS for DEVELOPMENT

1. Vehicle tax aspects have been implemented but are not yet fully effective. This can be overcome by calculating progressive taxes based on household addresses so that all vehicles in a household are subject to progressive rates.
2. Vehicle restrictions have been implemented but do not yet cover motorcycles and electric vehicles. More comprehensive regulations are needed, including area access regulations, parking management, and operational restrictions.
3. The aspects of human resources and field facilities are available but not yet optimal. Strengthening the capacity of personnel, updating work procedures, and systematically maintaining supporting facilities are necessary to make policy implementation more effective.
4. Illegal parking has been monitored, but inconsistently. Continuous monitoring and enforcement in strategic areas can improve traffic order without adding new facilities.
5. Policy communication is already underway but is not yet persuasive and consistent. Clear, uniform, and continuous communication regarding the objectives, benefits, and consequences of policies can increase public understanding and compliance.

## BIBLIOGRAPHY

- Agustin, I. W., & Hariyani, S. (2021). *TOD (Transit Oriented Development): Teori, Metode, dan Implementasi sebagai Solusi Mengatasi Keruwetan Transportasi*. UB Press.
- Ariesandi, J. A., Resita, R., & Salsabila, Z. (2020). Kebijakan Transportasi Umum (Angkot) Untuk Menanggulangi Kemacetan Jalan. *Jurnal Kebijakan Publik*, 11(2), 77. <https://doi.org/10.31258/jkp.11.2.p.77-82>
- Asmara, S. P. (2020). Analisis Kebijakan Peraturan Daerah Tentang Kenaikan Tarif Parkir Di DKI Jakarta. *PUBLIKA: Jurnal Ilmu Administrasi Publik*, 6(2), 246–256. [https://doi.org/10.25299/jiap.2020.vol6\(2\).5999](https://doi.org/10.25299/jiap.2020.vol6(2).5999)
- Badan Pusat Statistik Provinsi DKI Jakarta. (2023). *Jumlah Kendaraan Bermotor Menurut Jenis Kendaraan (unit) di Provinsi DKI Jakarta, 2019-2021*. <https://jakarta.bps.go.id/id/statistics-table/2/Nzg2IzI=/jumlah-kendaraan-bermotor-menurut-jenis-kendaraan-unit-di-provinsi-dki-jakarta.html>
- CNBC Indonesia. (2019). *Bank Dunia: Macet Bikin Rugi Indonesia Rp 56 T Per Tahun*. <https://www.cnbcindonesia.com/news/20191003141047-4-104180/bank-dunia-macet-bikin-rugi-indonesia-rp-56-t-per-tahun>
- CNBC Indonesia. (2025). *Makin Parah! Jakarta Jadi Kota Termacet No. 7 di Dunia*. CNBC Indonesia. <https://www.cnbcindonesia.com/news/20250107132320-4-601332/makin-parah-jakarta-jadi-kota-termacet-no-7-di-dunia>
- Detik.com. (2024). *Penertiban Parkir Jadi Upaya Heru Budi Tekan Kemacetan & Polusi di Jakarta*. <https://news.detik.com/berita/d-7520282/penertiban-parkir-jadi-upaya-heru-budi-tekan-kemacetan-polusi-di-jakarta>
- Dukcapil DKI Jakarta. (2024). *Jumlah Penduduk WNI di Jakarta*. [https://www.instagram.com/p/C-ooquaviZC/?utm\\_source=ig\\_web\\_copy\\_link](https://www.instagram.com/p/C-ooquaviZC/?utm_source=ig_web_copy_link)
- GoodStats. (2025). *7 Provinsi dengan Penduduk Terbanyak pada 2024*. <https://data.goodstats.id/statistic/7-provinsi-dengan-penduduk-terbanyak-pada-2024-nHleY>
- Ismiyati, Marlita, D., & Saidah, D. (2014). Pencemaran Udara Akibat Emisi Gas Buang. *Jurnal Manajemen Transportasi & Logistik*, 1(3), 241–248.
- Margaretha, A. M., Nugroho, A. A., Stia, P., & Jakarta, L. (2023). Transportasi Publik Terintegrasi: Optimalisasi Implementasi Smart Mobility di DKI Jakarta. *Journal Of Public Policy and Applied Administration*, 5(2), 2023.
- Rustam, M. S. A. R. (2019). Rekayasa Lalu Lintas. In *Journal of Chemical Information and Modeling* (Vol.

53, Number 9).

Sitorus, A. M. H. (2022). Sistem Transportasi Terintegrasi di DKI Jakarta: Analisis Transformasi Berkeadilan Sosial. *Jurnal Sosiologi Andalas*, 8(1), 31–41. <https://doi.org/10.25077/jsa.8.1.31-41.2022>