

(Research Article)

Collaborative Governance to Improve Motor Vehicle Testing Compliance in Sidoarjo Regency

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Abstract: Compliance with motor vehicle testing is essential for improving transport safety and the effectiveness of public services. However, efforts to increase compliance among vehicles required to undergo testing face several challenges, including limited public awareness, inadequate supervision, and weak coordination among stakeholders. This study aims to analyze the development of collaborative governance in improving motor vehicle testing compliance in Sidoarjo Regency, identify factors influencing collaboration effectiveness, and develop a collaborative governance model to strengthen policy implementation. This research uses a qualitative case study approach with data collected through in-depth interviews, observations, and document analysis involving stakeholders in motor vehicle testing services. Data were analyzed through data condensation, presentation, and conclusion drawing, with validity ensured through source and technique triangulation. The findings reveal that collaborative governance consists of four main elements: inter-agency synergy, public participation, coordination mechanisms, and integration of service and monitoring systems. Successful collaboration is supported by shared commitment, facilitative leadership, policy support, and information technology utilization. Meanwhile, challenges include sectoral ego, limited resources, inadequate data integration, and low public awareness. The study proposes a collaborative governance model that emphasizes cross-sector collaboration as a key strategy to improve compliance and develop efficient, adaptive, and sustainable public services.

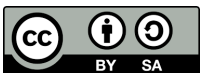
Keywords: Collaborative Governance; Motor Vehicle Testing; Policy Implementation; Public Service; Transport Safety.

1. Introduction

Road transport safety is a strategic issue in public management, as it directly concerns public protection, the sustainability of transport systems, and the efficiency of public service delivery. A crucial policy tool for ensuring transport safety is routine motor vehicle inspection, which verifies that every operating vehicle meets technical criteria and is roadworthy. However, the policy's success depends not only on the quality of regulations but also on the extent to which vehicle owners comply with testing requirements. Several countries face similar challenges specifically, low compliance with periodic testing mandates stemming from a lack of inter-agency coordination, limited public awareness, shortcomings in oversight systems, and the suboptimal use of technology in public services (Das et al., 2019; Hudec & Šarkan, 2022; Delosreyes et al., 2021). In this context, contemporary public administration emphasizes collaboration as a more effective method than hierarchical bureaucratic models, as resolving public issues requires the participation of various actors with differing interests, resources, and authority (Marín et al., 2024). Therefore, improving compliance with motor vehicle testing should not be viewed solely as the responsibility of local governments; rather, it is the outcome of collaboration among the government, law enforcement agencies, the private sector, transport organizations, and the public utilizing these services.

In Indonesia, motor vehicle testing policy is part of the public services provided by local governments through their transportation agencies. With the rising number of commercial vehicles and increasing public mobility, local governments face increasingly complex challenges in ensuring that all vehicles subject to mandatory testing comply with existing regulations. Various measures have been implemented ranging from service digitalization, the simplification of administrative procedures, and the upgrading of testing facilities to stricter enforcement against vehicles failing to meet roadworthiness standards. However, public compliance levels remain suboptimal, hindered by factors such as low awareness among vehicle

Received: March 03, 2026;
Revised: June 30, 2026;
Accepted: August 07, 2026;
Available: August 28, 2026;
Curr. Ver.: August 28, 2026



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owners, weak inter-agency coordination, and a lack of integrated information systems among the stakeholders involved in oversight (Anggraeni & Yunianto, 2024; Putri & Junawan, 2026). This situation illustrates that an administrative approach focused on internal service delivery remains ineffective at boosting public compliance unless accompanied by collaborative governance capable of integrating the roles of various stakeholders in the implementation of motor vehicle testing policies.

Several previous studies have examined motor vehicle testing services from various perspectives, including public service quality, public satisfaction, service digitalization, policy implementation effectiveness, and technology-based service innovation (Antrasena et al., 2024; Prabowo & Nawangsari, 2025). Studies on service quality generally indicate that improvements to facilities, staff capabilities, and digitalization can enhance service user satisfaction. Other studies highlight the significance of service innovation in accelerating administrative processes and boosting the efficiency of public organizations. Meanwhile, research on collaborative governance is more frequently applied to environmental management, health, education, disaster management, and regional development (Mahardhani et al., 2021; Widiawati et al., 2023). However, research specifically linking collaborative governance to increased compliance with motor vehicle testing remains scarce. Much existing research emphasizes the internal aspects of service-providing organizations and has yet to explore how stakeholder interactions can foster public compliance with motor vehicle testing policies. In this regard, this study offers a novel contribution by analyzing a collaborative management approach that integrates the roles of local government, the police, transport operators, transport associations, and the public to ensure compliance with motor vehicle testing. This approach presents a fresh perspective: public compliance is the outcome of collaboration, coordination, and the building of trust among stakeholders, rather than merely the result of regulatory enforcement.

