

**THE ROLE OF TRANSPORTATION DEPARTMENT IN IMPROVING
PUBLIC SERVICE OF URBAN TRANSPORT**

(Study at Transportation Department of Malang)

UNDERGRADUATE THESIS

As Undergraduate Thesis Submitted on
Faculty of Administrative Science University of Brawijaya

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MOTTO

"...Barangsiapa bertakwa kepada Allah niscaya Dia akan membukakan jalan keluar baginya. Dan Dia memberinya rezeki dari arah yang tidak disangka-sangkanya. Dan barangsiapa bertawakal kepada Allah, niscaya Allah akan mencukupkan (keperluan)nya..."

[Ath-Thalaaq (65) : 2-3]



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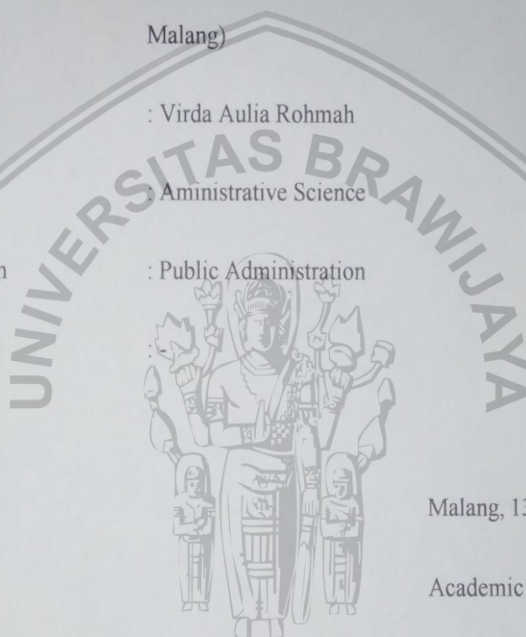
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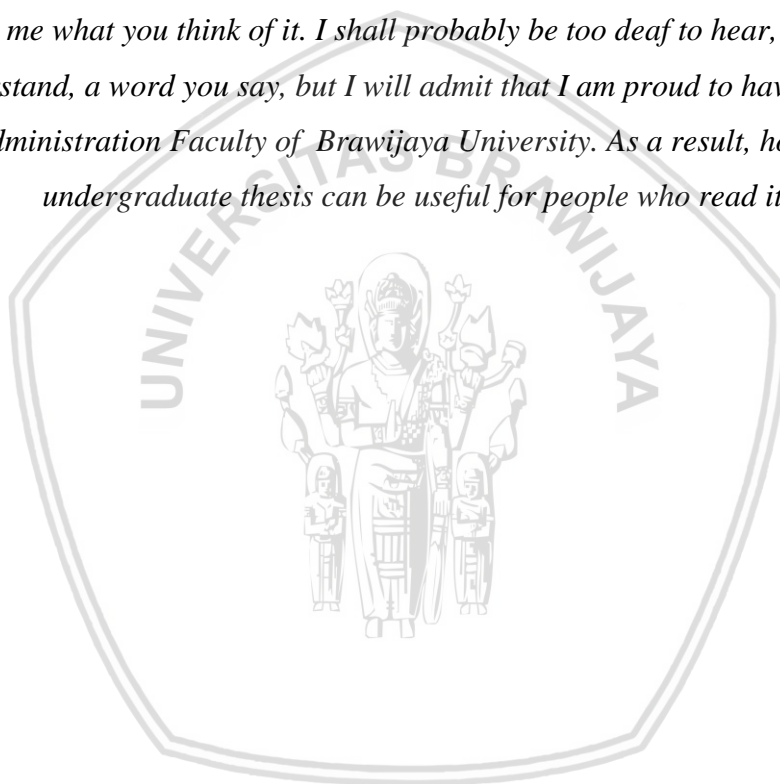
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DEDICATION LETTER

I wrote this undergraduate thesis in this step of success and I dedicate this writing to everyone who wants me towards in advance. Especially for my parents. I started it, because I had realized they did not stop praying for me, encouraged me and supported me sincerely.

Someday, whoever takes this book, you can take it from some upper shelf, dust it, and tell me what you think of it. I shall probably be too deaf to hear, and too old to understand, a word you say, but I will admit that I am proud to have graduated from Administration Faculty of Brawijaya University. As a result, hopefully this undergraduate thesis can be useful for people who read it.



SUMMARY

Virda Aulia Rohmah. 2018. **The Role of Transportation Department in Improving Public Service of Urban Transport (Study at Transportation Department of Malang)** (1) Dr. Lely Indah Mindarti, M.Si

Population growth in Indonesia has an impact on increasing mobilization needs, one of it is Malang. The need for mobilization has provided by local government of Malang in providing urban transport that uses by society. But nowadays urban transport is decreasing of interest since the existing online transport which offers its excellent service. Online transport that chooses by Malang societies found a lack of public services in urban transport. This was requiring the role of department transportation at improving public service in urban transportation which currently decreasing of interest. From the role has found several definite factors that had become supporters and inhibitors in improving public services.

This research aimed to describe and analyze the role of department transportation of Malang as regulator, facilitator, and evaluator in improving public service of transportation. This is descriptive research with a qualitative approach which describes a certain phenomenon that was happened in Malang and using descriptive analysis by Miles, Hubberman and Saldana.

Transportation Department of Malang improve public service of urban transport in active and integrated even though found some obstacles that made some roles still not optimal. As regulator, the Transportation Department good in made a temporary regulation that applied to overcome the problems faced by urban transport due to the emergence of online transportation and become less optimal in regulations. The other hand, Transportation Department of Malang do a great job by providing mediation in solving problems between urban transport and transport online. Transportation Department of Malang conducts periodic evaluations and build some innovations for improving public service in the evaluation results. To fix all problem Transportation Department of Malang can do a maximum role as a regulator by ensuring the implementation of Law and Ministerial Regulation which still wide violated by online transports. Another thing, as facilitator Transportation Department of Malang can change the system of urban transport without pursuing deposit. Transportation Department of Malang can give a comprehensive and real implementation of innovation that obtained during periodic evaluation result.

Keywords: The Role of Transportation Department, Public Service, Urban Transport

PREFACE

Praise of author toward Allah SWT, who has given and mercy, therefore author could finish undergraduate thesis entitled **“THE ROLE OF TRANSPORTATION DEPARTMENT IN IMPROVING PUBLIC SERVICE OF URBAN TRANSPORT (Study at Transportation Department of Malang)”**. This undergraduate thesis as the final exam proposed to fulfill the requirement for obtaining the undergraduate degree of Public Administration in Faculty of Administrative Science in University of Brawijaya Malang.

The author realizes that this undergraduate thesis would not be possible without help and support from several parties. Therefore, in this opportunity the author would like to thank the honorable:

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5. All the lecture at Faculty of Administrative Science in University of Brawijaya, thank you for all the knowledge from learning process until the end of study period.

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7. My second parents abah KH. Marzuki Mustamar and wife, and Dr. KH. Asep Saifuddin Chalim, MA and wife, hopefully given health by Allah and lowering his knowledge and blessing to me.
8. My beloved classmates of K class public administration 2014 who become my squad for almost 4 years. See you on top guys!
9. Thanks to all my sister in boarding house, especially Miss Lidia who understanding and company me in the last of my struggle.
10. All the party that related in the processing of this undergraduate thesis thanks all.

Finally, the author hopes this thesis will be benefits and contribute to the future research.

Malang, 13 April 2018

Author

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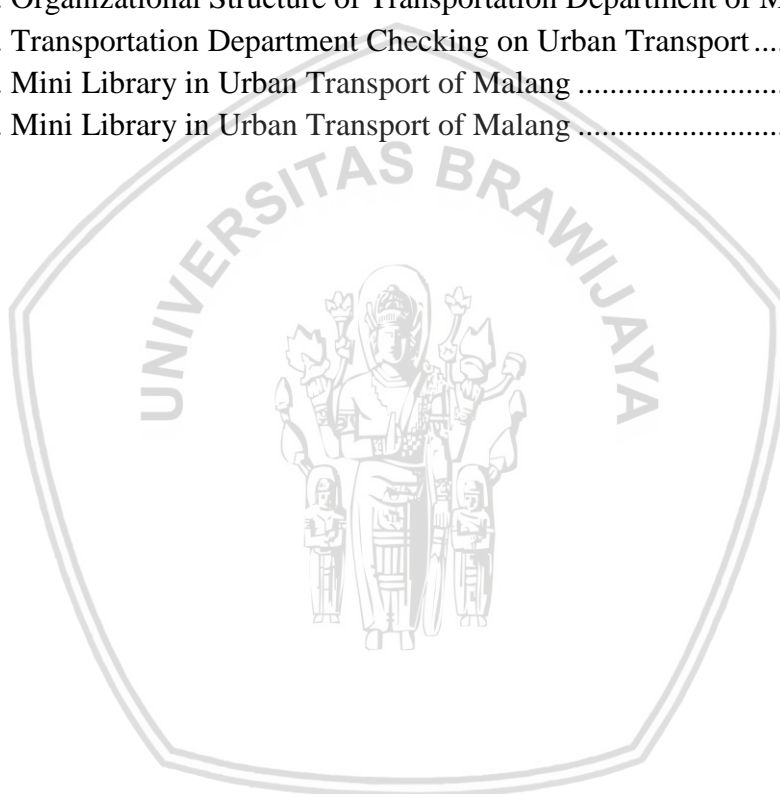
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CHAPTER I

INTRODUCTION

A. Background

Indonesia is one of countries with rapid population growth. Population growth is one of the factors that influence the development of urban areas in Indonesia. The Statistical Center Department conducts comprehensive research in every decade stating that the total population of 2010 is 237.6 million people and it is estimated to increase in 1,49 per year (Statistical Center Department 2017). The increasing trend of the population is caused by urbanization and high birth rate of every city in Indonesia. The increasing number of people in the developing cities makes the rising needs of the people that must be fulfilled. One of the increasing needs of the population in line with the increasing urban population is the needs for mobility.

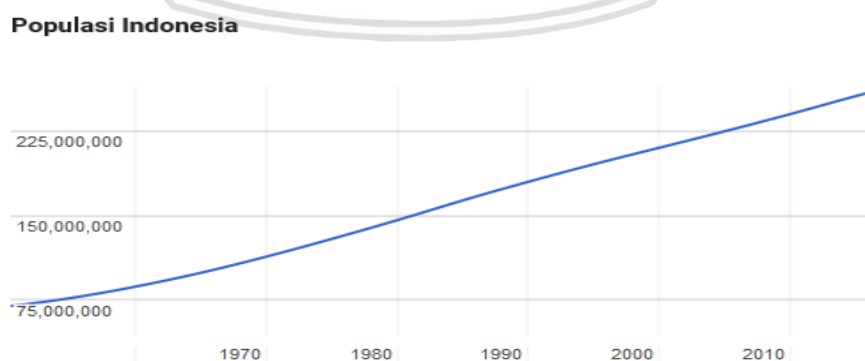


Figure 1. Indonesia's Population from 1970-2010

Source: Statistical Center Department

On the dephub.go.id article (2011) stated that there is a relation between population growth and the increasing transport needs. A wide range of economic activities, social and political as well as a high population mobility tend to trigger a city to grow. Activities of society require available facilities in terms of infrastructure that should be fulfilled by the local government.

As described in the Constitution of 1945 Article 18 Number 5 in the Local Government Administration that local governments are granted the widest autonomy, except government concern that determined by law as the Central of Government affairs. The inception of both local or central Government at first to maintain a discipline system in the society, so that people can get a prosperous life. Furthermore, the lives of society would not be detached from the Government's role who has the duty and functions of regulating and facilitating the order of his own government. In accordance with the enactment of regional autonomy in which local governments are given the authority directed to the role of government and society to participate in the development process such as planning, implementation, maintenance, and supervision. The authority of local governments in making regional policies is to provide public services, increase participation, initiatives and public empowerment that aimed at improving public's welfare. The role of government in the community empowerment such as formulation, determination of policy (regulator), implementation, supervision, evaluation, and mediation. Furthermore, Sulistiyani (2004: 5) asserted about the role of government:

"The role of the government commonly positioned as the fasilitator position in the process of the good community empowerment. The facilitation can be political policy, general policy, sectoral / departmental policy, as well as other normative limitations. Beside that, facilities can be experts, funding the provision of technology, skilled workers, and etc."

In addition through the Law Number 23 Year 2014 about the Local Government that central government has given the rights, obligations and authorities of the autonomous regions to manage their own government concern and the public interest in order to realize about the development to be more democratic as efforts in supporting the government. In this case the role of local government changed as a public servant. Because the Government held not to be self-serving, but to serve the public (Sunni in Labolo, 2011:35). So the role of local government in their region to be a great public prosper, and also have an important role in regulating their region concern in the field of services for the public welfare.

The government as policy maker should be responsive to the problems faced by the public. Because public needs in the field of service currently become higher. If the government does not immediately respond to the problems faced, it will appear other problems and become complicated. It is particularly concerned in the law number 25 of 2009 Chapter I Article I Paragraph I about Traffic and Road Transport that the meaning of public services is an activity or series of activities in order to fulfill the social needs in the field of services in accordance with legislation for every citizen and residents of goods, services and administrative services provided by public service providers. One of the small things that government can do is to provide a fair and non-discriminatory of

public service. Mentioned (Puspitosari, et.al 2012: 9) that in order to prosper the people, the state has an obligation to facilitate all the fulfillment the right of public. So public services that organised by the Government is responsibility for the mandate which is given by the society.

One of the services that provided by the government is transportation public service. High demands of public mobility command to the local government performance to be great in order to fulfill its demands. In this case, public service sector in the field of transport should be implemented by multidimensional, in which the service providers should give a big attention to every situations and condition of transportation itself and consider the environment that affects and influenced (Mutia, 2015:3). To fulfill transportation demands as a whole that can be used by all societies, the government should facilitate the demands of people who tend to rely on public transport for their mobility in a good service. It can be said that the government should facilitate by providing mass transportation such as urban transport.

Fulfillment of good service needs addressed to the public referring to the decision of the Minister of Transportation Number 35 Year 2003 on the Transmission of People on the Road with Public Transportation. Transport is the movement of people and goods from one place to another by vehicle. Where the existence of public transportation aims to provide good and decent transportation for the society.

In terms of city transportation system context, urban transport is a part that can not be separated from city transportation system, and it's component have a significant role (Suwardjono 2002:38). Public transportation called be significant due to a bad and uncomfortable transport system conditions will lead to a decrease in the effectiveness and efficiency of the public transportation system as a whole. The bad thing that happened to the transportation system caused the disruption a whole of city system, both in terms of fulfilling the needs of public services and the quality life of the city.

