

Optimizing the Management Function of the “LYN” City Transportation Route

Mahmudalia Rosa Yulaicho¹, Susi Hardjati²

¹²Universitas Pembangunan Nasional Veteran, Jawa Timur, Indonesia

Email: rosayulaicho@gmail.com ; susi_hardjati.adneg@upnjatim.ac.id

Abstract. Joyoboyo intermodal terminal needs to get optimal management after undergoing revitalization due to the decrease in the number of city transportation. The purpose of this study was to determine the role of the Department of Transportation in optimizing the management function of the Lyn city transportation route at the Joyoboyo Intermodal Terminal, Surabaya. This study uses a qualitative descriptive method with a focus based on the public sector role theory from Jones, namely: the regulatory role, enabling role, and direct provision of goods and services. The results of the study stated that the role of the Transportation Department in Surabaya was quite optimal in optimizing the management function of the Lyn city transportation route, characterized by: 1) regulatory role, through the preparation of control programs, renewal of the retribution payment system, division of route lanes, and rejuvenation of the transportation fleet in accordance with regulations. determined so that the role is carried out optimally. 2) enabling role, through the implementation of the control program, renewal of the retribution payment system, division of route lanes, and rejuvenation of the designated transportation fleet, the obstacles faced were caused by the decline in passengers, so that the implementation of the role was quite optimal. 3) direct provision of goods and services, through evaluation meetings and listening to driver complaints as a form of supervision and control role is carried out quite optimally, because the transportation fleet rejuvenation program is still lacking in coordination with city transportation drivers

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INTRODUCTION

The success of the development of transportation infrastructure which is one of the important aspects in the regional development process must be carried out optimally. Policies on infrastructure development, especially in the transportation sector, are part of efforts to carry out development as an implementation of services to the community. Transportation is an important requirement in supporting people's needs in carrying out life activities. Transportation is needed by the community to facilitate movement from one place to another effectively and efficiently (Aminah, 2018).

Transportation is a supporter of population mobilization in human activities or the movement of goods in various places. Based on ownership, transportation is divided into private transportation and public transportation. Public transportation, which is often an indicator as a

benchmark for the progress of a region, is part of the classification of public goods that can be used by all people without exception.

As a public good, the government's presence in efforts to improve services in the transportation sector is needed in building facilities and managing public transportation operations. Pine (2002) explains that the roles of both the public and private sectors, the role of the public and private sectors is based on the basic capabilities of each sector. The government sector usually has the power to make laws, policies, and regulations that affect the area (Cahyo & Nuryanti, 2018).

As one of the big cities in Indonesia, Surabaya has busy transportation activities so that the government as the executor of public services needs to make a more contribution in regulating and developing public transportation. From the report on the results of data analysis conducted by the Global Traffic Scorecard in the City of Washington, (Farmita, 2022) notes that the City of Surabaya has the highest level of congestion in Indonesia during 2021. Surabaya is ranked 41st of the most congested cities in the world with an assessment of the time lost dealing with traffic jams (hours lost in congestion) as much as 62 hours. The ranking obtained has decreased from position 361 in 2020 with the same research (Jatim.jpnn.com, 2022).

Transportation is defined as the business and activity of transporting or carrying goods and/or passengers from one place to another (Hidayati & Febriharati, 2016). Provision of public transportation is one of the efforts that can be made to overcome this problem. The aim of public/city transportation is to provide transportation services that are safe, fast, cheap, comfortable and appropriate for the community. One of the city transportation that has been around for a long time in the city of Surabaya is the city transportation lyn/bemo. In addition, the presence of the Terminal as a transit point for lyn city transportation is important to regulate the mobility of lyn city transportation as public transportation. In accordance with Ministerial Regulation No. 40 of 2015 on service standards for the operation of passenger terminals, operational management of lyn city transportation in the terminal is one of the duties of the Department of Transportation starting from arranging departure and arrival schedules, providing boarding and disembarking locations for passengers, to arranging lyn city transport routes.

