

BUSINESS MANAGEMENT SYSTEM OF MOTORIZED PEDICAB (BENTOR) AS A FAVORITE TRANSPORTATION MODE IN GORONTALO CITY

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Submission date: 10-Aug-2022 02:50PM (UTC+0700)

Submission ID: 1880943228

File name: tor_as_a_Favorite_Transportation_Mode_in_Gorontalo_City_1_1.pdf (428.68K)

Word count: 5539

Character count: 30102

**BUSINESS MANAGEMENT SYSTEM OF MOTORIZED PEDICAB (BENTOR) AS
A FAVORITE TRANSPORTATION MODE IN GORONTALO CITY**

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ABSTRACT

This qualitative descriptive research describes motorized pedicabs, also known as bentor, as a transportation mode in Gorontalo City and its management as an economic business in urban areas. Data were collected through observation, conducting interviews with informants, and documentation. The results showed that bentor is managed with three ownership systems as an economic business. The first is the person with only one motorized pedicab who automatically becomes the driver. The second system is the person with several motorized pedicabs who rents to other people but still works as a driver. The third system is the person who owns the motorized pedicab and rents it out without having to be a driver. The three ownership systems apply to the working relationship pattern between the owner and the driver, namely finished, perpetual and three-year contracts. These patterns indicate that the motorized pedicab persists as an economic business based on traditional transportation modes in Gorontalo City.

Keywords: Bentor, Transportation Mode, Economic Business Management.

1. INTRODUCTION

The use of motorized pedicabs as a transportation mode in Gorontalo can be found in various corners of the city, therefore it is referred to as the "City of Bentor in the World". Big cities in Indonesia have experienced a significant rise in economic and social activities along with developments and social changes. The increase in activity intensity in urban life requires the support of adequate transportation facilities and infrastructure to ensure the mobility of urban residents' activities is effective and efficient. The need for public transportation services creates a cycle as a derived demand following the development of activities, the production sector, and the economy in the community.

Modernization and developments in the field of technology tend to impact human life in various aspects, including in the transportation sector. Furthermore technology development inevitably affects people's mindsets, which has led to a change in the use of pedicab. Although this transportation mode is going extinct and rarely used by communities, it is still in demand by some people. A pedicab is a three-wheeled vehicle that traditionally uses human power to move people from one place to another. However, due to the advancement of the human mindset, this traditional vehicle has changed both changes in form and engine modifications.

Several pedicabs have been modified using mechanical equipment and the times in certain areas (Wibowo et al., 2008). According to Yudiantyo & Suhardja (2013), some areas utilize motorcycle engines, diesel engines, coconut grater machines, flour grinding machines, etc. Unfortunately, sometimes the safety factor of the surrounding environments is neglected in these cases. Desmawanto et al. (2014) stated that technical requirements and roadworthiness are still ignored by motorized pedicab users, despite being related to the safety and security of the driver and passengers.

Transportation development evolves in accordance with the socio-cultural life of the community in utilizing urban transportation facilities. This development makes it interesting to anthropologically analyze the transportation mode from a technological and economic perspective. The motorized pedicab is a modification of cultural creativity, and a vital means of transportation, especially in Gorontalo City and its surroundings. This device can also be found in other places such as Medan, Makassar, etc. Furthermore, its presence in Gorontalo is very popular and found in significant numbers compared to other means of transportation. In Medan, people are also familiar with the term motorized pedicab, which is the redesign of a paddle pedicab from using human power to utilizing machines. It is also known as a *bentor* with the horse cart, and paddle pedicab also changed to suit the surrounding culture. For instance, there is a pedicab designed for the back or side of the motorbike.

DOI: [10.11720/JHIT.54042022.38](https://doi.org/10.11720/JHIT.54042022.38)

These changes can be due to the need to adjust the user's physical form in terms of the carrying capacity of the goods as an effective and efficient means of transportation. Transportation is one of the facilities and infrastructure that supports economic, social, political development and population mobility. The growing number of vehicles affects traffic. According to Kansil (1995), communities need high mobility of transportation services to carry out national development. Generally, the problem lies in the imbalance between the need for facilities and infrastructure to meet the economic need of a developing region. It also functions as a community's lifeblood supporting economic development and acting as a service provider. In Gorontalo, the motorized pedicab is a traffic phenomenon currently in high demand due to population growth. The number of fleets, both in the motorized pedicab association organization and independently, is unknown because the operations are not yet legally organized but have become the main mode of transportation. It has also become a small-scale business profitable for economic actors and creates jobs for the community.