Table 1. Number of Motor Vehicles by Type of Vehicle

| Number of Motor Vehicle by Kinds (Banyaknya Kendaraan Bermotor Menurut Jenis Kendaraan) 2014 - 2015 | | | | | | | | |
|--|-------------------|------------|--------------|--------------------|-------------------|------------|--------------|--------------------|
| Kinds of Motor Vehicle | 2014 | | | | 2015 | | | |
| | Passengers | Bus | Truck | Motor Cycle | Passengers | Bus | Truck | Motor Cycle |
| Public | 2.659 | 511 | 3.170 | - | 2.606 | 543 | 3.378 | - |
| Non Public | 72.503 | 310 | 14.613 | 391.282 | 77.682 | 327 | 15.042 | 410.177 |
| Dinas | 656 | 40 | 166.000 | 1.277 | 700 | 48 | 178 | 1.391 |

Source : Center Office of Samsat Malang

The number of passenger in public transport from 2014 to 2015 has decreased, and the increase is shown by passengers (non-public) and users of motorcycles (non-public) that have been increased. It means that people prefer to use private transportation or private services than public transportation so that the public interest to use urban transport has declined.

Urban transport is one of the factors that supporting development in some city. The declining of urban transport passengers due to the increase of public

interest in online transport services that currently causing transportation problems to be more complex and triggering a variety of conflicts between urban transport services and online transport service. It is proved by the statement of Grab Indonesia, one of the private transportation companies, that the growth of online-based transport service (private transportation) users increased significantly in the first half of 2016. In his press statement, GrabCar and GrabBike claimed an increase of more than 250 times since mid-2015 (Money.id, 2016).

The local government required an action to face the problems, especially urban transport service providers, in order to make society interested in returning to use urban transport rather than using private transportation services. Referring to the Regulation of Transportation Minister Number 108 in 2017 on the Transmission of People on the Road with Public Transportation Not in the Trajectory that online-based transport is not legal entity, has no business domicile letter and Taxpayer Identification Number, does not have a minimum fleet of five units, has no center for service or maintenance and administrative readiness required for conventional public transportation. So that these problems must be handled as soon as possible. Great urban transport services become a demand for local governments especially in the field of transportation. In addition besides to increasing public interest, the stable of using urban transport in order to keep the stability of income resulting from urban transport. So, hopefully, the existence of urban transport remains an important thing as a public necessity.

The Government as a provider of public services in the transportation sector should run effectively and efficiently. In the Law of Republic Indonesia, Number 22 Year 2009 on Traffic And Road Transport explains that traffic and road transport as part of the national transportation system that should be developed its potential and role to realize security, safety, order and smoothness of traffic and Road Transport in order supporting economic development and regional development. So that, the public transportation services provided for the development of the region, the service is run in an efficient and effective way. Effective in the sense of survival, high accessibility, integrated, sufficient capacity, regular, running smooth and fast, easy to achieve, timely, convenient, affordable, orderly, safe, and low pollution and said Efficient in terms of low public load and high utility in one unity of national transportation network (Directorate General of Transportation, 2017).

Malang is categorized as the second largest city in East Java after the city of Surabaya. This large city has enough of transportation facilities. Adequate transportation facilities will greatly affect the quantity and quality of public movement in performing daily activities. Along with the rapid mode of transportation and technological developments make people doubt the quality of urban transport of Malang. The importance of excellent service in urban transport is expected to be a priority for the society. The demand for great service by the public should be a suggestion to the local government to fulfill it. Because urban transport will give a big impact on the development of Malang. Therefore, Malang local government is required to act in providing solutions to harmonize between

the public transportation (urban transport) with the private transportation (online transport) with different services for the welfare of Malang society.

Malang has implement the public transportation regulation as stipulated in the Local Regulation of Malang City Number 9 Year 2006 about the Implementation of Public Transport on The Road by Public Transport in the Route that explaining that in order to create safety and comfort in the field of transportation, especially public transport on the street by public transport it is necessary to regulate the transportation of people on the road by public transport in the route. So far the implementation of the Regional Regulation is still not running maximally and has not fulfilled the public satisfaction, it is because the safety and comfort of the community has not become a top priority in the service sector of the city of Malang. As stated by the passenger of the urban transport "... *sometimes the urban transport driver speeding with full passengers, but if stop for searching passengers takes a long time, there is no time limit, so I prefer to use the online transport than urban transport*" (www.dictio.id, 2016).

In recent years the government has made a policy or new regulations to increase the number of public transportation fleet in which operating in Malang (mediacenter.malangkota.go.id, 2016). It is expected to improve the public service especially in urban transport and encourage the society to re-use urban transport than using on-line transportation. Day by day the number of unsuitable urban transport in Malang continues to increase, so in fact its make public interest reduced to the urban transport and make the condition becomes emergency. The

number of public transport that does not operate due to unfeasible and uncomfortable becomes the factor of interest of the society began to decline. Conditions that can be proven with data by Directorate General of Land Transportation 2016 as follows:

Table 2. Recapitulation Data of Public Transport Number in East Java Region

| REKAPITULASI DATA JUMLAH ANGKATAN UMUM DI WILAYAH JAWA TIMUR | | | | | | | | | | | | | |
|--|----------------|-----------------|---------|----------|---------|-----------------|---------|----------|---------|-----------------|---------|----------|---------|
| (Perhubungan Darat dalam Angka 2016) | | | | | | | | | | | | | |
| No | KABUPATEN/KOTA | Tahun 2014 | | | | Tahun 2014 | | | | Tahun 2014 | | | |
| | | JENIS KENDARAAN | | | | JENIS KENDARAAN | | | | JENIS KENDARAAN | | | |
| | | BB | BS | BK | MP U | BB | BS | BK | MP U | BB | BS | BK | MP U |
| 1 | KOTA KEDIRI | - | 86 | - | 384 | - | 86 | - | 384 | - | 86 | - | 384 |
| 2 | KOTA LAMONGAN | 50 | 25 | 75 | 361 | 50 | 25 | 75 | 361 | 50 | 25 | 75 | 104 |
| 3 | KOTA LUMAJANG | - | - | - | 152 | - | 23 0 | - | 104 | - | 23 0 | 39 | 205 |
| 4 | KOTA MADIUN | 13 5 | 15 0 | 55 | 205 | 28 0 | 15 0 | 55 | 169 | 28 0 | 15 0 | 55 | 169 |
| 5 | KOTA MALANG | 92 | 15 0 | 172 5 | 345 | 87 | 14 0 | 165 4 | 290 | 41 5 | 31 0 | 235 5 | 1500 |

Source: Directorate General of Land Transportation, 2016

In the previous year mentioned that there is an increase in the type of vehicle (*MPU*) or public transportation to adjust with the increasing population. At present, there are more than two thousand public transport listed as urban transport in Malang, but the number of transportation that operates only a half of it, it is reinforced by Kusnadi statement as the head of the Transportation Department of Malang that:

"The condition of public transportation in Malang is quite apprehensive. Many public transport are not operating because of the lack of passenger interest, there are 1,500 units of public transport that are still actively operating, only 70 percent are still roadworthy, the remaining 30 percent or about 450 units of transport conditions are not worth the way."(tribunnews, 2016)

The condition of urban transport is less comfortable, many public transport is not feasible to operate, sometimes the driver of public transport riding recklessly, some driver selfish in terms of transport capacity, erratic time service, until the habit of public transportation that stops a lot of roadside that often cause traffic jam is a common sight of public transportation in Malang. It is suspected to be the factor of declining interest of urban transport passenger. As well as the existence of the private business transportation service (online) in Malang, which began in 2014, online transport services, often known as Gojek, Grab and Uber belonging to Transportation Network Companies (TNC) which have grown in Indonesia (Syafriano, 2017: 5). The emergence of online transport is driven by the growing user of internet and mobile smartphones by the local society. Existence of TNC offers many advantages for its customers, which is cheap, easy and fast. So the presence of TNC is a strong reason for people to choose the excellent service that has been served. And it can gradually shift the position of urban transport as a main transportation in Malang.

Kompas (2015) explained that the existence of online transport has a positive and negative impact on society and the environment in Indonesia. The positive impact of online motorcycle taxi to the public such as facilitating the local society especially in mobility activities, online transport helps society to save spending on transportation costs, In addition online transport give an opportunity to adding job vacancies for unemployed local society to work as drivers of online transport. On the other hand there are also negative impacts caused by the emergence of this online transport. Such as adding a big risk of

traffic jams in the urban areas, it is because of some people will use private vehicles for online transport and the possibility of online transport drivers will be parked carelessly and the existence of online transport are makes angry and envy for conventional city transport (urban transport), urban transport arguing that online transport takes over the consumers of them.

The emergence of online transport by providing some advantages and disadvantages will be a challenge for the local governments, especially in the field of transportation that should be maintain the existence of urban transport. Because it can make the existence of urban transport threaten to reduce the interest of the society so that it can harm the driver of urban transport and also can reduce the regional income in the sector of transportation. Societies that has become an online transport customer can change their preferences of using online transport than urban transport.

The lack of service in the field of urban transport in Malang that makes the declining interest of society in urban transport users and prefer to be an online transport customer, according to Adisasmita et.al in Mediana (2012: 2) required the role of government as a regulator in regulating, fostering and supervising the implementation of transportation services. In terms of accomplishing the criteria of good and feasible urban transport, the Transportation Department of Malang has made efforts in improving public services. The Increased public service will be known by the benchmarks of the society itself, such as the statement of several

passengers of urban transportation which is shunted by malangTODAY.net as follows:

"The existence of urban transport has often made dissatisfied their passengers, the cost is not reasonable, passengers are dropped anywhere and at that time the drivers do not want to take the students to go to school, they are not good in treating their passengers. So I think it is better to use online transport because it can pick me up at home".

"... if I have to ride public transportation, I should wait an hour for the road, so where is the effectiveness of public transportation services? It is wasting my time, Whereas if I use online transport, it can be delivered quickly and on time".

With the various efforts of the Transportation Department in facing the challenges of rapid globalization, improving the quality of good service for the society will always be the focus of the problem. Malang's government required providing a high responsiveness to the problems that occur in the scope of society. Therefore, the researcher examines this case in order to know the existence of urban transport in the future with the presence of online transport and conventional public transport concept, so that the researcher chooses "The Role of the Transportation Department in Improving Public Service in the Field of Urban Transport" as the title, due to considering the performance of the Transportation Department as a department that takes care of transportation in the scope of Malang, as well as a regulator, facilitator and evaluator of regional policies in the field of transportation, it can be concluded that the role of the Transportation Department of Malang has a big influence. It is expected that the transportation service of Malang can solve the problems between transportation services and improve the public service, especially in the field of urban transport.

B. Problem Formulation

According to the background that has explained above, the author set formulation of problem as follows:

1. What is the role of Transportation Department in improving public services of urban transport?
2. What are the inhibiting and supporting factors of the Transportation Department in improving public services of urban transport?

C. Research Objectives

According to formulation of problem, some of the purposes of this research as follows:

1. To analyze and describe the role of transportation service in improving public service of urban transport.
2. To analyze and describe the supporting and inhibitors factors of the Transportation Department in Improving public services in the Urban Transport Sector.

D. Research Contribution

The expected benefits of this research can be formulated into two contribution as follows:

1. Academic

- a. The results of this study are expected to be thought in the study of public administration science, especially public services in the field of transportation.
- b. As an input suggestion for other students interested in conducting research with the theme of transport services in public sector organizations.

2. Practical

- a. The result of this research is expected to be correction material of Transportation Department of Malang especially in urban transport in improving service of city transportation.
- b. As a source of information for people who want to know more about the city transportation system of Malang.

E. Systematics Writing

In order to understand the outline of this undergraduate thesis, the author provide discussion systematics that consist of the whole arrangement of this undergraduate thesis in the simple form, so it will be easier for the reader to understand it. This discussion systematics consist of 3 (three) chapters, there are:

CHAPTER I INTRODUCTION

In this chapter presents about the beginning framework of thought that consisting of background, problem formulation, research objectives, research contributions and systematics writing.

CHAPTER II THEORITICAL FRAMEWORK

This chapter contains the theoretical framework as the foundation that will be use in the case of problem solving and the basis of theoretical framework. Some theories that used in this study include: Public Administration Theory, The Role of Local Government, The Concept of Public Service, Theory of Transportation. And all of the theory will be supported by regulations and suitable data.

CHAPTER III RESEARCH METHOD

Describes the research method that used, including the type of research selected, the focus of research being the main focus, the location and the research site in where research is conducted, source and type of data, data collection method, research instruments which used in collecting data and data analysis in the step of analyzing the data in order to get the research results.

CHAPTER IV RESULTS OF RESEARCH

Contains of data set and analysis that are the main objectives of the research. This chapter discusses the data relating to the problem being researched, relating to the objectives of research and in accordance with the research focus. The data that has been collected then analyzed and implemented.

CHAPTER V CLOSING

In this chapter will be described the conclusions that contain the main findings of research in accordance with research objectives and suggestions and the results of research which can be used as a recommendation in further research.



CHAPTER II

THEORITICAL FRAMEWORK

A. Public Administration

1. Understanding of Public Administration

Entimologically, the administration comes from the word 'ad' and 'ministrate' which one of them means "serve" and can be used (Syafiie, 2006: 16). In addition, according to Indradi (2006: 01) said the administration in Indonesia well known comes from "administration" word which means an activity to manage or move. Based on the opinion by Atmosudirjo in Syafiie (2006: 13), Administration is a social phenomenon, a specific embodiment in modern society. This existence of Administration related to an organization, means that the administration is within the organization. Administration in a broad sense, according to Gie in Syafiie (2006: 14) is a series of activities that do by a group of people in a cooperation in order to achieve certain goals. Meanwhile, according Siagian in Syafiie (2006: 14) administration is the whole process of cooperation between two or more people based on certain rationalitas to achieve certain goals that has been planed. In a narrow sense according to Syafiie (2006: 15) administration as we know well known as business system. Indeed business system is the elements rather than administration in the broad sense, the complete

elements of its implementation are as follows: 1) Organizing; 2) Management; 3) Relationship; 4) Personnel; 5) Finance; 6) Supplies; 7) business system; and 8) Representatives. Then Siagian (2014:4) explains that administration is the whole process of execution of decisions that have been taken and organized by two or more persons to achieve predetermined goals.