The terminal is one of the important facilities used for transit space within the scope of public transportation, terminal is a location for passengers or goods to enter and leave the system which is a very important component in the transportation system (Lansart et al., 2015). However, the Joyoboyo Intermodal Terminal, which is a type C terminal in the city of Surabaya and has undergone a revitalization in 2019, has not yet operated according to its purpose, namely to

facilitate transit activities for various transportation. After experiencing revitalization, the management of lyn city transportation at the Joyoboyo Intermodal Terminal needs to get action from the Surabaya City Transportation Service so that the planned goals can be achieved. Apart from that, the problem with the management of the Joyoboyo Intermodal Terminal is the lyn/bemo city transportation which has experienced a decrease in the number since the Covid-19 pandemic occurred and the decline of public interest in using lyn city transportation. These problems caused the management carried out by the Department of Transportation not to run optimally in accordance with the objectives of revitalization.

Based on this statement, in Mahsun (2019) Jones explains that in carrying out the role of the public sector there are three elements, namely the regulatory role (the public sector acts as a regulator), enabling role (the role of the public sector as executor), direct provision of goods and services (role of the public sector as a direct supplier of goods and services). In the Regulation of the Minister of Transportation of the Republic of Indonesia Number 40 of 2015 concerning Service Standards for the Implementation of Road Transport Passenger Terminals, terminal functions are regulated through service standards that should exist at operating passenger terminals. Services that should be available and fulfilled by the Surabaya City Transportation Service as the operator of the passenger terminal are services for regularity and ease of reach at the terminal.

The existence of service standards for the operation of passenger terminals in the Ministerial Regulation can be the basis for optimizing the management function of transportation routes in the Joyoboyo Intermodal Terminal. Thus, the role of the Department of Transportation as the public sector is needed in the development of lyn city transport management services at the Joyoboyo Intermodal Terminal. Based on the explanation above, the formulation of the problem in this study is what is the role of the Department of Transportation in optimizing the function of managing the city transportation route at the Joyoboyo Intermodal Terminal through the theory of the role of the public sector by Jones.

METHODS

In this study, researchers used a qualitative descriptive research method based on the discovery of facts in the field and other related data sources. Descriptive research is research whose delivery is directed to provide symptoms, facts or events in a systematic and accurate manner, regarding the characteristics of a particular population or area (Sugiyono, 2013; Anggara, 2015). The selection of a qualitative descriptive research method is considered the

most appropriate in this study because it will provide an overview of phenomena related to the optimization of the management function of the lyn city transport route at the Joyoboyo Intermodal Terminal, Surabaya City. The focus of this research is to describe and analyze the optimization of the management function of the Lyn city transportation route at the Joyoboyo Intermodal Terminal, Surabaya City. Supporting data in a study is certainly needed both qualitatively and quantitatively. In this study, data will be obtained through two sources, namely primary data and secondary data. The key informant in this study was Mr. Mustafa, Head of the UPTD Terminal Management Section at the Surabaya City Transportation Service. Then as a supporting informant, the researcher obtained information through the Coordinator of the Transportation Department of the Surabaya City Transportation Service and the Lyn city transport driver who is still actively operating the Lyn city transportation route at the Joyoboyo Intermodal Terminal. In this study, researchers used data collection techniques through interviews by asking several written questions to predetermined informants. Then make observations by paying attention to and analyzing the facts that occur in the scope of the research, and supported by documentation through taking pictures taken on objects within the scope of the research place that has been determined. Data analysis in this study used the most active modeling technique (interactive model of analysis) developed by Miles & Huberman et al., (2014), the analysis technique is in accordance with current research by starting to analyze data through data collection, sorting and simplifying data, present data to make it simpler to draw a conclusion.