This study aims to analyze the establishment of collaborative governance to enhance compliance with motor vehicle testing in Sidoarjo Regency and to identify the factors that facilitate or hinder the effectiveness of stakeholder collaboration. Furthermore, it seeks to provide insights for designing a collaborative governance model that strengthens the implementation of motor vehicle testing policies through inter-agency cooperation, increased public engagement, robust coordination mechanisms, and the integration of service and oversight systems. This model is expected to contribute to the development of public administration theory particularly within the field of collaborative governance and serve as a policy recommendation for local governments to improve motor vehicle testing compliance as part of efforts to achieve effective public services, sustainable transport safety, and collaborative governance.

2. Literature Review

Collaborative governance has emerged as a paradigm in public administration that establishes cooperation among stakeholders as the primary method for addressing complex public issues (Mahardhani, 2023). In contrast to conventional, hierarchical bureaucratic models, collaborative governance emphasizes a decision-making process that involves the government, the private sector, the public, and various other stakeholders in a joint forum aimed at achieving public goals, Ansell & Gash (2008). It is stated that successful collaboration is built upon three key components: principled engagement, shared motivation, and the capacity for joint action. Principled engagement refers to the processes of communication, negotiation, and collaborative problem-solving, while shared motivation relates to the development of trust, commitment, and mutual understanding among stakeholders. Meanwhile, the capacity for joint action highlights the importance of leadership, resources, institutional structures, and coordination mechanisms that enable collaboration to function efficiently (Hawkins, 2010). Therefore, the success of collaborative governance is determined not only by the presence of various parties but also by the quality of relationships, the division of tasks, and the ability to develop shared goals in the implementation of public policy (Firdaus et al., 2023).

In public service, collaborative governance has emerged as a crucial approach for enhancing the effectiveness of policy implementation, as various service-related issues cannot be resolved by a single organization acting alone (Noor et al., 2022). Motor vehicle inspection is a form of public service involving multiple parties, including local governments as service providers, the police as law enforcers, transport companies as service users, transport organizations, and the general public as vehicle owners. Compliance with motor vehicle inspection requirements is influenced not only by the quality of government-provided services but also by the efficiency of inter-agency coordination, consistency in regulatory enforcement, ease of service access, the level of public awareness, and the existence of an integrated information system. Implementing motor vehicle inspection policies requires effective collaboration to

integrate the authority, resources, and interests of all involved parties. From a public administration perspective, inter-agency cooperation can enhance policy implementation effectiveness when supported by intensive communication, clear division of tasks, collaborative leadership, an organized coordination system, and sustained trust among all stakeholders (Emerson et al., 2012; H. Wang & Ran, 2023).

The success of collaborative governance is influenced by various enabling and hindering factors that determine the efficiency of the collaboration process. Enabling factors include collaborative leadership, shared commitment, clarity of goals, institutional capacity, regulatory support, information transparency, and the active participation of all stakeholders. Conversely, obstacles to collaboration can arise in the form of sectoral ego, overlapping authority, resource limitations, weak coordination, low inter-institutional trust, and a lack of integrated information systems for service delivery and oversight (Sitanggang & Prasajo, 2025). In the implementation of public policy, this situation often results in programs being carried out in a piecemeal fashion, making it difficult to achieve policy objectives optimally. Thus, the effectiveness of collaborative governance is determined not only by formal agreements between organizations but also by the ability to establish working relationships that are adaptive, transparent, and mutually beneficial. The higher the quality of the cooperation established, the greater the likelihood of fostering public compliance with public policy (Rhodes, 2007). Including the implementation of mandatory motor vehicle testing.