With the development of an era, accompanied by the development of administration as a branch of science. That means administration as business, management, and process to the government. Here is the understanding according to experts:

a) Administration as a Business

Understanding that administration as a business system or specially in books record was popular in Indonesia, those definition is also administrative in the narrow sense (Indradi, 2006:02). Meanwhile, according to F.X Soedjadi in Indradi (2006:03) administration as a business work system and secretarial, which is the jobs related to correspondence, regarding administration means recording or documentation, registration, archives and others. In addition, the well-known administration of "business systems" is the rules on the performance of tasks covering three general and important affairs areas in each office, agency , concerning a) general affairs; b) financial; c) personnel explanation (Sosromidjojo in Indradi 2006: 03).

b) Administration as Art or trick

Administration can be viewed as an art or a trick because in practice the administration requires skills that can be get through some training in which there is a personal considerations (Indradi, 2006:05). This is in accordance to Sagian in Indradi (2006:05) administration other than as artistic science as well as scientific art.

c) Administration as a Technique and Skills

According to Indradi (2006:06) administration as a technique is a method that arises from the imitation or repetition of the art of administration, or can be through a continuous incident repeated. viewing administration as a skill means seeing it as a skill a person or group possesses in completing administrative tasks.

d) Administration as Management

According to William J. Schultze in Indradi (2006: 07) that management and administration are often used in parallel, so people sometimes can not distinguish it. Although management terminology commonly used in publications, there is a tendency of management terminology to be applied in public or state, one example of it is government management (Indradi, 2006: 08).

e) Administration as a Process or Activity

Dwight Waldo in Indradi (2006: 08) reveals that administration is a cooperative human effort that has a high degree of rationality. Meanwhile, according to Simon in Indradi (2006: 09) in the broad sense, the administration can be defined as group activities (people) who work together to achieve common goals. In addition Nawawi also added that the administration is an activity or a series of activities as a process of controlling the business cooperation of a group of humans to achieve a predetermined shared goal (Indradi, 2006: 10).

f) Administration as Government

Wijana in Indradi (2006: 11) explained that the administration is a set of all components in this state ranging from the lowest and highest in charge of running the government, the implementation and the police, while Atmosudirjo in Indradi (2006:11) the sense of public administration as the apparatus of the State that headed and driven by the government to enact legislation, policies and the will of the government.

And further explanation about the elements of administration according to Indradi (2006:18) that the administrative elements are important parts of the administration that make the administration intact and perfect so that the established goals can be achieved. There are eight administrative elements in question namely a) organization as an administrative element; b) management as an administrative element; c) the relationship/ communication as an administrative element; d) personnel as an administrative element; e) debriefing as

an administrative element; f) administration as an business system element; g) representative or public relations as an administrative element. In addition, according to Tjiptoherjanto (2010: 104) administration is a process that must be lived to achieve group goals, meaning that the administration process must be undertaken by all parties who have a common goal.

Public can be interpreted by people (general), all the people who come (Indradi, 2006: 110). Meanwhile, according to Syafiie (2006: 17) the term public comes from English language which means general, society or country. In Indonesian language, the true meaning of the praja word means people, so for the government who serve the public goods and needs called pamong praja (public service). While the meaning of the public itself is a number of people who have togetherness thinking, feelings of hope, attitudes, and actions are right and good based on the values of the norms they have (Syafiie, 2006: 18). Some definitions can be concluded that meaning of public is everything that is general, concerns about society and about the state. Because a society that composed of residents and non-residents as well as citizens and foreign citizens reside within a country with its own authority.

Public administration according to Atmosudirdjo in Syafiie (2006: 24) administration of the state as an organization, and the administration that pursue the achievement in the goals of a state. Based on the opinion of Pfiffner and Presthus in Syafiie (2006: 23), public administration includes:

"The implementation of government policies established by political representative, public administration can be defined as coordination of

individual and group efforts to implement the government policy. This mainly covers the daily work of the government, and globally public administration is a process concerned with the execution of government policies, guiding skills, and innumerable techniques, giving direction and purpose to the efforts of a number of people "

While definitions of public administration according to Nigro in Syafiie (2006:24) such as:

1. Public administration is a group collaboration within the environment of government;
2. The public administration includes the three branches such as executive, legislative, judicial branches and their relation;
3. Public administration has an important role in the formulation of government policy, and therefore the constitutes is a part of political process;
4. Public administration related to a wide private and individual sectors in the way of providing services for public; and
5. In other side Public administration has a different placement of understanding by individual business.

In addition Wilson in Tjiptoherijanto (2010:111) public administration is the process of operationalization of political decisions, it can means to separate the political area from the administrative area. In the system of white in Tjiptoherijanto (2010: 111) system of public administration as organization and management of public administration which is crystallization formally, life experience of society.

Based on some theories above it conclude that public administration is the process by which public personnel are organized and coordinated to formulate and manage the decisions in public activities in order to pursue the achievement in the goals of a state. Beside that public administration referring to implementation of government policy whose fundamental goal is to advance management and policies so that government can function with kind of approach.

2. Public Administration Functions

After understanding the definition of public administration, the author will explain the function of public administration. Tjokroamidjoyo in Tjiptoherijanto (2010: 112) describes the three main functions of public administration, including the following:

- a. The policy formulation has four sub-functions, such as function of policy analysis, future estimates for preparing alternative measures, programming/ strategy and decision-making. The consensus of policy formulation is needed in achieving the goals of a prosperous society. That consistency includes consistency in over time / generation, between sectors and regions, between levels of government and between government units;
- b. The Use of administrative dynamics: includes leadership, coordination, management, and communication. If the arrangement/ control of administrative elements put more emphasis on organizational aspect of administration.

With this function, in the practice of public administration will be more focused and it will accordance with goals that have been achieved previously. Then in the administrative practice some companies use administration as a tool to achieve maximum profit and or maximize the value of corporate wealth. The government uses the administration to achieve the goal of maximizing people's

welfare. So that public administration function is to maintain the incumbent government in power with some process of achieving the goals of a prosperous society.

3. Paradigm of Public Administration

The articulation development of public administration can be related to the development of its paradigm, Denhardt in Syafri (2012: 189) divides the development of public administration into three major paradigms:

a. Old Public Administration (OPA) 1887-1987

This paradigm holds that the public interest is something politically defined and listed in the rules, responsible to the class and the electorate, its accountability based on administrative hierarchy, and the role of government as runner.

b. New Public Management Paradigm (NPM) 1900-2000

This paradigm believes that the public interest represents individual interests, accountable to the customer, prioritizes the efficiency in performance measurement and the role of government directs. NPM embraces the values and practices of business administration that applied into public administration practice through privatization, introducing the value of competition through the international market. The management of public services which is held with private sector on the one hand can improve the performance of public services, but mostly can enjoyed by people who can pay fully.

c. New Public Service (NPS) Paradigm 2000- Now

This paradigm believes that the public interest is the result from democratic values, more respect to the citizens than entrepreneurship, the government's role is negotiate and collaborate the needs of citizens, serving citizens or society, prioritize public interests, and thinking strategically and act in democratic.

From all paradigms above, it can be understood that the process of policies and programs which is directed to the society interests, and the role of government in this case is more directed to the society welfare through the involvement of the role and support from the private sector itself. Public interests come from individual or personal interests arising from the society.

B. The Role of Local Government in Public Service

1. Definitions of Roles

Understanding the role according to W.J.S Poerwadarminta (1985) cited by Wahyuatma (2008: 18) is something that becomes part or hold the highest part of the chief. In other side, according to Mukijat in Pertiwi (2017: 35) roles are functions that show activity on work to achieve desired goals. But role more indicative as a function, as an adjustment and as a process, rather than that role is a person who occupies a position or place in society and manage of it (Soekanto in Nugraha, 2016: 30).

Furthermore, as the explanation of Soekanto in Nugraha (2016:31) someone who have a position in society and runs a role that includes three aspects, namely:

- a. Roles include norms that related with one's position in society. A role in this sense is the set of rules that guide people in the life of society.
- b. Role is a concept of what can be done by individuals in society as an organization.
- c. Role also can be said to be an important individual behavior for the social structure of society.

Aspects of the role that proposed by Soekanto continues on the various kinds of roles according to Soekanto in Nugraha (2016: 31) attached to the individuals in society, like the following:

- a. A certain roles should be exercised if the structure of society is to be sustained.
- b. The role should be placed on individuals whose the society can believe that those people capable of carrying out, a people who hold a role must be trained and have a desire to carry it out.
- c. Sometimes we can find an individuals who are not able to perform its role as expected by society, because it may running of role require of sacrifice in many personal interests.

- d. If all people are capable of performing their roles, the society will not be able to provide balanced opportunities and often forced to limit these opportunities.

Based on the opinion of some experts can be interpreted that the role shows what activities can be done by individual or department for society to achieve the desired goals. So Role has a great influence in every phenomena. In addition there is a Role theory that explains some parts of the role (Cohen in Nugraha, 2016:31-32) there are:

- a. An actual role (Anacted Role) is a way that really implement by someone in running a role.
- b. The recommended role (Prescribed Role) is the way that society hopes in running a certain role.
- c. Role conflict is a condition that experienced by someone who occupies a status that demands expectations and the goals of the role has a conflicting with the expectations.
- d. Role Distance is the implementation of emotional Role.
- e. (Role Failure) is a failure of person in the way to perform certain roles.
- f. (Role Model) is a person whose the behavior can imitate or follow.
- g. The set and scope of role (Role Set) are the relationship between person who hold the role to another people when he/she running the role.

- h. (Role Strain) is a condition that arises when a person face a difficulty in fulfilling the purpose of role that performed due to incompatibility with each other.

So, It is concluded that the Role is a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation. Role Theory is a combination of various theories, orientations, and disciplines. An actor must act as a figure in certain character and in that figure who has a certain character, that figure expected to keep in a particular behaviour. In this discussion will be limited to the role of local government. The function of role is expected to affect the society and can run balance with its position.

2. Local Government

According to Law Number 23 Year 2014 on local government, local government and parliament according to the principle of autonomy and co-administration tasks with the principle of autonomy as widely as possible in systems and principles of Republic Indonesia, as referred in the 1945 Constitution of Republic Indonesia. Local government is the main element in the implementation of government in the region which is a sub system in state government (Supriatna, 1993: 86).

In the administration of local government, the local government is granted the widest autonomy, except for government center affairs which is the law determined as a regional affair, so that applies the theory of residue, regional authority is the rest of all authority after mitigated the five powers that are owned

by the Central Government. Indeed, with the existence of regional autonomy is expected to increase the quality of service rather than income (Hesti et al, 2012).

Based on theories above Local government is administrative authorities in a smaller area of a country. This title is used to complement nation-level institutions, referred to as central government, national government. Local government only operates using the powers granted by law or higher level government directives.

3. The Role of Local Government

In the implementation of government in Indonesia, the government has certain functions and roles. According to Kaufman in Thoha, (1995: 101) mentions that the function of government is to serve and manage society. Then further explained that the task of service more prioritize the public interest, facilitate public affairs and provide satisfaction to the public, while the task to manage more emphasis the power in the position of bureaucratic.

Meanwhile, according to Rasyid (2000:13) suggests 6 (six) general tasks of government, as follows:

- a. To ensure the security of the country from any possible attack from the outside and avoid insurgency within that could downing the legitimate Government through violent;
- b. Maintain the diciplines and ensure that any changes that occur in the society can take place peacefully;
- c. The Guarantee implementation of fair treatment to all citizens;

- d. Undertake efforts to increase social welfare;
- e. Implement economic policies that provide profitable for the society in wide scope;
- f. Implement policies to maintain natural resources and environment.

From the explanations above, the intended role in this research means the action performed by the local government in improving the quality of service to the society. The role of government in development of Decision of Malang Mayor Number 55 Year 2012 regarding Description of Main Duty and Function of Local Government in the Field of Department Transportation, as follows:

1. Formulation and implementation of technical policy in the field of transportation.
2. Preparation and implementation of the Strategic Plan and Work Plan in the field of Transportation.
3. Preparation and determination of transportation network technical plan.
4. Development of management and traffic engineering.
5. Terminal operation and maintenance.
6. Monitoring and supervision of road transport and to airport.
7. Implementation of traffic control and order.
8. Development and management of parking.
9. Implementation of motor vehicle testing.
10. Providing licensing technical considerations in the field of transportation.
11. Giving and revocation of licenses in the field of transportation.
12. Implementation of activities in the field of levy collection.
13. Determination of road transport network
14. Implementation of placement and maintenance of signs and traffic signs.
15. Technical consideration licensing and business supervision in the field of transportation which includes services of transport, post and telecommunications.
16. Implementation of Minimum Service Standards (SPM) in the field of transportation
17. Empowerment and performance improvement of Technical Implementation Unit (UPT).

18. Special administrative management includes the preparation of programs, management, administration, finance, staffing, household, equipment, public relation and library and archives.
19. Evaluation and reporting on the implementation of tasks and functions.
20. Implementation of other duties given by the Head of Region in accordance with the duties and functions.
21. Implementation of other duties given by the Mayor in accordance with their duties and functions.

In addition, the role of the government in the opinion of Smith in Muluk (2006:57) that the government has the duty to protect the society to avoid violation and invasion of other communities and as far as possible the government must be protect every member of society from injustice or pressure from other community members, and to enforce the administration of justice certainty. This perspective put the role of government in a limited way that called defense, courts and the police. Based on the statement above, that the process of governance is determined by the role of government as a stake holder in taking policies or decisions that can solve about online transportation and conventional transportation problems. The role of government to be strong if there is participation of the people who follow the policies that have been decided by the government in the running role. Government role rated strong if there is accountability, transparency, and responsibility within. So that, the government can perform its role maximally and increase the usefulness of the role itself.

So that local government role to provide public goods rather than private goods. In addition, nationals goals that imposed on the government in order to create justice, because there are rarely attempts to generate profits. In addition, the role of local government in providing public services can be reflected in the use of

its policy instruments, by analyzing the use of these instruments, it can be considered how the character of local government when compared with other elements outside.

4. Public Service

According to Kotler in Sampara (2000:8) Services is any activity that give benefits in a community or unity, and offers satisfaction even though the result is not tied to a physical product. Services according to Widodo (2001:28) can also be interpreted as serving the needs of people or society who have an interest in the organization which is suitable with the rules and procedures that have been established. Meanwhile, according to Sampara in Sinambela (2006:5) Services is an activity or sequence of activities that occur in direct interaction between someone with another person or machine physically, and provide customer satisfaction. While the meaning of "public" word, according Sinambela (2006:5) comes from the English language that means public/general, society, or country. Furthermore, the term of 'public' words according to Inu Kencana in Sinambela (2006:5) defines the public is a number of people who have same thinking, feelings, expectations, attitudes, great action and not based on regulations.

According to Kurniawan in Sinambela (2006:5) Public Service defined as a delivery service to the needs of others or people who have interests in the organization in accordance with the rules and procedures that have been established. While in the opinion of Ratminto (2005:4-5) explain that:

"Public service or General service can be defined as any form of services, either in the form of public goods or public services which is in principle becomes the responsibility and implemented by center government agencies, regional and state-owned enterprises or BUMD, in order to fullfill the needs of the society as well in the context of the implementation of the provisions of legislation ".

The ability of the government in its relation to public service is the ability to improve the quality and service competition to the majority of society, is one of the benchmarks for the credibility and at the same time the political capsity of government in every places (Work Development Report, 1997 in Aulia 2007: 31).

So that, public service is a necessity and desire of society to be fulfilled by government or state organizer. Societies that have a power to argue are aimed in order make the government improve their well-being. In essence this is shown for the government in order to meet the needs as a whole. Not for individual needs to improve for the welfare, for example the needs of education, transportation, health and others. The efforts to improve services to the public should be considered carefully. In order to avoid public inconvenience in public facilities. The government should be realize what kind of society needs, so that maximize work of government can be prove.