RESULTS AND DISCUSSION

The role of the public sector starts from the basic capabilities possessed by each sector and the authority to make laws, policies and regulations that affect the public area. The role of the public sector in this study includes the role of the Department of Transportation in managing the city lyn transport route at the Joyoboyo Intermodal Terminal. The purpose of this study was to determine the role of the Surabaya City Transportation Service in optimizing the management function of the Lyn city transportation route at the Joyoboyo Intermodal Terminal, Surabaya City. So based on Jones' public sector role theory in Mahsun (2019), there are 3 (three) focuses on the role of the public sector in this study to determine the optimization of the management function of the Lyn city transport route at Intermodal Joyoboyo Terminal by the Surabaya City Transportation Service. The focus includes: 1) The role of regulation; 2) Enabling Role; 3) Direct Provision of Goods and Services. In a study by Ngura et al., (2020) in Bontang City, East Kalimantan

Province, the role of the Transportation Agency was measured through Jones' Role Theory and was able to produce research that of the three roles, only one had been implemented optimally. Then, The following is a description of the research discussion in the form of data analysis through the results of interviews, observations, and documentation with a study focus based on the theoretical basis used:

Theory		Implementasi Program			
Dimension					
Regulatory role	Regulations related to controlling permits and vehicles	Regulations related to Renewal of retribution payment system	Related regulations to Management of the city lyn transportation route at the Joyoboyo Intermodal Terminal	Regulations related to the planning of rejuvenation of the transportation fleet	
	Implementation of Control by the Department of Transportation on vehicles	Implementing Renewal of retribution payment system	Implementation of the management of the division of the city lyn transportation route at the Joyoboyo Intermodal Terminal	Implementation of transportation rejuvenation development	
Direct provision of goods and service		Evaluation of Licensing and Vehicle Control	Evaluation of the renewal of the levy payment system	Evaluation of the division of the city lyn transportation route at the Joyoboyo Intermodal Terminal	Evaluation of the transportation fleet rejuvenation plan

1. Regulatory Role

The role of regulation as one of the roles of the public sector, namely the Department of Transportation, can be said to be optimal, if the rules and program implementation for the management of Lyn City transportation routes have been carried out optimally. The research conducted by Fadli Rizky (2020) was able to produce a conclusion that the role of the transportation agency at the Anten terminal in Pandeglang City in the regulatory role dimension has not been implemented optimally because the regulatory system or regulations that are held have not run well. Meanwhile, the implementation of the dimensions of the regulatory role by the Surabaya City Transportation Agency is that there are several programs from the implementation

of regulations that have been established related to the management of the Lyn city transportation routes, including controlling licensing and controlling vehicles, updating system levy payments, dividing routes and departure schedules, and rejuvenating the transportation fleet.

a. Regulations related to controlling permits and vehicles

In the Regional Regulation of the City of Surabaya Number 7 of 2006 concerning Organizing the Transportation of People on Roads with Public Vehicles, it regulates the licensing requirements that must be met by city transport route operators to operate at the Terminal. In law Number 22 Year 2009 on Traffic and Road Transportation states that road traffic and transportation as part of the national transportation system transportation system must developed its potential and role to realize security, safety, order, and smoothness of traffic and road transportation in order to support economic development and regional development (Riyadi, 2022).

The manifestation of this policy is an Article states that in order to be able to carry out transportation activities on a route, the transportation operator must have a route permit which is currently a requirement to operate entering the Joyoboyo Intermodal Terminal. The Department of Transportation has carried out its role through controlling permits by providing complete licensing requirements consisting of three items, namely route permits, KPS permits (Supervision Permit Cards), and KIR test permits or vehicle proper functioning. Completeness of licensing requirements must be completed by the driver to operate on the highway.

b. Regulations related to Renewal of retribution payment system

Based on Mayor Regulation Number 57 of 2019 concerning Procedures for Payment, Deposits, and Places for Payment of Terminal Levies, it is stated that payment of fees at the terminal is through a cash and non-cash system. This regulation is implemented by the Surabaya City Transportation Agency through the use of an e-payment card to make payments at the Joyoboyo Intermodal Terminal. The e-payment card is given free of charge to drivers whose lynx transportation route is registered and is still active in the data from the Department of Transportation. Drivers who use e-payment cards can pay a levy in accordance with Regional Regulation No. 52 of 2019 concerning Changes in Retribution Rates which regulates the nominal amount of levy rates according to the Lyn city transportation line operating at the Joyoboyo Intermodal Terminal.

