

Strategy for Improving Public Services of the Buleleng Regency Transportation Office

Kadek Hendra Negara Putra^{1*}, Putu Indah Rahmawati², Ni Made Ary Widiastini³

^{1,2} Program Studi Ilmu Manajemen, Pascasarjana, Universitas Pendidikan Ganesha, Singaraja, Indonesia

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ABSTRAK

Pelayanan publik di Dinas Perhubungan Kabupaten Buleleng memerlukan perbaikan untuk mencapai tingkat kepuasan masyarakat yang optimal. Tujuan utama penelitian ini adalah merumuskan strategi peningkatan pelayanan publik di Dinas Perhubungan Kabupaten Buleleng dengan menerapkan metode SOAR. Penelitian ini menggunakan pendekatan penelitian kualitatif. Data dikumpulkan dengan teknik observasi, dokumentasi, focus group discussion (FGD). Untuk mencapai target maksimal, strategi untuk mencapainya meliputi: (1) revitalisasi sarana dan prasarana di bidang transportasi; (2) membuat perencanaan yang komprehensif dalam rangka meningkatkan konektivitas antar wilayah di Kabupaten Buleleng; (3) peningkatan pengawasan dan pengendalian transportasi darat, sungai dan danau; (4) efektivitas dan efisiensi pengelolaan kegiatan yang anggarannya bersumber dari APBD Kabupaten, APBD Provinsi dan APBN; (5) meningkatkan pemeliharaan dan koordinasi dalam pengelolaan terminal dan parkir; (6) sinergi dengan stakeholder dalam rangka meningkatkan kedisiplinan masyarakat dalam berlalu lintas; (7) peningkatan kemampuan SDM di bidang transportasi; (8) pengembangan keterbukaan sistem informasi melalui berbagai media sosial dan informasi; (9) melakukan monitoring dan evaluasi menyeluruh dalam rangka meningkatkan pendapatan daerah dari sektor transportasi; (10) Peningkatan kapasitas pelayanan Unit Pelaksana Teknis Pengujian Kendaraan Bermotor; (11) Pengenaan penghargaan dan hukuman yang ketat terhadap karyawan. Hasil penelitian ini bermanfaat bagi pemerintah daerah Kabupaten Buleleng. Strategi ini dapat dijadikan acuan dalam penyusunan roadmap pembangunan Dinas Perhubungan Kabupaten Buleleng.

ABSTRACT

Public services at the Buleleng Regency Transportation Office require improvement to achieve optimal levels of community satisfaction. The main objective of this study is to formulate a strategy to improve public services at the Buleleng Regency Transportation Office by applying the SOAR method. This study used a qualitative research approach. Data was collected by observation, documentation, focus group discussion (FGD) techniques. To achieve the maximum target, strategies to achieve it include: (1) revitalization of facilities and infrastructure in the field of transportation; (2) make comprehensive planning in order to improve connectivity between regions in Buleleng Regency; (3) increased supervision and control of land, river and lake transportation; (4) the effectiveness and efficiency of managing activities whose budgets are sourced from the District APBD, Provincial APBD and APBN; (5) improve maintenance and coordination in terminal and parking management; (6) synergy with stakeholders in order to improve community discipline in traffic; (7) improving the ability of human resources in the field of transportation; (8) development of information system openness through various social media and information; (9) conduct comprehensive monitoring and evaluation in order to increase regional revenues from the transportation sector; (10) Increased service capacity of the Motor Vehicle Testing Technical Implementation Unit; (11) Imposition of strict rewards and punishments on employees. The results of this research are useful for the local government of Buleleng Regency. This strategy can be used as a reference in the preparation of the roadmap for the development of the Buleleng Regency Transportation Office.

*Corresponding author.