5. Standards of Services

In the Law Number 22 Year 2009 concerning Traffic and Road Transport includes discuss relating to Minimum Service Standards (MSS), including among others:

a. The obligation of a corporations to fulfill the MSS which is contains that the public transport corporations shall comply the minimum service standards which include: (a) Security, (b) Safety, (c) Convenience, (d) Affordability, (e) Equality, (f) Regularity.

b. MSS is provided in accordance with the level of service that describes the minimum service standards and set based on the type of service provided.

c. The organizers of the transportation persons in the route shall comply with the MSS that the holder of the license for the organization of the persons transport in the route shall be:

- (1) Implement the provisions set in a permission that has been given; and
- (2) Operate a Public Transportation must be accordance with minimum service standards.

d. The passenger fares has been set, the fulfillment of Minimum Service Standards on passenger fares for the persons transport not in the trajectory which is use by taxi as defined by the Public Transport Corporations by the approval of the government in accordance with their respective authorities based on the minimum service standard that has been established.

e. Public transport services must meet the criteria MSS that public transport services should be developed into industries services and encourage competitiveness. Competition and service shall be in accordance with MSS that in

order to realize a healthy standard of service and competition as intended, the government and / or regional governments shall:

- 1) Establish market segmentation and clarification,
- 2) Stipulate minimum service standards,
- 3) Establishes the criteria of competitiveness,
- 4) Control and supervise the development of the service industry of public transport.

g. Implementation of MSS needs to be monitored and controlled. Minimum Service Standards are used for the type provision and quality of basic services which are mandatory regional affairs that every citizen has the right to acquire (syncoreconsulting.com, 2017).

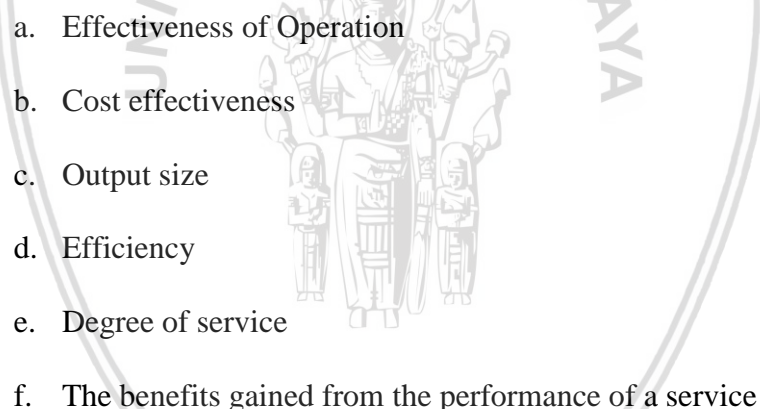
Transportation Service has a minimum standard as a benchmark of service. MSS is important in addition to ensuring the right of the public in receiving public services, the MSS becomes a tool of accountability in the implementation of services provided by the local apparatus. On the other hand with this MSS the central government and local governments can determine the budget allocations needed to provide standardized services.

6. Quality of Public Services

According to Kotler (2005:153) the definition of service quality is a model that describes the condition of the customer, and the expectations of service better than the past experience, promotion of spiel, and advertising by comparing the services that they expect with what they feel. According to Ibrahim in Ruth (2015:

24) the quality of public services is a dynamic condition that relates to products, human services, processes, and environments in which the quality assessment is determined at the time of the public service. From several definitions of service quality above, can be seen that the quality of service is an effort made providers to fulfill the wants and needs of consumers with the aim of fulfill the expectations of the consument.

While measuring the quality of a public service tends to look at customer responses, not just observing how a provider serves. Collins in Aulia (2007: 61) states that the quality of service can be seen from the following indicators:

- 
- a. Effectiveness of Operation
 - b. Cost effectiveness
 - c. Output size
 - d. Efficiency
 - e. Degree of service
 - f. The benefits gained from the performance of a service

Can be concluded that the quality of service is all the activities whis is done by service providers to realization consumer expectations. Services in this case is defined as merit which delivered by the owner of service providers in the form of ease, speed, relationship, ability and hospitality addressed through the attitude and nature in providing services for customer satisfaction. Service quality can be determined by comparing consumers' perceptions from the servicer or

obtain with the actual service they expect and want for the service attributes of a service provide.

7. E- government transport

Electronic government (e-government) is one of challenges in the era of globalization. According to the world bank (2011) definition of e-government is the use of information technology by government institutions that allow the transformation of relationships with societies, business people and fellow government institutions. Meanwhile, according to (Kuncoro, 2014: 159) e-government is the use of technology to improve access to government services for the benefit of society, government employees and business people. based on the definition of electronic government is the involvement of information technology through its use by government institutions to improve access, service and government work that can lead to changes in relationships to meet the interests of society, government employees and business.

E-government by Anwar (2004:207) in its development is an effort to develop the administration of electronic based (using) in order to improve the quality of public services effectively and efficiently. Utilization of information technology includes two related activities, namely:

- a. Data management, information management, management systems and work processes electronically.

- b. the utilization of technology information progress in order to make public services can be accessed easily and cheaply by people in all regions of the country.

Then the implementation of electronic government gives a positive impact in the administration of government. Because of the constraints that arise prior to the involvement of technology, can meet the settlement, such as obstacles in public services and the obstacles to realize control and accountability of governance. The involvement of information technology in the administration can create a new community environment, which can quickly answer various problems, and form the society disposed to be partner with the government in the process of improving public services.

In its implementation there are several types of e-government applications. According to Kadir (2014: 325) e-government applications can be divided into four classification that are G2C, G2B, G2G, and G2E. the definition followed by the example that can be seen as follows:

1. Government to Citizens (G2C)

G2C is an e-government application that states the interaction between government and society. By using this application, people can connect with government not only in government offices, but anywhere (including at home). Some examples of this application are:

- a. Payment of taxes online
- b. Birth certificate handling
- c. Management of building permits
- d. Grounding

2. Government to Business (G2B)

G2B is an e-government application that is shown to provide better services to businesspeople. Some examples of this application are:

- a. Services to invest
- b. Procurement of goods in port
- c. Procurement (e-procurement)

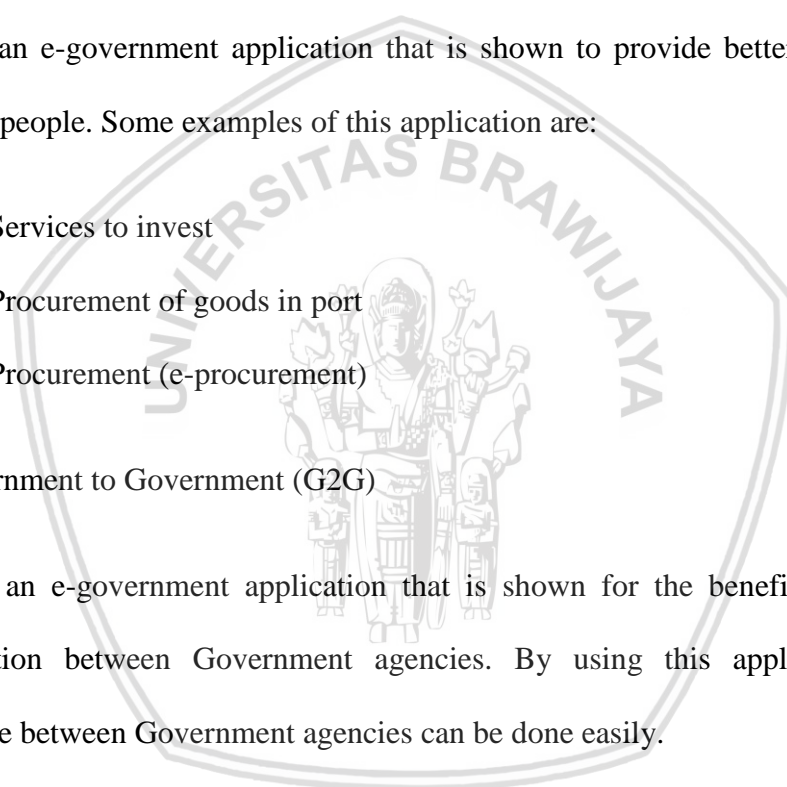
3. Government to Government (G2G)

G2G is an e-government application that is shown for the benefit of various information between Government agencies. By using this application data exchange between Government agencies can be done easily.

4. Government to Employees (G2E)

G2E is an e-government application intended to improve employee performance within government units. Some examples of this application are:

- a. Provision of e-learning facilities that enable employees to learn independently and online



- b. Recording of personal data and matters relating to the performance of each employee.

The conclusion is e government can use in provide better services to businesspeople. In this research e government is applied as Government to Business because government engage transportation that using application to be arranged in legal entity. To meet the readiness of its application, required in the preparation of superstructure such as a legal basis, the involvement of leaders, the existence of human resources to support the implementation, ready application system to be applied, and the ready infrastructure for the implementation.

C. Transportation

1. Definition of Transportation

According to Nasution (2008:3) transport or freight is defined as the displacement of goods and people from one place to other place (from the activity started) to the destination (where the transport activity ends).In addition, transportation according to the provisions of Law Number 14 of 1992 is a node and space of activities connected by traffic space so can form a unified system used for the purposes of the operation of traffic and road transport.

Transportation in general can be interpreted of moving people or goods from one place to another by using a tool or vehicle controlled by humans or machines. Transportation is used as a tool that allows people to perform daily

activities. Transportation is divided into three kinds, including air transpotation, sea transportation, and land transportation.

2. Transportation System

Transportation system is a combination of transport components that interact with one another to form a transport function (Directorate General of Land Transportation, 1998). The specified components are interconnection between passengers, goods, infrastructure and means of interacting in the framework of the displacement of persons or goods, covered in a settings, either in natural or artificial/ engineering.

So, the transportation system was organized with a view to coordinating the process of the movement of passengers and goods by acknowledging its components where the infrastructure is the medium for the transport process, while advice was used in the process of transportation.

3. Transportation Functions

Transport serves as a supporting factor and stimulation of development and service providers for economic development. Transportation facilities give a big impact on other developments. The existence of adequate transportation, will helps other activities easier to develop. That case makes transportation to be a priority of development compared to other development projects. According to Nasution (2008: 7) another function of transportation is to moving a passengers and goods from one place to another.

Transportation function is to move people and / or goods from one place to another by using a particular system for a particular destination with the aim of easier for mobility.

4. Urban Transport

Urban transport is a form of public transport that has a function as a means of human movement to move from one place to another, and also to be an alternative means of transportation in the city, especially for people who do not use a private vehicle (Andriariza, 2006). Explained in Law Number 22 Year 2009 on Traffic and Road Transport in Chapter I General provisions define that General Motor Vehicles is a vehicle that provided for use by the public and charged either directly or indirectly.

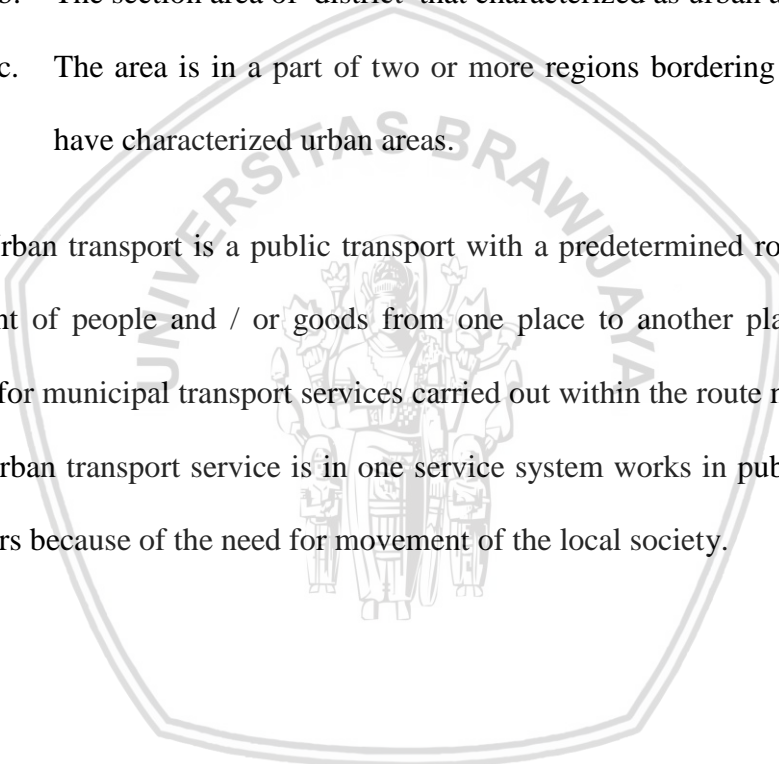
According to Paul Addenbrooke in (Zakky, 2005) the public has two aspect on demands for mobility and the functioning of public transport, as follows:

- a. Provide opportunities for people who do not use private vehicles for economic satisfaction and unfulfilled social desires in doing their work.
- b. Provide an alternative in the side of private transportation, because physically or economically unlimited of use, not sufficient and not socially feasible or environmental reasons.

According to the Law of the Republic of Indonesia Number 22 Year 2009 Concerning Traffic and Road Transportation Article 142, Urban Transport is a transport from one place to another within an urban area bound in a route. The urban areas in this contents are:

- a. The city as an autonomous region.
- b. The section area of district that characterized as urban areas.
- c. The area is in a part of two or more regions bordering directly and have characterized urban areas.

Urban transport is a public transport with a predetermined route. It is the movement of people and / or goods from one place to another place by using vehicles for municipal transport services carried out within the route network. The area of urban transport service is in one service system works in public transport passengers because of the need for movement of the local society.



CHAPTER III

RESEARCH METHODS

A. Types of Research

The purpose of this study is describe one of the role government Departement in public services. Researcher uses descriptive research method with a qualitative approach to understanding a certain phenomenon that happened. In general Descriptive research is a study that attempts to describe, record, analyze and interpret a condition that happening at this time or the existing (Pasolong, 2012:75-76). While qualitative research means research that utilizes open interviews to examine and understand the attitudes, views, feelings and individual behaviors or a group of people. Qualitative research is a research that intends to understand the phenomenon that experienced by research subjects such as behavior, perception, motivation of action, etc., holistically and in the way of descriptions in the form of words and languages, to a specific, natural context and by utilizing various scientific methods (Moleong, 2014:6).

The researcher uses descriptive qualitative research method in expecting to describe and analyze the facts phenomenon in the form of words and data tables that arrange in long narratives. The researcher intend to get data and a deep description of the services improvement in the field of public transportation for the Malang society.