c. Related regulations management of the city lyn transportation route at the Joyoboyo Intermodal Terminal

In accordance with Regional Regulation Number 65 of 2019 concerning Arrangement of the Joyoboyo Terminal, which states that vehicle lanes are the authority of the Department of Transportation in managing city transportation at the Joyoboyo Intermodal Terminal. Through this regulation, the Department of Transportation carries out its role by exercising its authority in dividing zones and drop-off times, managing incoming and outgoing flows at the terminal, and imposing administrative sanctions if there are violations. The division of lanes for city transportation routes is carried out with the aim of arranging the departure routes for each lyn city transportation route so that it is more effective in boarding and dropping passengers at the Joyoboyo Intermodal Terminal.

d. Regulations related to the planning of rejuvenation of the transportation fleet

Then, the fourth program is the rejuvenation of the transport fleet which is currently in the planning process and will start later this year. In addition to the 3 (three) programs currently being run by the Surabaya City Transportation Service, there is 1 (one) program that is currently in the planning process as an implementation of the role of the Surabaya City Transportation Service in optimizing the Lyn City transportation route at the Joyoboyo Intermodal Terminal. In planning this fleet rejuvenation program, the Department of Transportation aims to make lyn city transportation acceptable again in the community so that people's needs for lyn city transportation can be fulfilled. However, this plan has not been contained in Perda no. 4 of 2021 concerning the Medium Term Development Plan for the City of Surabaya for 2021-2016. Planning for the rejuvenation of Lyn City transportation still requires careful coordination with related parties. However, with this plan, the role of the Department of Transportation in efforts to optimize the management of the Lyn city transportation route has been carried out.

2. Enabling Role

Enabling role is one of the dimensions of the public sector role theory according to Jones in Mahsun (2019). The enabling role dimension is the role of the public sector in ensuring the implementation of regulations and their implementation through established programs. The function of the terminal for passengers is a place to wait from switching from one mode to another mode equipped with several public facilities such as comfortable waiting rooms, adequate information boards, neat and comfortable toilets and other public space facilities (Hasina & Satyadharma, 2023). The Surabaya City Transportation Service plays a role in regulating and implementing regulations and programs that become the implementation of applicable policies relating to the management of the Lyn city transportation route at Terminal Intermoda Joyoboyo.

The implementation of the program by the Department of Transportation is based on established Regional Regulations.

a. Implementation of Control by the Department of Transportation on vehicles

Based on the Surabaya City Regional Regulation No. 2 of 2014 concerning the Implementation of Public Order and Public Order for the activities of raising and lowering passengers and stopping vehicles in the Terminal. Control of lyn city transportation that violates public order and stops his vehicle to pick up and drop passengers in prohibited places, will be dealt with with a warning and control in the form of encouragement not to commit the violation.

The implementation of this reprimand and encouragement is carried out by the Department of Transportation through the Supervision and Control Division which is carried out routinely divided into 3 (three) shifts every day. This is included in the service time which is the time during which vehicles on a route are still operating. Time is calculated from the start of the vehicle operating in the morning until the last vehicle operates in the afternoon or evening (Primasworo et al., 2021). Some of these reprimands were carried out together with the police as a form of good coordination between the authorities.