2. LITERATURE REVIEW

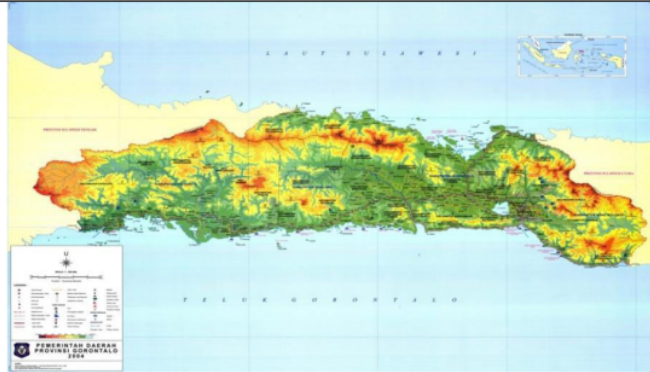
The motorized pedicab has been widely examined in numerous studies, including those on the innovation of transportation facilities in the Gorontalo community by Jamal Nganro (2011). Innovation is the process of 'doing new things or creating something new, and its existence in Gorontalo has a considerable impact. This can also be seen from the growth of motorized pedicabs, which is quite high at an average of 20%, clearly showing that the government needs to regulate its existence. Culturally, this is an unavoidable need for this community's inhabitants.

Research on the operation of a motorized pedicab in Gorontalo City was conducted by Mudana & Dwi (2016), who compiled recommendations regarding its operation in terms of regulatory and safety aspects. The result shows poor safety regulations on using this vehicle, therefore, the local government needs to socialize its operation by prioritizing safety. A total of 11,000 units are operating in this city compared to people from other areas. On the other hand, urban public transportation is not yet strong therefore, this pedicab is necessary. Several provincial and city governments set several policies that have not been effective because their contents regulate motorized pedicabs, such as official transportation. It excels in providing door-to-door services capable of accommodating more than one passenger, absorbing labor, attracting service users, and operating on all road networks. Furthermore, the weakness is that passengers are placed in front of the driver, and the vehicle has only one rear brake. Meanwhile, the standard is that the passengers are placed behind the driver, and each wheel has a brake. The population of pedicab owners continues to increase because public transportation services are not optimal in the community.

Furthermore, Katili & Tueno (2020) stated that a motorized pedicab is a modification between a general pedicab and a motorbike, characterized as public vehicles or modes. It can operate from one place to another and can even take its passengers to the stairs of their houses instead of other public vehicle. This advantage makes most people choose it as their main transportation mode and the fact that it operates for 24 hours. The purpose of this research is to conduct an analysis on the implementation of the Operation Policy Regulation Related to Motorized Pedicabs as a Transportation Mode based on the Gorontalo Provincial Regulation Number 6 of 2006. It showed that the level of driver compliance with traffic regulations is still low, thereby making it necessary to take action by the relevant authorities. Moreover, the coordination between the Transportation Service officers and the Police in carrying out their duties has not been properly established therefore, violations continue to occur. The supervision of the relevant agencies on the officers in the field in implementing regional regulations is still low due to the lack of officers assigned as field supervisors.

3. METHOD

This qualitative descriptive research (Norman & Yvonna, 2009), which focuses on a motorized pedicab and business management as a traditional transportation mode, was conducted in Gorontalo City, Gorontalo Province – Indonesia, from the end of September to November 2021.



Map of Gorontalo City - Indonesia

Data collection was carried out by observing the motorized pedicab and daily activities on the roads and base locations and transporting passengers. Furthermore, data were collected by conducting in-depth interviews with informants regarding the history of a motorized pedicab, daily activities, routes in daily activities, matters relating to government policies on this transportation in Gorontalo City at the relevant agencies, as well as the response of passengers (service users) to motorized pedicabs as a transportation mode.

4. FINDING AND DISCUSSION

The Legality of Motorized Pedicab as a Transportation Mode

The rapid growth in Gorontalo now requires residents to compete in utilizing public facilities such as transportation. The motorized pedicab is a transportation medium that contributes to inadequate public spaces. Its existence is inseparable from the use of horse carts, which is experiencing rapid development following the demands of fulfilling human needs, which is very dynamic following the socio-cultural life of the community.