With this perspective in mind, this study designs a conceptual framework for collaborative governance that integrates four strategic elements into the implementation of motor vehicle testing policy: inter-agency synergy, public engagement, coordination mechanisms, and the integration of service and oversight systems. Inter-agency cooperation highlights collaboration among the Transportation Agency, the Police, relevant government bodies, transport operators, and transport organizations to support policy implementation. Public engagement is viewed as a key element in fostering awareness and compliance among vehicle owners regarding mandatory routine testing through education, open communication, and active participation in service provision (Jagers et al., 2019). Coordination mechanisms serve to clarify the division of tasks, accelerate the flow of information, and collaboratively address various obstacles in policy implementation. Meanwhile, the integration of service and oversight systems focuses on leveraging information technology to strengthen vehicle data, enhance service transparency, and more efficiently support compliance monitoring.

3. Method

This study employs a qualitative approach with a case study design to gain an in-depth understanding of collaborative governance practices aimed at enhancing compliance with motor vehicle testing in Sidoarjo Regency. This method was selected for its ability to elucidate stakeholder collaboration processes, interaction patterns, coordination mechanisms, and the elements influencing policy implementation effectiveness aspects that cannot be adequately captured through a quantitative approach alone. The research was conducted at the Motor Vehicle Testing Technical Implementation Unit (UPT) of the Sidoarjo Regency Transportation Agency, which serves as the primary provider of motor vehicle testing services. Informants were selected using purposive sampling, taking into account their level of participation, authority, and experience regarding motor vehicle testing policy implementation. The informants included the Head of the Motor Vehicle Testing UPT, structural officials from the Sidoarjo Regency Transportation Agency, vehicle inspectors, administrative staff, representatives from the Sidoarjo Resort Police (traffic division), representatives from transport organizations or business operators, and vehicle owners subject to mandatory testing (service users). Data were gathered through in-depth interviews, participant observation of service delivery and inter-agency coordination processes, and an analysis of documentation including laws and regulations, standard operating procedures, performance reports, vehicle testing compliance data, coordination meeting minutes, and other supporting documents (Pahleviannur et al., 2022; Sugiyono, 2017).

Data validity is ensured through source triangulation, technique triangulation, and member checking with several key informants to confirm the alignment between the researcher's analysis and empirical conditions in the field. Data analysis is conducted interactively, following the steps of data condensation, data display, and conclusion drawing and verification (Moleong, 2019). The analysis begins by coding data from interviews, observations, and documentation to identify themes related to the dimensions of collaborative governance namely inter-agency synergy, public participation, coordination mechanisms, the integration of service and oversight systems, and the factors facilitating or hindering collaborative effective-

ness. Subsequently, a comparative analysis of these themes is conducted to elucidate the interrelationships between dimensions and to formulate a collaborative governance model capable of strengthening the implementation of motor vehicle testing policies and enhancing public compliance in Sidoarjo Regency. Through this process, the research aims not only to provide an empirical description of collaborative practices among stakeholders but also to present a conceptual model that can serve as a basis for policy recommendations, enabling the local government to foster public service governance that is more collaborative, effective, and sustainable.

4. Results and Discussion

Developing Collaborative Governance to Enhance Compliance with Motor Vehicle Testing

Research findings indicate that the development of collaborative governance for motor vehicle testing in Sidoarjo Regency began with a shared objective among stakeholders: to increase compliance regarding mandatory vehicle testing as part of efforts to ensure transport safety and quality public services. Interviews revealed that the Motor Vehicle Testing Technical Implementation Unit (UPI) does not operate in isolation; instead, it establishes partnerships with the Sidoarjo Regency Transportation Agency, the Sidoarjo Police Traffic Unit, various organizations, transport business operators, and the public (service users). While each actor holds distinct rights and responsibilities, they all aim to achieve a common goal through mutually supportive roles. The Transportation Agency is responsible for service delivery and technical guidance, whereas the police assist in monitoring vehicles that fail to meet periodic testing regulations. Transport business operators are responsible for ensuring their fleets are roadworthy, while the public plays a role by fulfilling the obligation to have their vehicles tested regularly. These findings confirm that the implementation of motor vehicle testing policy has shifted from a single-organization focus toward a collaborative approach involving multiple parties within a unified public service management system.

The research also reveals that this collaboration is fostered through continuous communication and coordination mechanisms. Stakeholder relationships are maintained via coordination forums, evaluation meetings, and the exchange of information regarding vehicles subject to testing, as well as through the formulation of joint measures to boost public compliance. These forums serve as platforms for aligning perspectives on policy implementation, identifying field-level obstacles, and devising solutions for joint implementation. Beyond formal coordination, informal communication between officials and field staff has proven effective in accelerating the resolution of operational issues, particularly those concerning vehicle monitoring and the dissemination of information to the public.