The implementation of control on the licensing requirements for Lyn City transportation that wants to enter the Joyoboyo Intermodal Terminal, namely Lyn City transportation vehicles are required to meet the licensing requirements in accordance with the applicable provisions in the Surabaya City Regional Regulation No. 7 of 2006 concerning the Implementation of the Transportation of People on the Road by Public Transportation. Article explains that lyn city transportation which operates on certain routes has licensing requirements. These requirements are in the form of complete road permits consisting of route permits, KPS permits (Supervision Permit Cards), and KIR or Vehicle Function Feasibility Test Permits. The completeness of this permit is used as a condition for lyn city transportation to enter the Joyoboyo Intermodal Terminal. The purpose of controlling this permit is so that the safety of passengers can be guaranteed when the Lyn city transportation operates and data collection on the Lyn city transportation route is well maintained. Thus, it can be interpreted that the role of the Department of Transportation in implementing the control program has been running quite optimally.

b. Implementing Renewal of Retribution Payment System

The second program implemented based on the provisions of Surabaya Mayor Regulation No. 57 of 2019 concerning Payment Procedures, Deposits, and Places for Payment of Terminal Retribution. The regulation states that the terminal has two payment methods, namely cash and

non-cash payments. The Department of Transportation as the public sector plays a role in implementing these regulations through the implementation of programs that must be carried out. Currently implementing a retribution payment program, through a keycard board that is connected to the gate barrier on the entry and exit route of Lyn city transportation according to the respective routes that have been determined. The non-cash payment system is implemented using an e-payment card that has been given to drivers whose registered transportation routes are still active.

Meanwhile, cash payments are made by pressing the payment button so that the payment rate is in accordance with the applicable levies. The payment rates applied at the Joyoboyo Intermodal Terminal are in accordance with Regional Regulation no. 52 of 2019 concerning Changes in Levy Tariffs, which are based on each group of operating routes. Based on the implementation of the retribution payment system renewal program that has been carried out, it shows that the role of the Department of Transportation in ensuring that the implementation of the program based on the applicable regional regulations has been running quite optimally. This is because the payment system implemented at the Joyoboyo Intermodal Terminal can be implemented and received a positive response from the lyn city transportation drivers. Although, there are still some drivers who do not use e-payment cards as a method of retribution payment, but this is due to the condition of the drivers who cannot refill the card so they choose to use the cash payment system.

c. Implementation of the management of the division of the city lyn transportation route at the Joyoboyo Intermodal Terminal

The third program based on the Surabaya City Regulation No. 65 of 2019 concerning the Management of the Joyoboyo Terminal, which states that the vehicle lane is the authority of the Department of Transportation in managing city transportation at the Joyoboyo Intermodal Terminal. Through these regulations, the Department of Transportation plays a role in regulating the implementation of the program properly. The division of the exit and entry lanes for lyn city transportation is divided into four (4) for lyn city transportation. The four lanes are divided into seven (7) lanes with each lane filled by two (2) routes and each available route is used by two (2) to four (4) routes. The arrangement of this lane is carried out to facilitate the process of dropping and picking up passengers in the terminal. The effort of the Department of Transportation to implement this program is to give the authority to set the departure schedule to the management of each route. The goal is that the route manager can easily adjust to the lyn city transportation drivers, so that the driver can arrange the departure of his lyn city transportation by mutual

agreement. From the implementation efforts that have been carried out, it can be interpreted that the role of the Department of Transportation in ensuring the implementation of this program has been carried out quite optimally.

d. Implementation of transportation rejuvenation development

The fourth program, namely the rejuvenation of the transportation fleet and route routes, is still in the planning stage. The rejuvenation is planned to be carried out by providing feeder vehicles that can reach small residential streets. The procurement of feeder vehicles will involve the existing Lyn City transportation drivers, namely by recruiting Lyn City transportation drivers who are willing to become feeder vehicle drivers, with salaries in accordance with the Surabaya Regency/City Minimum Wage (UMK). In addition, with the rejuvenation of the transportation, the rejuvenation of the route route will also be planned by the Surabaya City Transportation Service so that the demands of the community's needs for public transportation can be met. However, the existence of this program planning has not been socialized by the Surabaya City Transportation Service to the drivers as parties who will be involved in the implementation of this program. The planning for the rejuvenation program for the transportation fleet and route routes has not yet been written in Regional Regulation no. 4 of 2021 concerning the Medium Term Development Plan for the City of Surabaya for 2021-2026. So based on the results of the discussion, it can be interpreted that the role of the Department of Transportation in the process of implementing the rejuvenation program which is still in the planning stage is not running optimally. This is because this program will only be implemented at the end of this year, so that implementation efforts still need to be carried out by the Department of Transportation through coordination with drivers as parties who will be involved and affected by the feeder vehicle procurement plan.