Based on 2020 data from the Central Statistics Agency, the number of motorized two-wheeled and four-wheeled vehicles is 56,089 units. This shows a significant decrease of 13 481 units when compared to 2018 data of 69,570 units. One of the most common transportation modes in Gorontalo City as of 2018 was minibuses, which went into extinction in 2019. For motorized pedicabs and tricycles, the total units decreased from 4,968 units in 2018 to 3,220 units in 2019.

Motorized Vehicles in Gorontalo City

Type	Number of Motorized Vehicles by Type (Unit)		
	2017	2018	2019
Sedan	228	292	215
St Wagon	-	-	1
Jeep	574	701	635
Bus	47	22	45
Micro Bus	43	55	67
Mini Bus	8.396	11.092	10.862
Medium Bus	-	9	-
Microbus	16	-	-
Oplet	-	-	-
Trucks and L trucks	741	1.072	802
Tank	49	29	37
Box Truck	280	234	233
Garbage truck	476	508	403
Pick Up	2.576	3.208	2.975
Box Wagon	7	1	4
Double Cabin	53	34	4
Heavy Equipment Vehicle	1	-	-

Ambulance	26	33	51
Fire Truck	-	-	-
Motorcycle	40.370	47.312	36.566
Scooter	-	-	-
3 Wheel and Motorized Pedicab	3.540	4.968	3.220
Total	57.423	69.570	56.089

Source: Gorontalo City Central Statistics Agency of 2020

This data differs from those the Gorontalo City Police collected, which showed that approximately 10,000 motorized pedicab units were operational, while 32,000 units operated independently. This motorized pedicab that operates is illegal because no permit allows its usage.



Motorized Pedicab as a Transportation Mode in Gorontalo City

In terms of comfort, this mode of transportation threatens passenger safety when positioned in front of the driver. Conversely, it invites traffic jams due to indiscriminate parking in public places and prohibited areas. The legality which is not feasible to operate has existed since the leadership of President Megawati Sukarno Putri, Susilo Bambang Yudhoyono down to President Joko Widodo. Since its operation about 19 years ago, the issuance of a permit has only come to a mere review. Only three rules regarding this public transportation have been implemented in terms of regulation. These include Regional Regulation No. 6 of 2006, Gubernatorial Regulation No. 18 of 2006, and Mayor's Regulation No. 1 of 2007. Other policies are in accordance with the revision of Law 22/2009 concerning Road Traffic and Transportation, as an amplifier of motorized pedicabs and means of transportation in urban areas.

In 2017, the Gorontalo Provincial Government and the Transportation Service proposed a revision of Law 22/2009 on Road Traffic and Transportation to the Ministry of Transportation. However, the examination is still being conducted because it is related to passenger safety and failed to fulfill the requirements. Therefore, the Indonesian Ministry of Transportation suggested changing the frame design.

The efforts made by the Gorontalo Provincial Government are still in conflict with the central government regulations. This led to the implementation of research related to motorized pedicabs through the 2020 State Budget to obtain a proper building design in accordance with the standard of passenger vehicle eligibility. Meanwhile, the proposed discussion for the revision of Law 22/2009 has been submitted to the Ministry of Transportation.

In terms of traffic rules, the yearly increase in motorized pedicabs makes it difficult for the Traffic Unit of the Gorontalo City Police to control them. Moreover, this vehicle contributes to the number of traffic accidents in Gorontalo City, often due to the overload and high rate of alcohol consumption. Irrespective of these detriments, this vehicle is one of the most common means of livelihood because it does not require official permission from the relevant Ministry before usage. Efforts to control its usage continue to be carried out by the Gorontalo City Police Traffic Unit by providing understanding to drivers and managing their driving licenses (SIM) and vehicle documents. These efforts have made good changes to date because almost all drivers already have a valid license and are fined when they violate any policy. Conversely, the transportation mode of motorized pedicabs

is the largest contributor to Regional Original Income (PAD) in Gorontalo, which is achieved through vehicle taxes. It helps the local governments reduce unemployment in the region because it is used as a livelihood by the community. In terms of safety standards, they do not meet the criteria for transporting people and goods as required by Law Number 22 of 2009 on Road Traffic and Transportation.