B. Research Focus

Limitation of the problem is a necessity in conducting a research. Limitation of a problem will be made the researcher has focused on the problem that will be studied. In this case, research focus can define as everything that will be a concern of the researcher and complete by data, it will easier the researcher to find and sort out which data are related with the problem (Moleong, 2007: 97). The research focus will help researcher in taking the data, so it can be processed into a conclusion. Based on the problems formulated, the research focus that can be determined in this research are:

1. The role of the Department of Transportation in Improving Public Service of Urban Transportation includes:

- a. As Regulator
- b. As Facilitator
- c. As Evaluator

2. Supporting and Inhibiting Factors of Transportation Department Role in Improving Public Service of Urban Transport includes:

- a. Supporting Factors
- b. Inhibiting Factors

C. Research Location and Sites

Research location is the place where the researcher studies main in capturing the phenomenon or the real event from the researched object with a purpose to get accurate data research (Moleong, 2001:128). Determining research location is accurate through considering substantive theory and surveying the field to figure the appropriateness of the reality. Research location conducted in Transportation Department of Malang, on Raden Intan street Number one. The selection location based on researcher interesting in take this site because the urban transport began to abandoned by the society because it considered ineffective and inefficient. Meanwhile, Malang has a high rate of transportation facilities infrastructure and the second largest city with a high population that consists of many students and workers who need transportation. Therefore the researcher interested to know how the Transportation Department of Malang plays a role in the implementation of services in order to create a comfortable and engaged of urban transportation.

D. Sources of Data

Source of data according to Sutopo (2006:56) is where the data obtained by using certain methods either of humans, artifacts, or documents. Data is important part of research because the accuracy of selecting and determining data sources will show the accuracy of data and information that obtained. According Suliyanto (2006:131) type of data divided into two, namely primary data and

secondary data. The most important data was collect and studied in this research, in the form of qualitative data which include:

1. Primary data

Primary data is the type of data collected by researcher directly from the source. The type of data is obtained through informal research-related objects through in-depth interviews, such as:

- a. Head Division of urban transportation as a response in executor, supervisor and control the transport of people in the trajectory, the transportation of people not in the trajectory, the transportation of goods, animal transport, and special transportation.
- b. Sub Division of the transport service section in the trajectory as the implementer, supervisor, and controller the transport of people in the trajectory.
- c. Subdivision of the transport service section of people not in the trajectory as the executor and the controller of the transport of people not in the trajectory.
- d. The driver of urban transportation as the target of department transportation in the role of improving services in the field of urban transportation.

Sources that used above as primary data source is because the actor executor has an important influence and has a basic task in the role of the transportation department to improve the service related to the existing city transportation in

Malang. In addition, the tasks, principals, and functions that owned. The source used as a primary data source because to know the process of implementation of this policy. The data that obtained was accurate and accountable because obtained from a reliable source.

2. Secondary data

Secondary data is data collected to support and complement the primary data relating to research. Secondary data obtained through the utilization of the available sources of data such as documents, archives, and the manual as well as the literature related to this research. In this research these secondary data consist of:

- a. Law number 22 of 2009 concerning road transport traffic
- b. Ministerial Regulation number 108 Year 2017 on the Implementation Transport of People with Public Vehicles Not in the Trajectory.
- c. Some archives from Transportation Department such as the profile of it's Department service, the duty and function of Transportation Department Malang and the regulation mayor of Malang number 34 of 2016 on the position, organizational structure, duties and functions and the working procedures of the transportation agency.
- d. Data were taken from various literature, journals and internet sites related to public services and urban transportation problems in Malang.

Some references above serve as secondary data sources because they contain some rules that related, implementation procedures and guidelines in the

policy on urban transport and services. Besides that, reference is also used as a data source because it is some issue that related to the department. Therefore, the basis obtained will be more accurate and accountable because it is obtained from a reliable source.

E. Data Collection Methods

Data in a research obtained through the collection of data that processed and analyzed using a particular method and produce a description as result of the research. The data that support this research obtained by the following ways:

1. Observation

Observation according to Silaen and Widiyono (2013: 155) "observation is an activity that includes the concentration of attention to a research object with all senses". Observation also can be said a data collection from the field. An observation that was done by researcher include:

- a. Observed and visited the Transportation Department of Malang and observe the activity the activity of Transportation Department of Malang in public service in receiving complaints from the online transportation and urban transportation in order to be a provider place of social aspirations.
- b. Visited and observed the department transportation service by observing and visiting the terminal Landungsari, Arjosari, Hamid Rusdi, Tidar base

which was done on January 4th to 5th of February 2018. the researcher observed to see the condition and the feasibility of urban transport and observed the people who enjoy the service of urban transportation in Malang.

2. Interview

Interviews were conducted if the researcher wanted to conduct a preliminary study to address the issues to be researched and also if the researcher wanted to know about the participants more deeply according to Sugyono (2014:137). This can be realized by doing an in-depth interview. In this research technique of collecting data used structured and unstructured interview. according to Guba and Lincoln in Moleong (2012:188) structured interviews are interviews based on a list of questions that have been prepared by previous interviewers. While unstructured interviews are interviews conducted according to the conditions during the interview.

The reason why the researcher used this interview was because the interviewer set the problem by herself and questionnaire. In addition, the interviewer uses unstructured interviews to adjust the condition of the interview. So that researcher can know in detail about the role of urban transportation agency in Malang to improve public services in the field of urban transportation. Here are some informants interviewed in this research:

- a. Interview with Mr. Ir. Ngoedijono Ms.Tr. as the current head division of the Transport Sector which has the duty to carry out the monitoring and

control of the transport of people in the trajectory, the transport of people not in the trajectory, the transportation of goods, the transport of animals, and special transportation. The interview was conducted at the Transportation Department of Malang on January 9, 2018.

- b. Interview with the Mr. Heru Agus Triwibowo, SH. as the head section of the transport service section in a trajectory that has a task to carry out the monitoring and control people of transport in the route. The interview was conducted at the Transportation Department of Malang on February 5, 2018.
- c. Interview with Mr. Heriono, S.Pd. which has the duty to carry out the supervision and control of the transport of people not in the trajectory. The interview was conducted at the transportation office of Malang on February 5, 2018.
- d. Interview with Mr. Awi as the driver of urban transport. The interview was conducted at the Landungsari terminal on Thursday, January 4, 2018.
- e. Interview with Mr. Edi as the driver of urban transport. The interview was conducted at the Hamid Rusdi terminal on Thursday 5 January 2018.

3. Documentation

Documentation according to Silaen and Widiyono (2013:163) "written relics data regarding the activities or events of an organization in terms of the relative time not too long".

F. Research Instrument

Research instrument is a tool used by the researcher to collect data and information in order to solve the formulation of the problem so that the purpose of the research can be achieved. To obtain the necessary data and information, the researcher should go to the research location in order to know the actual conditions of an object that is examined and can analyze the data easier. Related to the data collection method, the research will use a few tools in collecting data, among others:

1. Researcher, in this study researcher, will use himself as a research tool.
2. Interview Guidelines is a series of questions for the informants or source of data in the research in order to get deeper to obtain accurate information.
3. Observation schedule is a series of guides in the observation which is compiled based on the research questions.
4. Field notes are report notes used to record interviews and observations from data sources
5. Supporting Devices is tools or other auxiliary media will be used by the researcher to obtain data and information such as a note, tape recorder, stationery and etc.

G. Analysis of Data

According to Bogan in (Sugiono, 2014: 224) data analysis is the process of systematically searching and arranging the interviews transcripts, field notes, and other materials that you accumulate to have. Data analysis is the process of searching and compiling systematically the data obtained from interviews, field notes, and other materials so that it can easy to understood, and findings can informed to others. Data analysis used in this research is the analysis of Miles, Huberment, and Saldana (2014) which uses interactive model data analysis. The author uses interactive data model analysis because accordance with the research process that continuous, repetitive, and continuous. In this study, the condensed data carried out continuously during the study to sort out the necessary information. Information has obtained and grouped according to focus of the research for subsequent withdrawal of conclusions. The components of the interactive model data analysis are described as follows:

1. Data Collection

The data in this research can be from observation, interview, and documentation done by the researcher.

2. Data Consendation

Several steps of analysis during data collection according to Miles and Huberman are:

- a. Contending the data of direct contact with another individual, occurrence, and situation in research location. In this first step, it includes as well to choose and confidence the relevant documents.
- b. Coding, in coding process there are at least four points to look at :
 - 1) It uses symbol
 - 2) Code is made in a certain structure
 - 3) Code is made with certain detail level
 - 4) The whole coding process is made in an integrative system
- c. In the analysis during data collection, there must be a making process of objective note. The researcher needs to note at once to classify and to edit the answer to the situation as it is, in other words, factual or objective descriptive.
- d. Making reflective note, the researcher needs to write what is imagining during the process which is related to the research and objective note, yet it must be separated from the objective note.
- e. Making original note, Miles and Huberman stated to separate the comments of the researcher about its substance and methodology. Substantial comment is marginal note.
- f. Data saving, in data saving there are some points to look at such as labeling; having uniformity in format and certain normalization; using index with well-organized system.
- g. Data analysis during data collection is memo making. According to Miles and Huberman, memo here is the theorization of idea or idea conceptualization which is started through idea development.

- h. Between sites analysis. There are possibility that study may happen in more than one location or even it is done by more that one researcher staff. The consolidation among the researcher in the process of writing the descriptive note, reflective note, marginal note and memo have to be done in conformity.
- i. Between sites temporary summary making. The content is more into the matrix about the availability of the data in each location of the research.

3. Presentation of Data (Data Display)

Presentation of data after the data is completed is reduced or summarized. Data obtained from the observation, interview, and documentation are analyzed and then presented in the form of Interview Notes, Documentation Notes, and Field Notes. The data that has been presented in the records were coded data to organize the data, as penalizes can analyze quickly and easily. The researcher makes a list of previous codes according to interviewing, observation, and documentation. The coded data is then analyzed in the form of reflection and presented in text form.

4. Conclusion/ Verification Process

The final step in analyzing the qualitative data of the interative model is the conclusion and verification. Based on the data that has been reduced and presented, the researcher make conclusions supported by strong evidence at the data collection stage. The conclusion is the answer of the problem formulation that has been described early by the researcher.

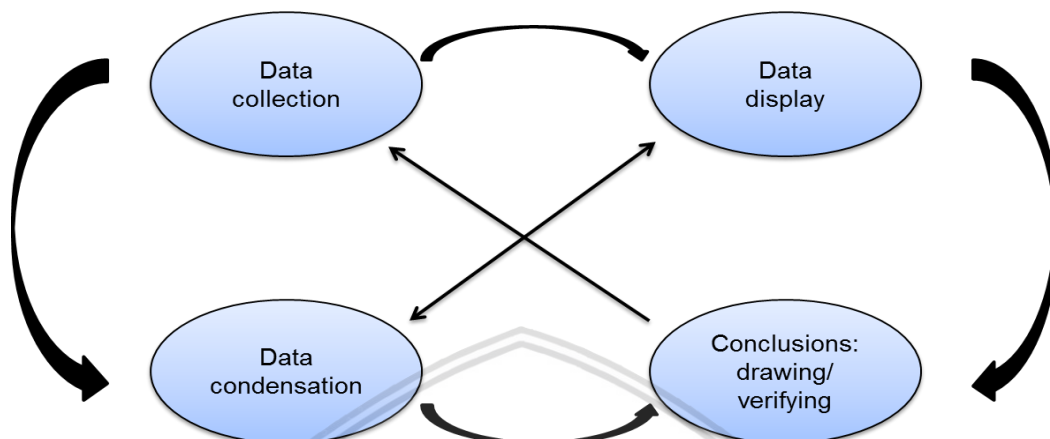


Figure 2. Data Analysis Interactive Model

Source : Miles, Huberman and Saldana, 2014:14

H. Validity of Data

The validity of the data is used by the researcher in order to ensure the accuracy of the data. According to Moleong (2014: 321) the validity of the data is an updated renewed concept of the concept of validity, reliability and adapted to the demands of knowledge, the criteria of its own paradigm. Meanwhile, to establish the validity of data required inspection techniques according to Moleong (2014: 324) there are four criteria used which include:

1. Credibility (Trust)

Inquiry to execute the function credibility so that the confidence level of the discovery can be achieved. Furthermore, in this criteria also indicates the degree of confidence of the findings evidenced by researcher on the condition the double fact according to Moleong (2014:324).

2. Transferability (Trait)

This transitional criteria states that a generalization of an invention can be valid and applicable in all contexts in the same population based on the sample obtained at Discovery in the population represents the representative According to Moleong (2014:324).

3. Dependability (Dependency)

The criteria of dependency measurement can be interpreted more broadly than reliability. According to Moleong (2014: 325) this is due to a review states that the concept is taken into account and everything that exists in the reliability itself and other related factors.

4. Confirmability (Certainty)

This criteria is used to obtain certainty on the research result. Therefore carefully checks performed to all the components and process of research as well as the results of his research.

In this research the technique of examination of the validity that will be used is Triangulation. Triangulation is an examination of the validity of data by exploiting something outside the data. According to Paton in (Moleong, 2014:331), triangulation is comparing data with sources by rechecking the degree of confidence of information obtained through different tools and times.

CHAPTER IV

DISCUSSION

A. Overview Location and Research Site

1. Overview of Malang

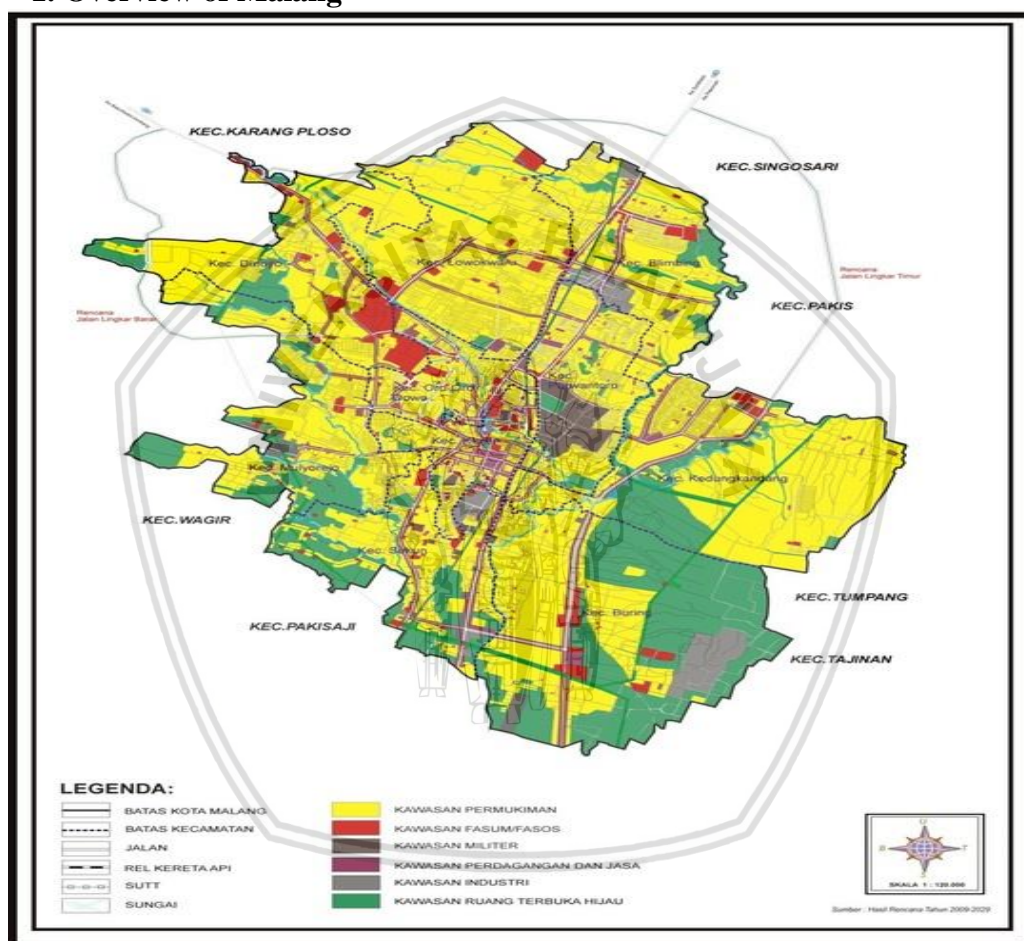


Figure 3. Map of Malang City

Source: malangkota.go.id

a. History of Malang

Malang is one of the cities which located in the province of East Java, Indonesia. The location of Malang is in highlands which has a cool air and

around 90 kilometers with Surabaya City and its territory is surrounded by districts. Malang is the second largest city in eastern Java and is known by the city of student and tourism.