Based in research conducted by (Ngura et al., 2020), the results of research on the enabling role dimension showed that the role carried out by the Department of Transportation had not been optimal in implementing the planned program, this was due to the slow handling and limited funds available. In the theory of enabling role in (Mahsun, 2019), the public sector has a role in expediting the implementation of existing programs. In this study, the implementation of the program on the management of the lyn city transportation route experienced problems due to the discrepancy between the data on the number of lyn city transportation and the actual number of lyn city transportation at the Terminal.. So, with this analysis it can be concluded that in the enabling role dimension, namely the role of the Department of Transportation in guaranteeing the implementation of policies or regulations through the implementation of programs on the management of the city lyn transportation route is still not optimal.

3. Direct provision of goods and service

In addition to establishing regulations and ensuring the implementation of policies through program activities, the third focus of the role of the public sector is the direct provision of goods and services, namely the public sector also plays a role in controlling and supervising the entire implementation process of the procurement of public goods and services so as not to harm the community. One of the roles of the agency in Law No. 22 of 2009 is the Regional Technical Implementation Unit (UPTD) is a field of the Transportation Agency in charge of field affairs (Terminals, parking areas, and regional central radio broadcasts), this technical implementer is related to direct regulation and supervision of traffic flow in the scope of the Terminal (Putri et al., 2022). The Surabaya City Transportation Service has a role in overseeing the implementation of programs and policies set for public goods and services as a form of fulfilling facilities. Supervision is carried out by evaluating the programs that have been implemented, so that the implementation of these programs can run well in accordance with the objectives of the applicable regulations.

Control and supervision efforts carried out by the Surabaya City Transportation Service in implementing the planned program are through the evaluation stage which is taken through direct and indirect actions. Indirect evaluation is carried out by the Department of Transportation through performance evaluation meetings which are held every six (6) months at a minimum. The evaluation carried out aims to improve public service programs in order to provide benefits to the community. However, in the implementation of this evaluation meeting, it only involved the relevant agencies such as the Department of Transportation and the Police. Meanwhile, the direct evaluation carried out by the Surabaya City Transportation Service was through an approach to the drivers by listening to the complaints felt by the lyn city transportation drivers at the Joyoboyo Intermodal Terminal. This is done by the Supervision and Control Division in coordination with other field officers to assist in the approach process.

a. Evaluation of Licensing and Vehicle Control

In the first program, namely controlling the licensing carried out on the Lyn city transportation, so that it can operate at the Joyoboyo Intermodal Terminal. The purpose of controlling the licensing is so that the safety of passengers and drivers as well as data collection on Lynn city transportation can be maintained. However, the existence of licensing requirements to enter the Joyoboyo Intermodal Terminal along with the condition of the decline in passengers has caused vehicle owners to be reluctant to extend the permit. In addition, controlling vehicles that violate the stop signs has not yet created a deterrent effect for drivers who violate them. The

Department of Transportation has made regular efforts to control it, but drivers still get the opportunity to violate when officers are not operating.