5. MOTORIZED PEDICAB AS COMMUNITY LIVELIHOOD

Gorontalo City is interpreted as a physical building such as in sciences but a social space closely related to the surrounding social reality. Lefebvre (1991) stated that social space separates the notion of space as an independent reality that exists by promoting the production concept. It means that space is fundamentally always related to social reality and can never find its initial epistemological position. Space does not exist "in itself", it is always produced, which means that it represents sub-conscious experience attached to images and symbols considered equivalent to the influence of reality in conditioning the possibilities for action. Conversely, its experience is ideological in forming imaginary relationships in which humans seek to exist between themselves and real life. This experience is creative and liberatory in resistance to criticism of the dominant social rules. Furthermore, space is inhabited and experienced by those not directly involved in producing buildings (spatial practices) or ideas on its production and reproduction roles.

For drivers, Gorontalo City is interpreted as an arena, place, or locus that offers services in the urban transportation system. On highways, drivers interpret it as a 'workspace' where money is earned, or economic income is achieved. Therefore, in this context, the meaning of road is changed from transportation to a workspace. The highway as a workspace for motorized pedicab drivers has 'rules that are understood and practiced according to the experiences in the form of habits. Unlike the general work system in offices which enforces written rules that strictly regulate the work patterns of its employers, the highway as a driver's workspace applies rules. This is based on internalized habits and experiences while dropping off and picking up their passengers. Regarding the appropriate and inappropriate activities to conduct on highways, drivers practice based on the knowledge and experience that is valid among fellow drivers and other road users.

Furthermore, drivers and other road users have a similar understanding of the road at this level. Social relationships are built between motorized pedicab drivers, traders, buyers, school children, office workers, laborers, parking attendants, traffic police, and the transportation service, forming a pattern of how they interpret and treat the highway as something full of unwritten rules. In this connection, these unwritten rules are a structure, objectivism, a social reality that regulates users working ability. The structure formed between existing social relations presents practices that sometimes deviate from legally prohibited rules. Bourdieu (1977) stated that actors at a certain point carry out their social practices based on their habitus. This approach is used in interpreting the practice of drivers who sometimes 'violate' traffic rules. Therefore, it is important to consider the extent to which drivers treat the roads in Gorontalo City as a realm that is interrelated with each other.

The highway is interpreted as a workspace by drivers as actors who earn economic value for their livelihood. Therefore, they need to build a positive value relationship among other road users by establishing dialectical communication. However, some drivers or other road users violate public interests, therefore social relations are sometimes unequal in using the road properly.

The highway as a workspace has rules that strictly mandate users to drive orderly, thereby maintaining safety and comfort while driving. It is undeniable that every interest has at least an economic value that sometimes allows each road user to violate the structure that has been built. Drivers with motorized pedicabs are not spared from these violations due to the urge to fulfill their family's needs. However, in their efforts to fulfill the economic needs of their families, they seem to turn a blind eye when faced with certain conditions, such as the inability to get passengers.

The Department of Transportation officers understands very well the work pattern of motorized pedicab drivers regarding the violation. Understandably, they earn their family's income on the roads, but violating protocols by just cutting the road or only passing unauthorized parts is unacceptable. The protocol road is an area for offices, schools, and malls that allows for motorized vehicles to operate to avoid traffic.

The presence of motorized pedicabs on protocol roads is unavoidable due to the 'dependence' of the Gorontalo people who use it as a means of public transportation. Drivers tend to violate 'a few' rules when picking up or delivering children at their schools located in a protocol road area. However, the interview with the transportation service gave an 'exception' for this violation, which is a form of relief based on the value of 'togetherness' to earn a living.

Similar to workspaces, highways can earn money when understood properly. Therefore, as one of the actors in using the highway, the drivers must have adequate knowledge of the behavioral patterns practiced by the prospective passengers in their daily activities. Proficiency in knowing the whereabouts of many prospective passengers is one of the success factors for them in getting a lot of economic results. This is similar to the ability of a fisherman to understand the large fishing area, current conditions, wind, and boat equipment to catch many fish.

Generally, drivers already know which area should be their workspace, enabling them to make regular patterns and practice them based on their understanding. Furthermore, determining the departure time, route, and the right locus point is a must-have strategy. The time to wait for passengers and conduct the rolling process also known as *'buang angin'* need to be understood properly. Therefore, understanding reality is a must-have, especially for new drivers.

In practice, they have a fairly high discipline and tend to leave their homes at 06.00am at the latest at 06.30 am to attend to their customers comprising school children, office workers, market traders, etc. For those that carry school children, they usually drop them off and look for other passengers on the road, while unsubscribed drivers hang out around complexes or community settlements.