The rivers that flow around this place make it suitable as a residential area. Some areas such as Dinoyo and Tlogomas are known to be prehistoric settlement areas and various inscriptions. In addition, the building of temples and statues, brick foundations, former drainage channels, and various pottery found from the late Kanjuruhan Kingdom period (8th and 9th centuries) were found nearby.

The name of "Malang" is still being studied by its historians. they are still exploring resources to get the right answer to the original name of "Malang". It obtained some hypothesis about this name of Malang. In the other side Malankucecwara inscribed in the city's emblem, according to the hypothesis, it is the name of a sacred building. The name of the sacred building itself is found in two inscriptions of King Balitung from Central Java Mantyasih inscription in 907, and inscription 908 that is found in one place between Surabaya and Malang. However, historians still have not got a deal of where the actual location of Malankucecwara's sacred building. One of them suspects that the location of the sacred building is in the area of Mount Buring and there is a mountain that stretches to the east of the mountain named Malang. The other historians suspect that the real sacred building is in the Tumpang that place in the north of Malang. Until now in that area, there is a village named Malangsuka which by some historians allegedly derived from the word Malankuca is pronounced upside

down. Above opinions is also reinforced by the archaeological buildings scattered in the area, such as Jago Temple and Kidal Temple, both of them are relics of the Kingdom of Singasari. between two hypotheses mentioned cannot certain which would be known as the name of Malang derived from the name of the sacred building Malangucecwara. A copper inscription discovered late in 1974 in the Bantaran Plantation, Wlingi, southwest of Malang is written as follows: "... taning sakrid Malang-akalihan wacid lawan macu pasabhanira dyah Limpa Makanagran I ...". The meaning of the sentence above is: "...on the east where hunting around Malang with wacid and mancu, rice fields Dyah Limpa is ...". From this inscription obtained a proof that the use of the name of Malang has existed at least since the 12th century AD. Previous hypotheses, perhaps different from one opinion that suspect that the name Malang derives from the word "Denied" or "Hinder" (in Javanese means Malang).

Same as other cities in Indonesia, the modern city of Malang grew and developed after the presence of Dutch East Indies colonial administration. Public facilities are planned in such a way as to meet the needs of Dutch families. Discriminatory imprints are still left to this day, such as "Ijen Boulevard" and the surrounding area. At first, it was enjoyed only by Dutch and other European families, while the indigenous population had to settle for residence in the suburbs with inadequate facilities. The residential area is now a living monument and is often visited by descendants of Dutch families who once settled there.

During the colonial period of the Dutch East Indies, the area of Malang became "Gement" (City). Before 1964, in the symbol of the city of Malang contained the words: "Malang namaku, maju tujuanku" translation of "Malang nominor, sursum moveor". When the city celebrated its 50th birthday on April 1, 1964, the sentences changed to "Malangkucecwara". This new motto is proposed by the late Prof. Dr. R. Ng. Poerbatjaraka, because the word is very closely related to the origins of the city of Malang which at the time of Ken Arok about 7 centuries ago has become the name of the place around or near the temple called Malangkucecwara.

Malang began to grow and develop after the presence of Dutch colonial government, especially when in railway operated in 1879 started. Various needs of the society increase, especially the space to perform various activities. As a result, there was a change in land use, the built-up area sprang up uncontrollably. The land function has changed very rapidly, such as from the function of agriculture to housing and industry.

The municipal government currently is led by a mayor as head of the region and based on the municipal regulation of the city of Malang number 4,5,6 in 2004 and regional regulation number 10 year 2000, has regional apparatus which includes secretariat area, expert staff, secretariat Ministry, 16 agencies, 8 agencies, and 2 offices, and 5 sub-districts covering 57 urban villages.

(Source: malangkota.go.id, January 23, 2018)

b. Geographical Condition of Malang

Malang which is located in altitude between 440 - 667 meters above sea level, is one of the tourist destinations in East Java due to its natural and climate potential. Its location in the middle of Malang Regency region is astronomically located $112,06^{\circ}$ - $112,07^{\circ}$ East Longitude and 7.06° - 8.02° South Latitude, with boundary area as follows:

- a) North: Singosari and Karangploso sub-districts of Malang Regency
- b) East: Pakis and Tumpang sub-districts of Malang Regency
- c) South: Tajinan and Pakisaji sub-districts of Malang Regency
- d) West: Wagir and Dau sub-districts of Malang Regency

The area of Malang is also surrounded by mountains such as Mount Semeru, Mount Kawi, Mount Anjasmoro, and Mount Arjuno. So, it is one of the tourist destinations in East Java due to its natural and climate potential. The location of Malang with an altitude of 339-662.5 m above sea level makes Malang has a cool air with an average temperature of 1.88mm / year.

The topographic condition of the region was hilly areas and impassable by brantas river which formed the forerunner of Malang. The condition of land which located in Brantas River area is a profitable and rural environment in the highlands whose can reach from all directions, both from the north of Java Island and from the south. This situation is supported by a cool climate because of its location at a moderate elevation. (Source: malangkota.go.id, April 21, 2017)

Based on these results it can be concluded that Malang is a strategic place for tourism and added by the potential of nature and a supportive climate. With the diversity of natural potency that has made tourists come to enjoy the natural wealth of Malang itself. So that Malang must be balanced with the order of transportation. Order of transportation can be made from the available mass transportation especially urban transport that identical with Malang City.

c. The Demographic of Malang

Malang with 5 subdistricts and 57 subdistricts has a total area of 115.40 km², which has a total of 544 neighbourhood association with a total number of citizens association of 4.068. The Malang society dominated by Muslim then Christians, Catholics and a small portion of Hindus and Buddhists. Religious society in Malang are well-known and work together in advancing the city. Many places of worship that have been established since the colonial era include the Jami Mosque (Great Mosque), the Church (Alun², Kayutangan and Ijen) and the Temples in the Old Town. Malang is becoming a centre of religion education with numerous Islamic and Seminaries Bible Studies throughout the archipelago. While daily language that use by society are Javanese and some Madura language. In young generation there is a typical dialect of Malang called inverse language that is the way of the word pronunciation in reverse. The style of language in Malang is rigidly without rules as the generally trough Javanese. It shows the attitude of the people who are firm, straightforward and ignorant.

Ethnic society of Malang is known for its religious, dynamic, hardworking, straight forward. Composition of indigenous people comes from various ethnic

groups (especially Javanese, Madurese, a small number of Arab and Chinese descent). Ethnic and cultural wealth owned by Malang influenced the existing traditional arts. One of the most famous is the Mask Dance, but now it's getting eroded by modern art. This style of art is a form of artistic gathering of Javanese art (Solo, Yogya), East Java-South (Ponorogo, Tulungagung, Blitar) and Blambangan art style (Pasuruan, Probolinggo, Situbondo, Banyuwangi).

Table 3. Recapitulation of Malang Population Based on Gender

| No | Districs | Male | Female | Total of Population |
|----|----------------|----------------|----------------|---------------------|
| 1. | Blimbing | 97.404 | 97.453 | 194. 857 |
| 2. | Klojen | 53.943 | 56.007 | 109.950 |
| 3. | Kedung Kandang | 102.766 | 102.152 | 204.918 |
| 4. | Sukun | 101.943 | 101.387 | 203.321 |
| 5. | Lowokwaru | 84.997 | 85.401 | 170.398 |
| | Total | 441.044 | 442.400 | 883.444 |

Source: Document of Population and Civil Registration of Malang, 2016

Based on table 3, the inhabitants of Malang are mostly in Kedung Kandang district which is 204,918 peoples. The increasing of population is due to the rapid change of many residents who are moving from one city to another. The increasing population in Malang also due to a large number of university and students, because Malang is well-known as the City of Education that make many people's interest to move to Malang.

The existence of colleges and universities in Malang is an attraction for the people outside the region. Most immigrants are non-permanent workers, students and within a certain period return to the original area. Mostly come from the area around Malang for workers. while students come from outside the region such as

Jakarta, Bali, Nusa Tenggara, Irian Jaya, Maluku, Sulawesi and Kalimantan.

(Source: Document of Population and Civil Registration, 2016)

Based on these results, it can be concluded that Malang is starting to be densely populated because of the increasing of immigrant. Most of the immigrants brought private vehicles for their own transportation or used for work, some of them use their own transportation to be online transport. On the other side Malang has provided urban transport services for the Malang society and the immigrants who want to mobilize. The large number of private and public transportation makes disputes frequently. So that, Malang must be balanced with transportation arrangement that directed by the government.

d. Administrative Classification of Malang Areas

Administratively, Malang includes in East Java province consisting of five subdistricts such as Kedungkandang, Sukun, Klojen, Blimbing, Lowokwaru.

Luas Kecamatan (Km²) dan Persentase terhadap Luas Kota
District Areas (Km²) and Percentage by City Area
2014

| Kecamatan <i>Districts</i> | Luas Kecamatan (District Areas) (Km ²) | Persentase terhadap luas Kota <i>Percentage by City Area</i> |
|-------------------------------|---|---|
| (1) | (2) | (3) |
| 010. Kedungkandang | 39,89 | 36,24 |
| 020. Sukun | 20,97 | 19,05 |
| 030. Klojen | 8,83 | 8,02 |
| 040. Blimbing | 17,77 | 16,15 |
| 050. Lowokwaru | 22,60 | 20,53 |
| Jumlah/Total | 110,06 | 100,00 |

Figure 4. District Area (Km²) and Percentage of City Area 2014

Source: Malang dalam Angka 2015

In the picture was explained that Kedung Kandang subdistrict with a width of 39.89 km², divided into 110 citizens association and 822 neighbourhood association, with a percentage of 36.24 to the city area. The second is Sukun subdistrict with a width of 20.97 km², divided into 86 citizens association and 820 neighbourhood association and has a 19.05 presentation to the city area. The third is Klojen subdistrict with a width of 8.83 km², divided into 89 citizens association and 674 neighbourhood association, with a percentage of 8, 02 to the city area. The fourth is Blimbing subdistrict with a width of 17.77 km² divided into 123 citizens association and 880 neighbourhood association and has a percentage of 16.15 to the city area. And the last is the Lowokwaru subdistrict with an area of 22.60 km², divided into 118 citizens association and 739 neighbourhood association and has a percentage of 20.53 to the city area. The total area of the subdistrict is totally 110.06 and has a percentage of 100.00 to the city area. Malang Public Works Department in 2009 have noted road data of Malang: National Road with length 14.46 km, Provincial Road with length 48.95 km and City Road with length 140.78 km. From the City road data there are several roads that constitute access to connecting the downtown area and other areas such as; Landung Sari, Dinoyo, Sumber Sari and Others.

e. Vision and Mission of Malang

1) Vision of Malang

"MENJADIKAN KOTA MALANG SEBAGAI KOTA BERMARTABAT"

In addition to the vision mentioned above local government want to make make Malang as dignified city, another thing that more important is they have a

program to the determination of "Peduli Wong Cilik" that has meaning cares to poor society in Malang as the SPIRIT of the development of Malang in period 2013 till 2018. As a spirit, cares that concern for poor society becomes the soul achievement of the vision. This means that all activities and development programs in Malang must really bring benefit to the poor society. And all the results of development in Malang should be enjoyed by poor people who in fact that Malang has a big mount of poor society.

The term of MARTABAT that mean dignified refers to the dignity of humanity, which has the meaning of glory. Thus, with the vision of "Menjadikan Kota Malang sebagai Kota BERMARTABAT" is expected to materialize a glorious condition for Malang and the entire of society. This is a direct translation of the Islamic concept of *baldatun thoyyibatun wa robbun ghofur* (a prosperous country blessed by Allah SWT).

To be called as dignified city, it will be realized that the city of Malang are safe, orderly, clean, and beautiful, where the people of Malang is a society that is independent, prosperous, prosperous, educated, cultured and has a high religiosity based on tolerance the differences that exist in the midst of society. And the Government of Malang is clean from corruption collusion nepotism and really serve the society. Thus, Malang will have the advantages and high competitive to be able to place itself as a leading city with various achievements in various fields.

In addition, the vision of dignified can be an acronym of some development priorities that point to the conditions that will be realized during the period 2013-

2018, namely: Clean, Prosperous, Justice, Religious-tolerant, Notable, Safe, Cultured, Beautiful, and Educated. Each of the acronyms of the dignity will be explained as follows:

First is Clean, all citizens of Malang City expect that Malang can be a clean city. They expect the environment of Malang free of waste piles and pollution. That condition is expected in the development of Malang during the period 2013-2018. In addition, Clean must also become the characteristics of government administration. A clean government must be created to public interest can be served properly

The second is Prosperous, prosperous society is the ideals entrusted to the government to be realized through a series of authorities possessed by the government. The prosperous condition in Malang is achieved if all the people of Malang can fulfill their life needs properly according to their social strata. In terms of achieving prosperity, independence is important. The prosperous society built on the foundation of independence is a condition that will be realized in the development period of Malang City 2013 - 2018.

The third is Justice, the creation of justice conditions in all areas of life is expectation of all society of Malang. Justice means the granting of rights to anyone who has done their duty. In addition, justice also means equality of position of all citizens in law and governance. Justice is also intended as a distribution of regional development results. To realize justice in the midst of society, the Government of Malang will also carry out its duties and functions by promoting the principles of justice.

The fourth is Religious-tolerant, the realization of a religious and tolerant society is a condition that must be realized throughout 2013-2018. In a religious and tolerant society, all citizens practice their religious teachings in the form of ways of thinking, acting and doing. Any form of difference among the public is valued and used as a support factor of regional development. Thus, with tolerant religious understanding, there will be no conflicts and disputes between communities based on tribe, religion, race, and classes differences in Malang.