Furthermore, the research findings indicate that the public is increasingly viewed as a crucial element in the development of collaborative governance. Various activities including outreach, education, information dissemination, and guidance for vehicle owners and transport business operators have been implemented to raise awareness regarding the importance of routine motor vehicle inspections. Organizations focus not only on completing administrative processes but also on forging partnerships with the public through clear information sharing, accessible services, and opportunities for the public to provide feedback on service quality. This approach gradually fosters a culture of compliance rooted in shared awareness, rather than one driven merely by administrative sanctions. The study demonstrates that the success of collaborative governance depends not only on coordination among government agencies but also on the ability to encourage public participation as a key actor in the implementation of motor vehicle testing policies.

These research findings align with the theory of Collaborative Governance proposed by Ansell & Torfing (2021) which posits that public collaboration emerges through direct dialogue, trust development, commitment to the process, and a collective understanding aimed at achieving shared goals. These four elements are evident in the implementation of motor vehicle testing in Sidoarjo Regency, where the parties involved not only carry out their respective institutional duties but also engage in communication, coordination, and collective problem-solving. Facilitative leadership is a crucial element in sustaining collaboration, as it creates space for discussion, mitigates potential conflicts of interest, and reinforces the commitment of all parties to the shared objective. Consequently, the successful implementation of the policy depends not only on the capabilities of government organizations but also on the quality of the collaborative relationships established among all stakeholders (Waldt, 2025).

The results of this study also reinforce the Integrative Framework for Collaborative Governance developed by Emerson et al. (2012) which positions engagement grounded in principles, shared motivation, and the capacity for joint action as the primary basis for successful collaboration. In the context of this study, responsible engagement is evident through inter-agency coordination forums and dialogue; shared motivation is manifested in growing trust, commitment, and a collective awareness regarding the need to improve compliance with mandatory vehicle testing; and the capacity for joint action is demonstrated by stakeholders' ability to pool resources, authority, and operational mechanisms to support the implementation of policies put forward by Mashudi et al. (2023). Based on these findings, the study reveals that establishing collaborative governance in motor vehicle testing services aims not only to form inter-agency networks but also to create a collaborative system that integrates the government, law enforcement, transport operators, and the public into a unified working mechanism. This serves as a foundation for enhancing compliance with motor vehicle testing and strengthening the effectiveness of public service policy implementation in Sidoarjo Regency.

Factors Supporting and Hindering the Effectiveness of Collaborative Governance

Research findings indicate that the effectiveness of inter-agency collaboration in improving motor vehicle inspection compliance in Sidoarjo Regency is heavily influenced by supporting factors that strengthen stakeholder interactions. Interviews with key informants reveal that a shared commitment to enhancing transport safety serves as the primary driver for active participation by all parties in policy implementation. This commitment is reflected in a shared understanding of the importance of roadworthy vehicles in reducing traffic accident risks and improving public service quality. Furthermore, supportive leadership plays a vital role in fostering inter-organizational communication, managing program execution, and promoting more transparent working relationships. The study also demonstrates that supportive regulations provide clarity regarding the division of authority among agencies, ensuring that collaboration proceeds in alignment with established duties and functions. The effectiveness of this collaboration is determined not merely by the presence of the actors involved, but also by the alignment of goals, leadership capable of harmonizing diverse interests, and adequate institutional support.

The research further indicates that regular coordination mechanisms are crucial for sustaining the collaboration. Coordination forums serve as platforms for exchanging information on vehicles subject to inspection, evaluating service delivery, discussing operational challenges, and formulating joint strategies to boost public compliance. Beyond formal coordination, informal communication among officers and officials from various agencies accelerates the resolution of technical issues encountered in the field. The study also highlights how the use of information technology enhances coordination effectiveness by facilitating access to service data, accelerating information exchange, and increasing transparency in the monitoring of vehicles subject to inspection. Such information transparency not only expedites decision-making but also fosters trust among stakeholders, as all actors have access to the same information to support policy implementation.