Motorized Pedicab Transportation Business Management

In the process, drivers who used to only have one motorized pedicab often rented out to other drivers due to economic benefits that were deemed sufficient to support their families. Furthermore, those with more pedicabs, usually 'up' their status to become owners, although it is not uncommon for them to remain drivers as well. According to several studies, there are two forms of ownership, namely joint and individual ownerships. The parties involved in ownership are active drivers, as well as people who are no longer active, and outsiders, such as investors.

There are three common ownership systems in Gorontalo with each structurally based on different rules and management mechanisms. **The first system** is the person who only has one motorized pedicab, which automatically becomes the driver. Generally, this category is relatively small in Gorontalo, and they have several jobs, such as being construction workers. However, when they cannot work in the construction firm, they participate in other activities. Based on field observations, the first ownership system consists of two models. The first is drivers who independently make motorized pedicabs from old or new motorbikes. The second model comprises those who tend to rent the vehicle for a while without paying rent to the skipper. The average age of those in this category is young people aged thirty and over.

The second system is people with several motorized pedicabs and rent them out to drivers. They generally have more capital to make other motorized pedicabs. Economically, by having eight units, a person no longer needs to be a driver, however, they still feel comfortable taking passengers to their homes. According to this category of people, there is a kind of happiness when they can take mothers to the market and children to school.

The third system is someone who owns a motorized pedicab and rents it out without being the driver. This category of people has lots of capital, with the majority from Surabaya. They sometimes enable their drivers to become pedicabs owners and rent at least five units to those without jobs. The rental mechanism between owners and drivers is not as strict as other professional work mechanisms, generally based on mutual trust between both parties. The contractors who rent are generally family members or close friends of the owners.

In the working relationship between owners and drivers, both parties have rights and obligations that must be fulfilled based on the available resources. The owners' main resource is capital strength in the form of motorized pedicabs, which enables them to recruit prospective drivers in accordance with generally agreed provisions. For example, drivers capable of operating this vehicle know and understand traffic signs, are honest and trustworthy, and provide rental payments to owners. Generally, traffic signs often violate the rules not to turn left directly when the traffic light is still red. Another factor is certain road areas that are not allowed to be passed by this vehicle, such as the city's protocol streets.

The owners and drivers tend to use the *punggawa sawi* system (client patron) as the working mechanism in the maritime life working relationship pattern in general. The relationship between the two plays a role in the clash business in Gorontalo City. The owners are not only limited to assisting drivers, they also give out loans in certain cases, such as when the drivers experience difficulties due to a sick family member, the death of a loved one, etc. Furthermore, they usually protect them from competition between other city transportation services, as

is often the case with pedicab drivers. However, the most often carried out protection process is related to control efforts performed by the Department of Transportation and the traffic police.

Every job that involves two or more people has a mechanism of responsibility that needs to be carried out by each actor. This is similar to the mechanism that runs in renting motorized pedicabs between the owner and the driver. In Gorontalo, the owner is responsible for the smooth running of the working mechanism, including providing various motor vehicle administration equipment, preparing the registration number from the association, and paying motorized vehicle tax (PKB). Furthermore, they also need to ensure the vehicle is usable and carry out maintenance. Meanwhile, drivers' responsibilities are to ensure the rented vehicles run optimally and prevent damage caused by lack of care, which sometimes leads to road accidents.

The process of carefully measuring the lasting working relationship between the owners and the drivers is associated with the prudence needed to prevent accidents on the highway. This prevents the drivers from being 'targeted' by the relevant officers. The accidents in Gorontalo are related to the carelessness of the drivers, which will always be the target of the relevant parties, especially the Traffic Police. Therefore, when the targeting occurs, it automatically affects the work of other drivers operating on the road, and they will always feel anxious to avoid being banned from operating on the highway.

Drivers who rent at a certain time will have their motorized pedicabs. Meanwhile, those trying to buy used motorbikes with their money or by taking People's Business Credit (KUR) at the bank can directly make their motorized pedicabs automatically become theirs. For example, Mrs. Ika, a widow and a pedicab driver since 2005 borrowed money from FIF to purchase a motorized pedicab. This process enabled her to support her family despite not meeting other needs. Furthermore, those unable to own a motorbike can personally own one by making a contract with the owner using a finished contract system. This model provides an opportunity for them to have this vehicle by paying a specific amount each month. However, those unable to pay their agreed amount every month, take this contract due to their ability to have a unit. Motorized pedicab management in Gorontalo City still prioritizes the family system, which is similar to fishing communities' management of fishery businesses. In Urk-Netherlands, 75% to 80% of large-scale modern fishing businesses are owned by family partnerships (Lampe, 1989). A similar phenomenon was described by Lofgren (1982) in fishing communities on the Swedish Batar Coast. With a spirit of solidarity, loyalty, responsibility, and high ownership, the members of this family cooperation can foster harmony, improve skills, invest, and save to maintain their business continuity.