The fifth is Notable, Malang's leading city compared to other cities in Indonesia is a condition that will be realized. Notable in this case is defined as the achievement that obtained through work hard so that it is recognized by the world wide. The city of Malang for the next five years is expected to have many achievements, both at the regional, national, and international levels. Leading can also mean as pioneering. Thus, the entire society of Malang is expected to appear and be a pioneer of development in the scope of each region.

The sixth is Safe, Situation of a safe and orderly city is a condition that is absolutely necessary for the society. The safe situation means that the society of Malang are free from any disturbances, whether physical or non-physical, which threatens the tranquility of life and community activities. So, the community situation will be conducive to participate in supporting the development process. To ensure a safe situation for this society, the Government of Malang will realize the public order. For that, the condition of a safe and stable government will also be realized for the sake of successful development in Malang

The seventh is Culture, a cultured of Malang is a condition where the values of the noble are displayed in the nature, attitude, actions of the society in daily activities in all places. Society upholds politeness, courtesy, social values, and customs in everyday life. Cultural behavior is also demonstrated through the preservation of past cultural traditions of inheritance by revitalizing its meanings to be applied in the present and the future.

The eighth is Beautiful, the beautiful city of Malang is the desire of the society of Malang. The beauty, freshness and cleanliness of the city's environment is God's gift to the city of Malang. However, the beutifulness of Malang more and more faded due to the development of the city that does not pay attention to environmental aspects. Thus, the city of Malang in the next five years should be clean, fresh, and more beautiful. Thus, all the development of Malang City, both physical and non-physical, are required to make aspects of environmental sustainability as the main consideration. This must be realized with the real participation of the entire community, without exception.

The ninth is Educated, educated is a condition whereby all society are properly educated in accordance with legislation. The mandate of Law number 12 of 2012 requires a 12-year basic education level for all Indonesian citizens. In addition, it is hoped that the society will get the education and skills appropriate with their choice of life and profession. Educated society will always be moved to build along with the Government of Malang.

2) Mission of Malang

- a) Improving the quality, accessibility, and equity of education and health services.

Objective 1: Achievement of quality improvement, accessibility and distribution of education services.

Objective 2: Achievement of quality improvement, accessibility and distribution of health services.

- b) Improving regional productivity and competitiveness

Objective 1: The realization improvement of the regional economy through strengthening the sector of cooperatives and small and medium enterprises, industry and trade, as well as regional tourism.

Objective 2: The realization of the expansion of employment opportunities.

Objective 3: Realization of food availability and access.

- c) Improving the welfare and protection of vulnerable people, gender mainstreaming, and social harmony.

Objective 1: Achieving increased protection for vulnerable and poverty alleviation.

Objective 2: The realization of improving the quality of life and the role of women, as well as ensuring gender mainstreaming.

Objective 3: The realization of improving the quality of community social harmony.

- d) Improving infrastructure development and the carrying capacity of the City is integrated and sustainable, orderly spatial arrangement and environmentally sound.

Objective 1: The realization of improving the quality of infrastructure and carrying capacity of the city.

Objective 2: Realization of the orderly increase of city space utilization according to its allocation.

- e) Achieve the implementation of bureaucratic reform and quality of public services are professional, accountable and oriented to the satisfaction of society

Objective 1: Realization of transparency and accountability of Local Government Performance.

Objective 2: The realization of improving the quality of public services that are professional, accountable, and oriented to community satisfaction.

2. Overview of Transportation Department



Figure 5. Transportation Department of Malang

Source: Transportation Department of Malang

Transportation Department of Malang is an executing element of municipalities that led by a head department which is under responsible to the mayor. The basic formation of the Transportation Department of Malang is the regional regulation number 5 of 2004 on the Formation, Position, Main Tasks, Functions and Organizational Structure of Regional Officials as Elements of Malang Government Implementer. At first, Transportation Department of Malang shelter in Road Transportation Traffic Service (*LLAJ*) and Provincial Terminal Office. Along with the stipulation of regional autonomy in 2000. The Transportation Department of Malang began to stand by own. Currently, the Transportation Department of Malang is located on Jl. Raden Intan No. 1 Malang, its presence is not far from the location of Arjosari Terminal, so it can be said that the Transportation Department of Malang is strategic because it can simultaneously carry out the regulation, control and direct supervision function of the transportation/ land transportation operational centered at the terminal. Considering Arjosari Terminal as A type that serves as a central point the turn of a wheel for the passengers from out of the city to within a city of Malang. Besides that, Arjosari Terminal also acts as a gate of Malang, because the people who go to Malang which use land transportation will initially see the Arjosari Terminal environment before seeing the whole other Malang areas.

1) Vision and Mission of Transportation Department of Malang

Same as other development plans of Malang, in Transportation Department strategic plan (Renstra), the vision became the main reference. In essence, the vision of the organization is a picture of the future that must be achieved by the

service and contains a pure commitment without any coercion from stakeholders members to achieve the goals set. Then the vision must be believed and understood by all members of the organization (Transportation Department) so that it can play a beneficial and decisive role in the dynamics of environmental change to support local government programs in build the area of Malang by developing an integrated transportation system/ integrated between local transportation system with regional transportation system and national transportation system and towards to the future duty and function of the subject of the transportation field better.

Transportation Department of Malang as the technical implementation element of Transportation is required to be able to provide support infrastructure and service suggestions to the public so that road transport can be held safely and smoothly throughout Malang. To achieve this, the vision was prepared by the Transportation Department of Malang for the next five years (2014-2018) as follows:

“Terwujudnya Sistem Transportasi yang Handal dan Terintegrasi”

The vision above means Realization of a Reliable and Integrated Transport System that is expected to be the direction for The Transportation Department of Malang so as to bring increased implementation to the service and public confidence in the service of the Transportation Department of Malang and the ability of the local government. In order to realize this vision, the Transportation Department must have a clear mission, so that the mission is reflected in concrete efforts to achieve the established vision and to know their respective roles in order

to contribute positively to the achievement of the vision. With reference to the vision as mentioned earlier, the mission owned by the Transportation Department of Malang in order to realize the vision referred to is as follows:

” Meningkatkan Kualitas system transportasi aman, tertib dan nyaman”

The mission above means that Transportation Department of Malang can improve the quality of transportation system safe, orderly and comfortable.

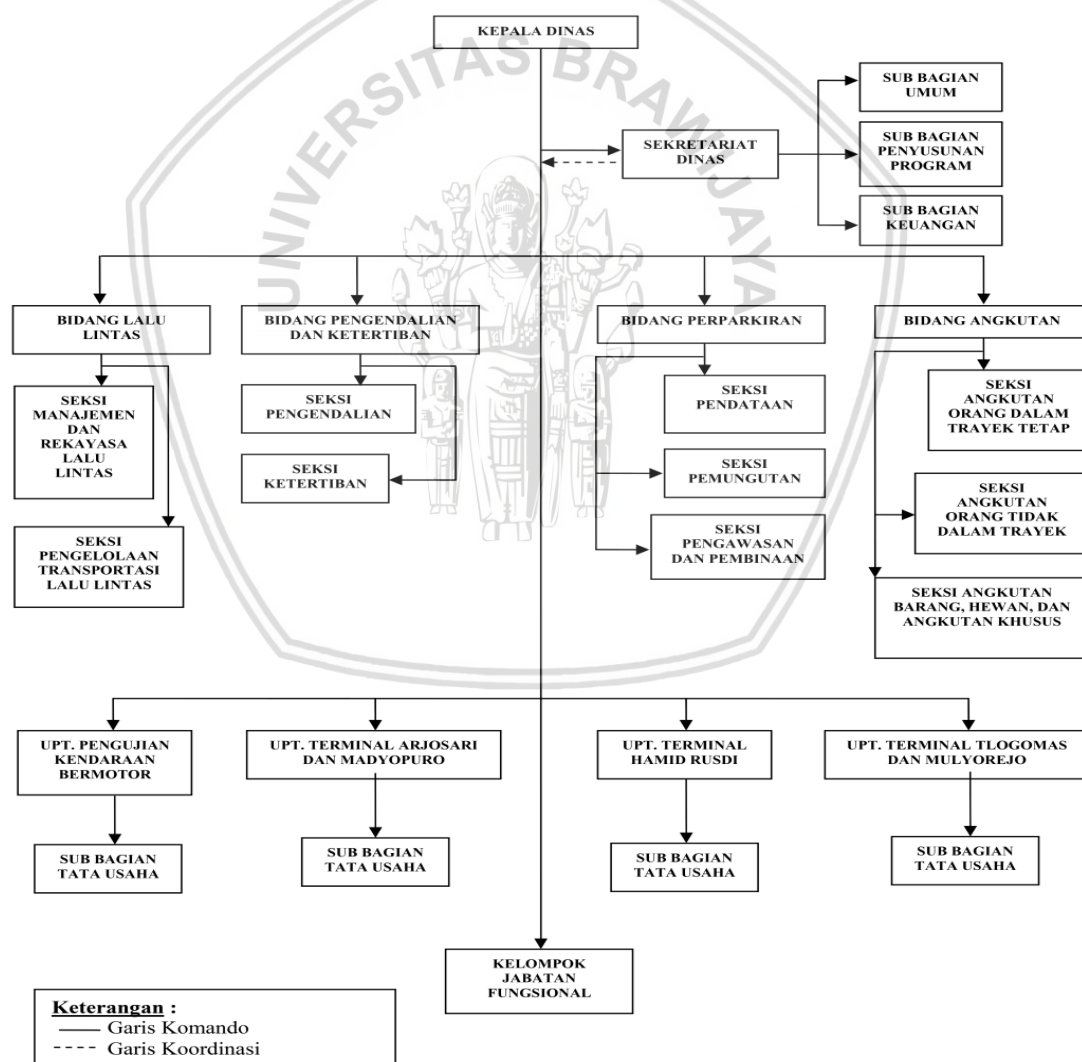


Figure 6. Organizational Structure of Transportation Department of Malang
 Source: Transportation Department of Malang

The Transportation Department of Malang is currently led by Mr. Kusnadi, S.Sos. who heads the secretariat, four fields, and several Technical Implementation Units. The secretariat of Transportation Department is divided into sub-division of program preparation, sub-division of finance, and general sub-division. The secretariat is currently headed by Mrs. Dra. Muji Rahayu who has to carry out general administrative management includes the preparation of programs, management, administration, finance, personnel, household affairs, equipment, public relations, and bibliography and archives. The financial sub-division is currently headed by Mrs. Baiq Nurlaili, SE, MM who has the task to implement budget management and financial administration. The sub-division of programming is headed by Mrs. Hery Sulistyorini, SE. which has the task to implement programming, evaluation, and reporting. The general sub-division is currently headed by Mrs. Ismungirah, S. Sos who has the duty to perform general administrative management including management, administration, staffing, household affairs, equipment, public relation, and bibliography and archives.

The traffic field is currently headed by Mr. Agoes Moeliadi, ATD, MT. which has duty to implement road traffic management and engineering as well as the management of traffic transportation facilities. This field has two head division, one dvision of management and traffic engineering, and two division of traffic facilities and infrastructure. The division of traffic management and engineering is currently headed by Mr. Edy Sukiswo, A.Ks, M.Si. which has the duty to carry out management, and road traffic engineering. The traffic management facilities

division is currently headed by Mr. Drs. Daryono who has the duty to carry out the management of road traffic transportation facilities.

The freight field is currently headed by Mr. Ir. Ngoedijono, Ms.Tr. which has the duty to carry out control and control of the transport of people in the route, the transport of people not in the trajectory, freight transport, animal transport, and special transportation. This field has three heads of sections such as the division of transport services in the route, the transport service division is not in the route, and the road transport planning division. division of transportation service in the current trajectory headed by Mr. Heru Agus Triwibowo, SH. which has the duty to carry out the supervision and control of the transport of people in the stretch. The transport division is not in the current trajectory headed by Mr. Riko Indra Darmawan, SH. which has the duty to carry out the supervision and control of the transport of goods, animals and special transportation. The road transport planning division is currently headed by Mr. Heriono, S.Pd. which has the duty to carry out the supervision and control of the transport of people not in the trajectory.

The parking area is currently headed by Mr. Drs. Moch Syamsul Arifin who has the duty to carry out the management and the implementation of parking on the public streets and parking places including parking area in the local market environment. This field has three section heads such as collection division, planning division and supervision and coaching division. The collection division is currently headed by Mr. Drs. Herbert Irianto Simomara, MM. which has the duty to carry out the collection of public parking levies on public roads and special parking spaces including parking in neighborhood market areas. The planning division is

currently headed by Mr. Hary Dwi Yunianto, P. Si who has the task to carry out data collection, development planning, arrangement, and parking management. The current supervisory and coaching division is headed by Mr. Tigor Nainggolan, S.IP, MM. which has the duty to carry out supervision and fostering of parking arrangements by public roads and parking areas including parking areas in the local market environment.

The current field of control and order is headed by Mr. Drs. G. Raymond Hatigoran, M.MAP. which has the duty to implement the control and control of road traffic that become the authority of the Regional Government in order to orderly driving on the road. This field has two heads of division such as control and public transport order division, and division of traffic control and order. Division of control and public transportation of people currently headed by Mr. Herry Santoso, SH. which has the duty to implement the order in order to smooth and regularity of traffic. The traffic control and traffic control section is currently headed by Mr. Edy Utomo who has the duty to implement the control in the framework of smoothness, regularity, and safety of traffic.

The Technical Implementation Unit (UPT) of the Transportation Department is divided into three, namely UPT of Motor Vehicle Testing, UPT Terminal Arjosari and Madyopuro, and UPT Terminal Tlogomas, and Mulyorejo. Motor Vehicle Testing Unit (PKB) is currently headed by Mr. Arisandy Satrio Anggoro, SH. M. Hum. who has duties in the field of Motor Vehicle Testing Services (PKB). UPT Arjosari and Madyopuro Terminals currently headed by Mr. Hadi Supeno, SH. who has assignments in the terminal field. UPT Tlogomas and

Mulyorejo Terminals are currently headed by Mr. Drs. Imam Effendi, MM. who has assignments in the terminal field. The function of the secretariat and sub-division, fields, and UPT is the elaboration of each of its main tasks.

c. The Main Duty and Function of Transportation Department

In carrying out the main duty of compilation and implementation of local government policy of transport sector, The Transportation Department has duties and functions based on the Decree Mayor of Malang Number: 55 Year 2012 on description of duty and function of Transportation Department of Malang, as follow:

1. Formulation and implementation of technical policy of transportation sector.
2. Preparation and implementation of the Strategic Plan and Work Plan of Transportation sector.
3. Preparation and determination of transportation network technical plan.
4. Development of management and traffic engineering.
5. Terminal operation and maintenance.
6. Monitoring and supervision of road transport and to airport.
7. Implementation of traffic control and order.
8. Development and management of parking.
9. Implementation of motor vehicle testing.
10. Providing licensing technical considerations of transportation sector.
11. Giving and revocation of licenses of transportation sector.
12. Implementation of activities of levy collection.
13. Determination of road transport network

14. Implementation of placement and maintenance of signs and traffic signs.
15. Provision of technical considerations of business licensing and supervision in the field of transportation which includes transportation services, post and telecommunications.
16. Implementation of Minimum Service Standards (SPM) in the field of transport
17. Empowerment and performance improvement of Technical Implementation Unit (UPT).
18. General administrative management includes programming, management, administration, finance, staffing, household, equipment, public relations and libraries and archives.
19. Evaluation and reporting of duties and functions.
20. Implementation of other duties given by the Head of Region in accordance with the duties and functions.
21. Implementation of other duties given by the Mayor in accordance with their duties and functions.