So that it can be interpreted that the licensing and vehicle control program carried out by the Transportation Service is not optimal because there are obstacles, namely the reduced number of Lyn City transportation routes because Lyn City transportation owners are reluctant to extend permits and do not cause a deterrent effect for drivers who violate stop signs. Thus, the supervision process carried out by the Department of Transportation directly on controlling permits and vehicles that are not orderly, obtains evaluation results through approaches and observations. The results of the evaluation indicate that the Department of Transportation carries out the role of control and supervision, but it still needs to go through an advanced stage to manage the results of the evaluation into a better management program improvement.

b. Evaluation of the Renewal of The Levy Payment System

The implementation of this renewal of the retribution payment system received a positive response from the drivers as a form of improving the management of lyn city transportation, although its use is still periodic, but payments with the e-payment system make it easier for drivers to make retribution payments. The use of e-payment cards as a facility provided by the Department of Transportation for drivers has succeeded in making it easier for drivers to receive this payment system update. However, the Department of Transportation is aware of the adjustment for drivers who do not use the e-payment card due to difficulties, so officers are provided who can help drivers make cash payments when they will pass the gate barrier. Thus, the implementation of this payment system renewal program can be interpreted as having run quite optimally in the management of Lyn city transportation at the Joyoboyo Intermodal Terminal. From the evaluation results obtained by the Department of Transportation for the implementation of the payment system renewal program, it can be concluded that the Department of Transportation carries out a supervisory and controlling role in the program. The evaluation results obtained have also received responses and corrective actions to overcome the obstacles that occur.

c. Evaluation of the Division of the City Lyn Transportation Route at the Joyoboyo Intermodal Terminal

The division of the Lyn city transportation route at TIJ, which is one of the Lyn city transportation management programs, did not go as planned. This program for dividing lanes for routes is made to group routes by providing a place for each of the registered routes that are still active. The purpose of this lane division is to make it easier for passengers when entering the terminal when

they are going to ride the Lyn city transportation. In addition, the division of lanes and the provision of space for each route aims to arrange the departure schedule for the lyn city transportation at the Joyoboyo Intermodal Terminal. However, the purpose of this program was not achieved due to the decrease in the number of passengers which was the reason for the lyn city transport driver not to enter the terminal. Thus, the use of the facilities used for route distribution is not used properly because of the small number of Lyn city transportation waiting for passengers at the Joyoboyo Intermodal Terminal. Thus, it can be interpreted that the route division program is not running optimally because the decrease in passengers causes the objectives of this program to have not been achieved. So, from the evaluation results obtained through the approach to the driver, it shows that the Department of Transportation has carried out a supervisory role in the lyn city transportation route division program. However, the results of the evaluation have not received any action that is a way out of the obstacles faced, so that it needs to be followed up as soon as possible.

d. Evaluation of the Transportation Fleet Rejuvenation Plan

In the transportation fleet rejuvenation program which is the fourth program to optimize the management of the Lyn city transportation route, the Surabaya City Transportation Service has just planned the program and will start testing it at the end of this year. Planning this rejuvenation program aims to restore public interest in urban transportation as public transportation. This transportation rejuvenation is carried out by providing feeder vehicles as vehicles that operate on small roads with the highest level of community need for public transportation. The implementation of this feeder vehicle procurement involves city transport drivers to be recruited to become feeder vehicle drivers. However, not all drivers are involved because the feeder vehicles that will be operated in the future trial period are not in large numbers. In addition, the lyn city transportation driver, as the party who will be involved, admitted that he was not aware of the planning of the program. So from the research results obtained, it can be concluded that the supervision and control carried out by the Surabaya City Transportation Service on the planning of this transportation rejuvenation program has not been implemented so that it is not optimal. This is because there has not been a good coordination process between the Transportation Service and the Driver as the parties who will be involved in the process of implementing this program later.

CONCLUSION

The role of the Department of Transportation in optimizing the management of the Lyn city transportation route is carried out quite optimally. The role of the Department of Transportation in carrying out efforts to manage the Lyn City transportation routes has been carried out optimally, assessed through the regulatory role dimension which has been optimally implemented, the enabling role dimension which is still running less optimally, and the direct provision of goods and service dimension which is running quite optimally. Even though there are still some obstacles in implementing the program to realize the objectives of the policies set, the role of the Department of Transportation in seeking to implement and supervise the established programs has been carried out quite optimally in accordance with the three focuses of the role of the public sector according to Jones in Mahsun (2019).

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