Research has identified several factors that continue to hinder the effectiveness of collaborative governance. A primary obstacle stems from suboptimal data integration between service-providing agencies and supporting bodies, preventing the oversight process for vehicles subject to mandatory testing from being fully unified. Furthermore, sectoral ego often compromises coordination, particularly when individual organizations prioritize their own institutional targets over shared collaborative goals. Insufficient human resource capacity both in terms of quantity and quality across certain work units also impedes sustained coordination efforts. From an external perspective, low vehicle compliance rates are driven by a lack of awareness among some vehicle owners regarding the importance of routine testing, alongside limited participation from transport operators in supporting policy implementation. Additionally, rapid advancements in vehicle technology and dynamic regulatory changes compel organizations to continuously adapt their institutional capacities to maintain effective service delivery. These findings indicate that collaboration barriers stem not only from organizational factors but are also influenced by social and institutional aspects, as well as shifts in the policy environment.

The research findings support the view that Wiegant et al. (2024), which states that the effectiveness of collaborative governance depends on the interplay between principled engagement, shared motivation, and the capacity for joint action. In this study, principled engagement is reflected through coordination forums, communication, and collaborative problem-solving processes, while shared motivation is evident in the stakeholders' commitment to enhancing transport safety and compliance regarding mandatory vehicle

testing. The capacity for joint action is realized through regulatory support, collaborative leadership, resource availability, and the use of information technology to support policy implementation (F. Wang, 2018). However, if any of these elements fail to function optimally such as through poor data integration or a lack of human resource capabilities collaboration efficiency will also be affected. These findings indicate that successful collaboration requires a balance among social relationship elements, institutional capabilities, and work systems that support collective action.

These research findings also align with the theory Ansell & Gash (2008) which emphasizes that trust building is a key factor in sustaining collaboration. Trust does not emerge automatically; rather, it develops through honest interaction, consistency in honoring commitments, leadership that fosters dialogue, and shared achievements in addressing various issues during policy implementation (Satia, 2024). In the context of motor vehicle testing in Sidoarjo Regency, trust among stakeholders has been shown to enhance coordination, accelerate information exchange, and strengthen the readiness of individual organizations to share resources and responsibilities in policy implementation. Conversely, sectoralism, a lack of coordination, and low public participation are factors that can hinder the establishment of such trust (Balamurugan, 2021). This study emphasizes that strengthening collaborative governance cannot be achieved solely by establishing formal coordination structures; it also requires the development of collaborative relationships grounded in trust, shared commitment, inter-agency learning, and the active involvement of all stakeholders to ensure the effective and sustainable implementation of motor vehicle testing policies.

Collaborative Governance Model to Enhance Motor Vehicle Testing Compliance

Research findings indicate that increased compliance with motor vehicle testing in Sidoarjo Regency is not driven by a single actor or specific policy alone, but rather results from the interaction of various parties engaged in ongoing collaborative relationships. Findings from interviews and observations reveal that each actor plays a distinct yet mutually supportive role in policy implementation. The Motor Vehicle Testing Technical Implementation Unit (UPT) acts as the service provider and testing system manager; the Transportation Agency manages policy and oversees service delivery; the Police support compliance enforcement through field monitoring; while transport operators and the public directly determine the level of compliance with mandatory routine testing requirements. The study demonstrates that successful policy implementation relies not on the dominance of any single institution, but on the ability of all parties to establish mutually beneficial cooperation, exchange information, and jointly address issues. Greater synergy fosters a higher likelihood of achieving compliance with mandatory vehicle testing in Sidoarjo Regency.

The research results show that collaboration extends beyond the mere division of tasks among institutions, evolving into a working mechanism supported by communication, coordination, and joint evaluation. Regularly held coordination forums serve as a platform to report on implementation progress, discuss emerging challenges, and formulate collective improvement measures. Furthermore, informal communication among stakeholders accelerates the resolution of operational issues that cannot be settled through formal bureaucratic channels. The study also highlights that transparent information sharing fosters more flexible relationships, enabling each party to understand their roles, authority, and responsibilities without triggering policy conflicts. This demonstrates that effective coordination not only enhances service delivery efficiency but also cultivates a shared sense of ownership regarding the common goal of improving transport safety through motor vehicle testing compliance.