E-mail: kadekhendranegara17@gmail.com (Kadek Hendra Negara Putra)

1. INTRODUCTION

Transportation is the backbone of the national and international economy (Kristiano & Suryana, 2019; Novianti, 2013). Ground transportation plays an important role in the supply chain management process. Shipping activities to designated distribution points are jobs that require high planning, coordination, and accuracy. An error in the transportation management process can directly impact the operational performance of the department and will ultimately make it useless in all the stages that have been done (Asmawi et al., 2017; Fathoni et al., 2022; Kadarisman et al., 2015). In fact, the error in the transportation planning process can be a factor in the loss of opportunities for the improvement of public services. Likewise, road signs prevent traffic accidents that harm the community. In Law No. 22 of 2009, on Traffic and Road Transport, it is explained that for safety, security, order, and smooth traffic and facilitate for road users, the road must be equipped with traffic signs. The transportation agency has an essential role in maintaining traffic signs in terms of quantity and quality and maintenance of traffic signs (Utama & Mariadi, 2019; Wibowo et al., 2021; Zulhazli et al., 2021). The transportation agency is also tasked with checking the roadworthiness of vehicles operating on the highway (Harakan, 2019; Sembel et al., 2023). Therefore, the existence of motor vehicle testing services is vital in the governance of land transportation. The Department of Transportation is required to constantly provide good service to users of public transportation and goods so that they are willing to conduct vehicle feasibility tests (Ismail, 2018; Pinayungan et al., 2018; Tjahjono, 2016). The purpose of the implementation of periodic testing services of public vehicles and goods is to provide technical safety guarantees to motor vehicle users, preserve the environment from possible pollution caused by users of public vehicles and goods on the road, provide certainty that public vehicles and road-operated goods have met technical requirements and are roadworthy (Enggarsasi & Sa'diyah, 2017; Suastari & Rideng, 2016; Sugangga & Mandala, 2016; Syafitri et al., 2021).

The Department of transportation is required to provide good service and constantly improve service performance following what is expected by service users (Damayanti et al., 2019; Saputra, 2016; Subandi & Pratama, 2018). Therefore, in the Regulation of the Minister of Utilization of State Apparatus and Bureaucratic Reform Number 14 of 2014, it has been affirmed that every government agency as a public servant must organize services following the standards. Service standards in this case is a benchmark that is used as a guideline for the implementation of services. It is a reference to the assessment of the quality of service as an obligation and promise of the organizer to the community in the framework of quality, fast, easy, affordable, and measurable services (Regulation of the Minister of Utilization of the State Apparatus of the Republic of Indonesia Number 14 of 2017). This research was conducted at the Buleleng District Transportation Office with some rationale. First, the IKM value of the Buleleng District Transportation Office is unstable and decreased from the previous year. The following is the IKM data of Buleleng District Transportation Office for the past three years. There was a decrease in the value of IKM from 86.65 (very good) in 2019 to 82.77 (Good) in 2020. Of course, the decline of IKM score needs to be followed up in order for public service improvements in the Buleleng District Transportation Office in the following years. The second rationale is the number of traffic accidents that are pretty high even though the last three years of IKM score have been good. The condition of the Buleleng Regency area with reasonably high hill topography and the majority of the road is full of sharp bends can cause accident proneness. The high number of work accidents is one form of lack of public services in the field of transportation. Therefore, it is important to have internal and external discussions on this and look for strategies to reduce the risk of traffic accidents in Buleleng Regency. The third rationale was the Buleleng regency area with the longest road in Bali which is 1.261.4 km. Traffic density in Buleleng Regency is relatively high during rush hour but is not supported by adequate safety facilities and road equipment. Based on the three rationales above, this study seeks to devise a strategy to improve public service management at the Buleleng District Transportation Office by using the SOAR method.