Contract Mechanism and Payment of Motorized Pedicab

In managing this transportation mode business, three contract models generally apply between owners and drivers. The first is a finished contract, where both parties agree that the ownership of the motorized pedicab will later become the driver's property. This includes the daily rental fee or another payment mechanism and the contract period until the driver becomes the sole owner of the vehicle.

The initial general daily fee paid was IDR 20,000, later increased to IDR 30,000 per day. The calculated benefit obtained for the vehicle owners is for three years. Furthermore, the owners can already benefit from a three-year lease at IDR 20,000 per day because all costs related to operations and related parts maintenance are the drivers' responsibility.

The owner prefers this type of contract model because it is based on profits that can reach half the production price. Moreover, they are completely unlocked, which means that the drivers will be fully responsible for the crash. When damage occurs, the drivers are the ones who bear the risk therefore, they realize that with this model, they will be more careful and pay more attention to the motorized pedicab.

Similarly, when drivers realize that the motorized pedicabs are assets, they tend to take care of them. Second is the perpetual contract model, which is usually carried out by drivers with other jobs. Therefore, for their livelihoods, they do not just depend on the economy of motorized pedicabs but agree with the owner to set the contract period by paying the monthly rent, IDR 600,000 with details that for a day actually around IDR 25,000 – IDR 30,000. This is because the contract is fairly long, usually two to three years, and the payment is per month, both agree on an IDR 20,000 per day.

The third is a three-year contract, with both parties agreeing to rules given by the owner, which are very strict because the costs associated with the motorized pedicabs are their responsibility, except for fuel and punctured tires. During this contract period, the driver's inability to operate within a week will enable the owner to withdraw the vehicle even though the initial rental payment has been made. However, such a system is quite

rare in Gorontalo due to the relatively high risk. Drivers are rarely willing to go through this mechanism, even if they choose this system. They will generally negotiate with the owner to make a rental payment model per day or ten days.

Two payment models generally apply in the working mechanism between the owner and the driver. The first is the rental per day made by the driver, which many drivers initially carried out due to the absence of other models imposed by the owners. In the early days, those who rented out their motorized pedicab applied this kind of rental model because it can rotate capital to pay for some of the costs that have been incurred to make motorized pedicabs. The driver is expected to pay the owners a rent fee of 25,000 – 30,000 per day. This rental payment is usually made upon return. However, this process is usually carried out by those who have long-established a cooperative relationship with the owner. The drivers bear gasoline fuel needs and any form of repair.

The second is the ten-day rental payment, which is the same as a one-day payment, except it is made ten days after the driver has operated on the road. Models like this are currently mostly carried out because drivers feel they can freely manage their finances. For this ten-day rental, they are mandated to pay the rent of IDR 250,000 – 300,000 to the owner.

The terms of paying rent on a daily or tenth-day system are non-binding provisions rather it is basically based on trust with no written agreement. This is intended to provide convenience and freedom to drivers, therefore they can pay off deposits on time.

One of the motorized pedicab owners in Gorontalo said that the drivers, on average, used a per/10-day payment pattern, which is a less stringent method. Even though they use this payment pattern, sometimes some have not paid the rent for ten or more days. The owner does not want to be strict with the drivers to avoid poor turnover.

6. CONCLUSION

In conclusion, the use of motorized pedicabs as a mode of transportation in Gorontalo City has a significant effect on people's lives. Despite its illegality, its presence has created numerous jobs for its large population. As a type of business, the management is still on a small scale and is traditional, with the ownership structure of each driver having only one motorized pedicab. Furthermore, some people own several of these vehicles, rented out, while they still work as drivers. The three ownership systems that apply the working relationship pattern between owners and drivers are finished, perpetual, and three-year contracts. This pattern has become a small-scale traditional transportation economic business model in Gorontalo. Finally, this business still survives as a transportation mode amid globalization due to developing an online-based transportation mode system as a mechanism for sustainability.

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