Another significant research finding is the increased public participation as a component of collaborative management. Historically, the public has often been viewed merely as service recipients; however, the research indicates that successful policy implementation is heavily influenced by the level of public participation in fulfilling routine vehicle inspection obligations. Consequently, service-providing organizations do not merely manage administrative tasks but also implement initiatives such as education, outreach, and guidance aimed at vehicle owners and transport business operators regarding the importance of vehicle inspections for road user safety. Furthermore, information technology is increasingly being utilized to enhance communication between the government and the public by providing more accessible service information, inspection validity reminders, and transparent service data. These results demonstrate that public compliance improves significantly when individuals feel involved in the policy implementation process, rather than simply being treated as subjects burdened with administrative responsibilities. Based on these findings, the study proposes a collaborative governance model comprising four interconnected key elements. The first element is inter-agency synergy, involving the integration of roles among

the Transportation Agency, the Motor Vehicle Inspection Unit, the Police, transport organizations, and transport business operators in executing the motor vehicle inspection policy. The second element is public engagement, realized through heightened awareness, compliance, and participation among vehicle owners in support of the policy. The third element consists of regulatory mechanisms, encompassing regular communication, assessment forums, collective problem-solving, and a clear division of responsibilities among stakeholders. The fourth element is the integration of service and oversight systems specifically, the development of information systems that facilitate data exchange, the monitoring of compliance among vehicles subject to inspection, and faster, more accurate decision-making. Together, these four components create a continuous collaborative cycle in which each element reinforces the others to achieve more efficient policy implementation.

The model developed in this study expands the understanding of governance collaboration as stated by Ansell & Gash (2008) and Emerson et al. (2012). Both frameworks explain that successful collaboration hinges on actor participation, trust-building, shared commitment, sustained dialogue, and the capacity for collective action. However, in the context of implementing motor vehicle testing policies, this study reveals that collaboration effectiveness is also significantly influenced by the capacity to integrate service and oversight systems into a unified governance structure. This integration enables all actors to access consistent information, accelerates coordination, minimizes potential jurisdictional overlaps, and enhances accountability in policy implementation. Consequently, collaboration is not merely viewed as an inter-institutional relationship but evolves into a management system grounded in information sharing, flexible coordination, and shared responsibility for achieving public policy objectives (Yordanova et al., 2025).

The novelty of this research lies in its focus on a collaborative governance model to enhance compliance, framing compliance in motor vehicle testing as the outcome of the interaction among four strategic elements: inter-agency synergy, public participation, coordination mechanisms, and the integration of service and oversight systems (Rahmat et al., 2026). Unlike studies that typically focus on service quality, service digitalization, or policy effectiveness in isolation, this model emphasizes that public compliance is the outcome of collaborative governance developed systematically and sustainably (Leal-Rodríguez et al., 2023). This model contributes theoretically to the development of public administration studies by demonstrating that successful policy implementation depends not only on the capacity of government organizations but also on the ability to establish collaborative networks that are adaptive, participatory, and trust-based. From a practical standpoint, the model can serve as a guide for local governments to strengthen cross-sector collaboration, enhance public engagement, and integrate service delivery and oversight, thereby enabling motor vehicle testing policies to achieve higher compliance levels while supporting the creation of sustainable transport safety.

5. Conclusions

Increased compliance with motor vehicle testing in Sidoarjo Regency can be achieved by strengthening collaborative governance that involves various stakeholders in an integrated manner including local government, law enforcement agencies, transport operators, transport organizations, and the public as service users. Research findings indicate that collaboration is formed through four key aspects: inter-agency synergy, public engagement, coordination mechanisms, and the integration of service and oversight systems. These four aspects are crucial for strengthening the implementation of motor vehicle testing policies, as they align the authority, resources, and responsibilities of each party toward a shared goal. The study also reveals that the effectiveness of this collaboration relies on collective commitment, supportive leadership, adequate regulations, transparent communication, and the use of information technology; conversely, primary obstacles stem from sectoral ego, suboptimal data integration, resource limitations, and low public awareness regarding mandatory periodic testing. Based on these findings, the research proposes a collaborative governance model that positions inter-agency interaction, public participation, continuous coordination, and system integration as the foundations for improving compliance among vehicles subject to testing. This model contributes new insights to the field of public administration by demonstrating that the successful implementation of motor vehicle testing policies depends not only on the capacity of the implementing organization but also on the quality of collaborative governance which fosters trust, strengthens coordination, and creates shared responsibility among the actors involved. Consequently, strengthening collaborative governance serves as a policy strategy for local governments to enhance public service efficiency, boost public compliance, and support the creation of a safer, more sustainable transportation system.

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