2. METHODS

This research is carried out using a qualitative research approach. The qualitative approach is a type of scientific research that involves gathering information to uncover the meaning and understanding of the issues studied that are presented using the respondent's own and unstructured words (Abdussamad & Sik, 2021; Bungin, 2018). The research location of this study is the Transportation Office of Buleleng Regency, Bali Province. The data used in this study is primary and secondary data which obtained through observation, documentation and FGD. In this study, the primary data gathered from direct observation and data from FGD. The secondary data collected from the results of the IKM survey conducted by the Buleleng District Transportation Office. The study used purposive sampling techniques to identify key informants for the research. Previous research explains that purposive sampling is a way of selecting participants' based

on their research involvement and choosing people from whom researchers can learn the most about major problems or investigations (Bungin, 2018; Robinson, 2014). Data obtained is processed by qualitative data analysis methods. This technique is used to uncover the meaning of a group based on the results of centralized discussions that discuss certain problems (Abdussamad & Sik, 2021; Bungin, 2018). Thus, the truth of information is no longer subjective truth but intersubjective truth. This study used the SOAR (Strengths, Opportunities, Aspirations, Results) model developed by previous researchers (Stavros et al., 2003). The SOAR model is an alternative to SWOT analysis, which comes from the Appreciative Inquiry (AI) approach. The SOAR model argues that weakness and threat factors can elicit negative feelings for the organization members (Stavros et al., 2003).

3. RESULTS AND DISCUSSIONS

Results

The Transportation Office of Buleleng Regency is a vital role in transportation, namely, improving security, safety, order and smooth traffic. There are several infrastructure facilities and transportation facilities that can support the duties and functions of the Buleleng District Transportation Office. The strength of the Buleleng District Transportation Office consists of: (1) a motor vehicle testing building complete with mechanical test equipment and supporting test equipment; (2) installed road equipment facilities spread across nine sub-districts, such as public street lighting, traffic signs, traffic light, warning light, guardrail, mirror; (3) cars and motorcycles for the supervision and control of traffic operations; (4) terminals in five locations namely Banyuasri Terminal, Penarukan, Sukasada, Seririt and Barang Terminal; (5) Parking Location; (6) Letkol Vishnu Airport. A map of the Buleleng District Transportation Office assets can be seen in the Figure 1.

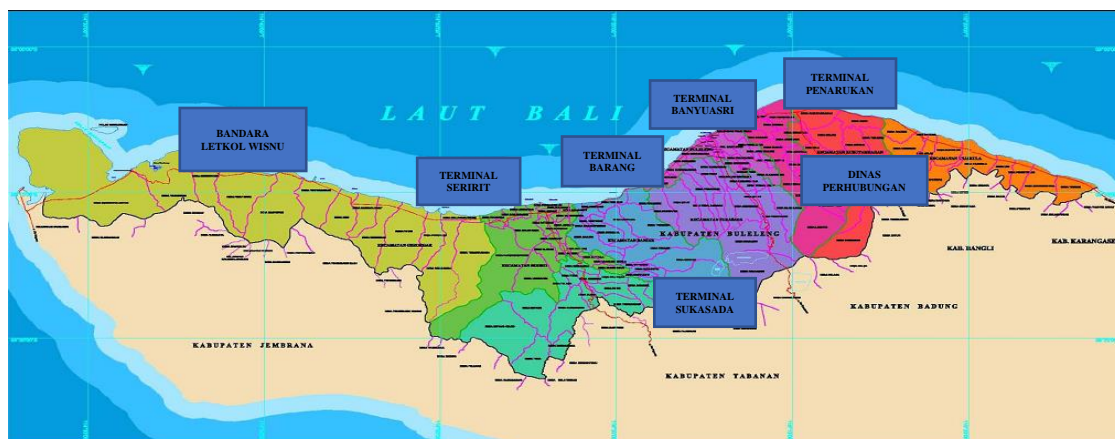


Figure 1. Buleleng District Transportation Office Potential Map
Source: Buleleng District Transportation Office

The strengths of the Department of Transportation are also contained in: (1) the availability of qualified human resources, (3) the availability of clear transportation regulations; (4) the availability of funding source; (5) a strict application of official discipline; (6) the availability of adequate office facilities and infrastructure; (7) the availability of transportation of people and goods that reach the entire area of Kab. Buleleng; (8) good coordination with Police Officer in Buleleng Regency; (9) there are several parking distribution objects; (10) the fulfillment of the quantity of human resources attracting reminal distribution and parking; (11) regulations related to vehicles test services; (12) the availability of accredited motor vehicle testing facilities and infrastructure. Opportunity of Buleleng Regency Office is located in: (1) the availability of connected road access throughout the Buleleng Regency area; (2) The vast land of Buleleng Regency; (3) the potential for increased regency income from the terminal and parking distribution sector; (4) accredited motor vehicle testing service; (5) There are 4 Type C Terminals, 2 Freight Terminals and several parking distribution objects that support region income. To obtain data related to aspirations, secondary data taken from the results of the Buleleng District Transportation Office IKM survey in 2021. Based on the results of the IKM survey, respondents' perception on infrastructure facilities got the lowest score of 2.9. This means that the facilities and infrastructure are not yet representative. The aspirations of public service providers in the transportation sector also stated the same thing, namely: (1) the need for renovation and maintenance in motor vehicle testing services; (2) there is a need for innovation in the application of a reminder (reminder) for periodic tests of motorized vehicles; (3) it is necessary to improve

regulations on transportation to suit current conditions (government regulation on retribution for motor vehicle testing and for parking retribution); (4) it is necessary to add road equipment facilities in several district roads, among others: guardrail, signs, mirrors and street lighting (LPJU); (5) it is necessary to collect the asset collection of public street lighting to find out the condition of the increase in the number of public street lighting lights from year to year; (6) need to repair traffic light into traffic light ATCS (Area Traffic Controlling System) equipped with CCTV cameras; (7) necessary to prepare the maintenance and operational costs of Car and Motorcycle Control, supervision and operation; (7) it is necessary to repair office buildings and Terminal facilities, which are in a state of disrepair, among others: Banyuasri Terminal, Penarukan, Sukasada and Barang; (8) the need for the implementation of e-Parking to reduce leakage of parking levy; (9) It needs repairs at the Letkol Vishnu Airport.

The results to be achieved are the improvement of Public Services in the Field of Transportation by the Buleleng District Transportation Office with a target value of IKM 100. Strategies based on the results of this research analysis are: (1) revitalization of facilities and infrastructure in the field of transportation; (2) make comprehensive planning in order to improve connectivity between regions in Buleleng Regency; (3) increase supervision and control of land transport, rivers, lakes; (4) manage budget efficiently; (5) improve maintenance and coordination in terminal and parking management; (6) integrity with stakeholders in order to improve community discipline in traffic Improvement of HR capabilities in the field of transportation; (7) development of openness of information systems through various social media and information; (8) conduct comprehensive monitoring and evaluation in order to improve region's income in the transportation sector; (9) increase the service capacity of the technical implementation unit of motor vehicle testing; (10) Strict punishment and punishment of employees.

Discussion

The results of this study have used the SOAR method popularized by previous researchers and used four key questions to devise a strategy to improve public services of the Buleleng District Transportation Office. The key questions used are: (1) how are the assets / power owned by the Buleleng District Transportation Office? (2) What are the opportunities for improvement of public services by the Buleleng District Transportation Office? (3) What are the aspirations of stakeholders towards the public service of the Buleleng District Transportation Office? (4) What is the desired result? Furthermore, this study adopted the Regulation of the Minister of Utilization of the State Apparatus of the Republic of Indonesia Number 14 of 2017 in preparing the achievement (results) target. The government agency must achieve a maximum score on community satisfaction index (IKM) with a value range of 88-100.

The results of the research and policy recommendations compiled above, support the results of similar research which found that the supporting factors of the Department of Transportation in providing public services include: the ability of adequate resources, as well as the provision of adequate facilities and infrastructure (Baribin et al., 2022; Fitriyansyah & Djaenuri, 2020; Hamid et al., 2021). This research also supports the results of previous research which states that the Transportation Department as a regulator in the formulation of city transportation policies, the field of public services, facilities providers in the field of urban transportation infrastructure, supervisors related to improving the quality of city transportation services (Houria & Fares, 2019; Joewono et al., 2016; Mitric, 2013). Therefore, various improvements need to be done by the Buleleng District Transportation Office to fulfill the legal and social fungsi-functions. There are at least two important tasks that will be carried out by the Buleleng District Transportation Office, namely: increased human resources and improved transportation services. Factors that may be an obstacle to the services of the Buleleng District Transportation Office are the limited human resources who have expertise in their fields while there are some human resources who will soon retire. Improving public services by improving transportation facilities and infrastructure is a challenge because it will depend heavily on the budget set by the central government and local government budget. Therefore, the scale of priorities in the determination of budget and planning activities of the Buleleng District Transportation Office becomes very important. The strategies and policy recommendations generated in this study will help the achievement of the Performance Indicator of the Transportation Department of Kab. Buleleng as mandated in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017 on Key Performance Indicators (IKK) there are 7 indicators, namely: (1) percentage of the installation of signs; (2) tray permission ratio; (3) the number of public transports kir tests; (4) number of sea/air ports/bus terminals; (5) the number of land freight services; (6) percentage of public transport kir ownership; (7) The number of people through the terminal per year. The results of this research can be used as guidelines / directions in the implementation of transportation department so that the IKK of the Buleleng District Transportation Office reached the maximum. Achievements that include realistic and measurable program and activity policies by anticipating future developments. Based on the research results and discussion in this study, there are several suggestions that can be conveyed, namely: (1) the

Buleleng District Transportation Office uses the results of this research as a consideration to prepare strategic planning of the organization. Some of the strategies that are important to be adopted include: improvement of motor vehicle testing facilities, terminal repairs, addition of road markings and traffic facilities to prevent road accidents; (2) measurement of IKM Buleleng District Transportation Office is carried out more seriously and continuously every year to find out the development of the organization in achieving the targets, especially the target of IKM with a score of 100; (3) It is necessary to draw up a roadmap for the development of the Buleleng District Transportation Office in accordance with the recommended strategies of the results of this study. The roadmap is then socialized to all parts of the organization so that each performance can be measured to achieve the targets that have been mapped in the roadmap; (4) Reward and punishment to officers and to the public to be more affirmed both in regulation and law enforcement so that safety, security and comfort in traffic can be better guaranteed.

4. CONCLUSION

The strength of the Department of Transportation is also contained in: (1) the availability of sufficient quantity of human resources, (3) the availability of clear transportation department regulations; (4) the availability of funding source support from APBD Kab.Buleleng, APBD Prov. Bali and APBN; (5) there is a strict application of official discipline; (6) the availability of adequate office facilities and infrastructure; (7) the availability of transportation of people and goods that reach the entire area of Kab. Buleleng; (8) there is good coordination with Police of Buleleng; (9) there are several parking distribution objects; (10) the fulfillment of the quantity of human resources attracting reminal distribution and parking; (11) regulations related to vehicle test services; (12) the availability of accredited motor vehicle testing facilities and infrastructure. Opportunity of Buleleng Regency Office is located in: (1) the availability of connected road access throughout the Buleleng Regency area; (2) The vast land of Buleleng Regency; (3) the potential for increased PAD from the terminal and parking distribution sector; (4) accredited Motor Vehicle Testing Service; (5) There are four terminals, twom freight terminals and several parking distribution objects that support Buleleng regency's income. The aspiration of users and public service managers of the Buleleng District Transportation Office is the addition of facilities and infrastructure to support services. The results to be achieved are the improvement of Public Services in the Field of Transportation by the Buleleng District Transportation Office with a target value of IKM 100. The strategies and policy recommendations generated in this study will help the achievement of the Performance Indicator of the Transportation Department of Kab. Buleleng as mandated in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017 on Key Performance Indicators (IKK) there are 7 indicators, namely: (1) percentage of the installation of signs; (2) tray permission ratio; (3) the number of public transports kir tests; (4) number of sea/air ports/bus terminals; (5) the number of land freight services; (6) percentage of public transport kir ownership; (7) The number of people through the terminal per year.

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