The Transportation Department has a full authority over all the relevant fields of transport. So, in this case is expected the transportation service can operate maximally accompanied by responsibility to the Mayor and carry out the tasks based on legislation.

3. Overview of Urban Transport Malang

Mass transportation in Malang is currently dominated by type of minibus or urban transport. Urban transport or well know as *angkot* is the dominate transportation that is used to serve society activities in Malang. The number of urban transport in Malang that still operates are 2202 of the total number of route permits for 2236 which serving 25 routes in almost all areas of Malang with 355 km of total route length. There are around 25 public transport passengers in Malang and has a length of ± 14.5 km with travel time ± 1 hour per route. Each urban transport has a seating capacity of 12 people. This type is in accordance with the conditions of Malang area which has a narrow road where the size of the mode is also not too large. The largest number of fleets is owned by the route AH (Arjosari-Hamid Rusdi) with the number of fleets operating as many as 300 fleets. While the longest route is owned by route ABH (Arjosari - Bunul - Hamid Rusdi) along the 26 km. Urban transport the becomes the main means of transportation for the Malang society, although the cost used 3.500 rupiah for students and 4,000 rupiah for public. But nowadays urban transport of Malang has a lot of quality decreases and enthusiasts.

B. The Role of Transportation Department of Malang in Improving Public Service of UrbanTransport

1. The Role of the Transportation Department in Improving Public Service of Urban Transport

Transportation Department of Malang according to Mayor of Malang Regulation No. 34 year 2016 About Position, Organizational Structure, Duties and Function and Working Procedure of Transportation Department, Ministry of Transportation is executor of Regional Autonomy in Transportation sector in carry out its main duty. Because as the target to be achieved by the Transportation Department of Malang is the creation of effective transportation services, in the sense of high accessibility, integrated, adequate capacity, affordable cost, orderly, regular, smooth and fast, safe, easy, timely and comfortable, and efficient. Duties, responsibilities and functions under the mayor through the Regional Secretary. In this study the authors will focus on the three roles of the Transportation Department there are Transportation Department as regulators, facilitators and evaluators.

a. As Regulator

The authority of Transportation Department of Malang as a regulator expect to solve the current problems and provide service satisfaction to the public of urban transport. To response the increasing number of online transport passenger than urban transport, the Transportation Department acts as a regulator based on society needs. In this case they run a regulation regarding urban and online transport issues which refer to law Number 22 in Year 2009 regarding Traffic and

Road Transport and Government Regulation Number 74 in year 2014 regarding Road Transport that has established to regulate urban transport conditions and Minister Regulation number 108 year 2017 regarding The Implementation of Public Transportation of Vehicles Not in The Trajectory for online transport.

However, the emergence of problems was the urban transport cannot accept online transport. Some response of driver called Mr. Awi as the driver of urban transport in Landungsari, said that:

“kalo sejak adanya transportasi online ini mbak jelas merugikan kami sebagai supir, karena ya menurunkan penghasilan, sangat mengganggu juga karena mengambil penumpang karena mereka tanpa trayek. Kalau jemput penumpang dari rumah ke rumah masih nggak masalah ya mbak tapi kalau di terminal atau di stasiun, apa tidak mengambil penumpang namanya? Dulu sebelum ada transportasi online penghasilan bisa tujuh puluh lima ribu sampai seratus ribu rupiah per hari nah kalau sekarang semenjak adanya transportasi online bisa-bisa kita tidak dapat uang melainkan rugi karena bensin habis dan nggak dapat penumpang. Saat ini kami rasa dinas belum bertindak apapa. Bahkan kami mengonfirmasi tidak ditanggapi. Harapan kami saat ini ya dishub mengadakan gerakan kembali ke angkot biar angkot laris lagi jika tidak begitu ya tolong untuk pemerintah tegas membuat system transportasi online sama kayak angkutan kota harus plat kuning, melakukan kir, pake SIM umum, pakai trayek. Begitu aja.”

(Since the existence of online transport, it is obviously giving disadvantage for us as a driver, because it reduces our income, it is also disturbing because it takes our passengers because they do not use trajectory. When online transport picking up passengers from home to home is not a problem for us, but if they take passenger in terminal or at the station, how they not take our passenger, isn't it? In the past, before there is online transport, our income can be seventy-five thousand rupiahs to one hundred thousand rupiahs a day but now since the existence of online transport we cannot get some income but we incur losses, because gasoline is exhausted and cannot get passengers. At this time, we felt the Transportation Department has not acted yet. In fact, if we doing confirmation theres no response. Our expectation Transportation Department of Malang make an action such as “*gerakan kembali ke angkot*”, or the government change online transport system to be urban transport, it should be using yellow plates, checking machine, general driver license, use the route. That's it.) (Thursday's interview on January 4th at 10:00 a.m in Terminal Landung Sari)

Similar statement with Mr. Edi as urban transport driver, placed in Hamid

Rusdi, explained that:

“sejak hadirnya transportasi online ini cukup bikin resah mbak dan dirugikan juga, karena seharusnya transportasi online itu ikut berbadan hukum. Jadi sebelum diresmikan merasa dirugikan, karena juga pendapatan menurun karena cuma dapat 60 ribu per hari sedangkan uang BBM 75 ribu per hari banyak ruginya karena lebih banyak uang bbm. Kami pihak supir sangat tau mereka (dinas perhubungan kota malang) tidak memiliki wewenang jadi kita Cuma bisa menunggu keputusan dari pusat, dan yang dilakukan dishub kota hanya bisa beri solusi 50:50 (seimbang) mereka kemarin sudah melakukan mediasi dan memberi pengertian, memantau. Jadi kami melakukan sweeping karena transportasi online belum berbadan hukum lalu kita bawa ke kantor dishub atau minta tilang satlantas. Yang kemarin dishub sudah memanggil transportasi online tapi Cuma dikasi wawasan, yang saya tau dishub menunggu keputusan jadi tidak berani apaapa. Harapannya ya kebijakan pemerintah pusat segera memberi solusi dan ditindak tegas. Peraturan Menteri tentang online itu segera ditegaskan lagi biar transportasi online dibatasi dan segera biar berbadan hukum karena kami juga seperti itu. Tapi saya dengar sudah loncing dikasi kuota 225 untuk transportasi online per malang raya.”

(Since the existence of online transport made us restless enough miss and they brought disadvantaged as well, because online transport supposed incorporated actually. So, before they were inaugurated yet we felt disadvantaged, because our income decreased. After online transport exist we got 60 thousand per day while we need 75 thousand for buy fuel. We are drivers of urban transport really understand that they (the Transportation Department of Malang) do not have authority. So, we just waiting for the decision from the center, and rules that had done by Transportation Department of Malang can only give solution 50:50 (balanced) they have done mediation and give understanding and monitor. So, we do some sweeping because the online transport is not legal entity yet. Then we brought them to Transportation Department or ask for a satellite ticket from police. Yesterday they already invite online transport but they just gave insight, because I understand that they waiting for the decision from the minister so they do not dare to do anything. Hopefully central government provide solutions immediately and dealt with firmly. The Ministerial Regulation about online transport is immediately confirmed and online transport soon can be incorporated as we are done. But I heard it hasi quota around 225 for online transport in all areas of Malang.) (Interview on Friday January 5th at 13:00 pm in Terminal Hamid Rusdi)

While most of society prefer to use online transport because of a good service that serve by online transport for passenger. Some statement come from society that often use a mass transport, as follow:

“kalau angkot biasanya saya nunggu dipinggir jalan dekat lampu merah ITN, tapi sekarang sudah jarang karena lebih sering pakai Grab, karena bisa hemat waktu, bisa minta berhenti untuk mengambil uang di atm, bisa pesen dengan waktu singkat dan dijemput di asrama, kalau angkot harus nunggu lama dipinggir jalan.” -Dimas Riska

(usually I wait an urban transport in the roadside beside ITN red light but start now it is rarely because prefer to use Grab, I think it can save my time, I often ask online transport to stop in atm, did not need a long time and picked up in my dorm, if I urban transport it must be wait for a long time on the roadside.) (Interview on Friday May 17th at 15:00 pm)

“kalau naik angkot harus nunggu dipinggir jalan, lebih suka naik transportasi online karena hemat waktu dan biaya sih mbak, tidak perlu berdesak-desakan dan usaha untuk mencari angkot di terminal dan pinggir jalan.” -Lidia

(I love to ride online transport, because do not have to jostle and effort to looking for terminal and stand up in the roadside.) (Interview on Friday May 17th at 15:30 pm)

“dari terminal ke kos an kalau naik angkot muter sesuai rute, jadi lumayan lama, kalau naik go-jek langsung sesuai tujuan, nunggunya juga tidak lama.” -aila

(From terminals to dormitory it need around to the trajectory, of course it quite long time, if go-jek I can go directly to the destination and need a short time to wait) (Interview on Friday May 18th at 13:00 pm)

“saya lebih suka naik online transport kalau jarak dekat karena tidak pakai di oper, karena kalau angkot sering di oper ganti angkot lain. Tpi kalau jarak jauh misal ke Kepanjen lebih pilih angkot.”- wulan

(I prefer to ride online transport if the distance is close because it is not need a drop in, urban transport often do a drop in and move to another urban transport.) (Interview on Friday May 18th at 15:00 pm)

Most of society prefer using online transport because of good service that offer by online transport than urban transport. But in this case Mr. Ir. Ngoedijono, Ms. Tr as Head of Transportation Division explained as follows:

“dalam mengatur angkutan jalan tentunya sudah ada regulasi dari kementerian perhubungan, kami juga berpatok pada UU 22 tahun 2009 yang bahas tentang LLAJ (Lalu Lintas Angkutan Jalan). Semua peraturan sudah tertuang pada undang undang tersebut, kalau masalah transportasi online ada Peraturan Menteri 108 tentang penyelenggaraan angkutan orang dengan kendaraan bermotor umum tidak dalam trayek, angkutan konvensional nggak perlu khawatir lagi karena itu sudah ada peraturan barunya mbak, selain kami harus merujuk pada undang-undang dan PM yang berlaku, kami juga membuat peraturan sendiri karena saat ini angkutan kota masih belum bisa menerima keberadaan transportasi online dan juga melakukan tindakan yang tegas agar peraturan dan undang undang tersebut berjalan dengan baik.”

(In regulating road transport, there must be regulation from the Ministry of Transportation, we implementing regulation based on Law 22 of 2009 which discussed about LLAJ (Traffic Road Transportation). All regulations have been stipulated in those law, if the problem of online transport there is a Regulation of the Minister 108 on the implementation of public transportation of vehicles not in the trajectory, conventional transport do not have to worry anymore because it already existing new regulations, besides that we had refer to the law. We also made temporary regulation because currently the urban transport still can not accept the existence of online transport and done firm action so that the regulation and laws are running well.) (interview on Tuesday, January 9th at 15:00 in Transportation Department of Malang)

The result of interview above Mr. Ir. Ngoedijono, Ms. Tr explained that The Transportation Department in addition to referring to the existing Law and regulation of the Ministry of Transportation to make regulations based on the current conditions to regulate traffic to decreasing disputes between urban and online transport. But most duty that have been done by Transportation Department is by running the rules that have been written. In addition, in facing the problems between urban and online transport Mr. Ir. Ngoedijono Ms. Tr also explained:

“Ada perbedaan antara angkutan kota dan transportasi online, angkutan kota adalah angkutan orang dalam trayek, sedangkan transportasi online akan menjadi golongan angkutan sewa khusus (non trayek) jika sudah berbadan hukum, maka jika dibandingkan antara keduanya mempunyai fungsi yang berbeda. Namun kami tetap akan memantau operasional transportasi online karena hanya beberapa saja yang sudah mendapatkan ijin operasional. Dan akan ada kuota transportasi online yang beroperasi di kota malang ini, apabila masih ditemukan kendaraan online beroperasi tanpa ijin maka kendaraan tersebut akan diberikan sanksi biar tidak terulang lagi.”

(There are differences between urban and online transport, urban transport is the transportation of people in the trajectory, while the online transport will be a class of special lease (non-trajectory) but if it already legal entity, then if we compared between the two transports, they have different functions. We will still monitor the operational of online transport because a few of them have been granted operational license and the other was not. And there will be an amount of quota for the operation of online transport in Malang. If we still found online transport operate without permission, then the vehicle will be given sanctions let it not happen again.) (interview on Tuesday January 9th at 15:00 pm in the Transportation Department of Malang)

The explanation of Mr. Ir. Ngoedijono, Ms. Tr completed by Mr. Heru Tri

Widyanto, SH as the head division of transporting people not in the trajectory, who said that:

“Jika saat ini transportasi online lebih digemari masyarakat dibanding konvensional maka memang sudah zamannya, teknologi semakin canggih, masyarakatpun juga, kami tidak menyalahkan mengapa transportasi online digemari, yang jelas pihak kami akan terus memberi masukan pada sopir-sopir angkot agar bisa melayani lebih prima. Dan untuk transportasi online sudah ada regulasi untuk segera mendaftarkan ke badan hukum. Jika transportasi didapati belum berbadan hukum dan belum mendapatkan izin operasional bisa jadi pihak PPNS dishub akan menindak berupa menahan transportasi tersebut dengan kisaran waktu yang cukup lama karena berpatok pada UU nomor 22 tahun 2009 dan PM 108.”

(If online transport is more popular than conventional transport means that it is the era of technology, technology more sophisticated and also the society, we do not blame why most of society choose online transport as the popular transport. Certainly, we will continue to give suggestions to drivers of urban transport to serve more excellence. And for online transport there is already regulation to immediately register to legal entity. If the transportation is found not yet incorporated and has not been granted an operational permit,

civil servants investigator (*PPNS*) Transportation Department of will take action in the form of holding the transportation with a considerable time range because it is referring to Law Number 22 year 2009 and Minister Regulation number 108.) (Interview on Monday 5th February at 10.00 am in the Transportation Department of Malang)

In the statement above shown that there has been a regulation of online transport to have operational license and the number of limits of online transport. Transportation Department of Malang has socialized around Law Number 22 of 2009 on Traffic and Road Transport that Traffic and Road Transport as part of national transportation system should be developed its potential and role to realize security, safety, order, and smoothness of traffic and Transportation Roads to support economic development and regional development. And discussed the Ministerial Regulation 108 about The Implementation of Public Transportation of Vehicles Not in The Trajectory for online transport problems which means that online transport is required to be legal entity and have operational permit.

Table 4. The Increasing number of Online Transport (Grab) in Malang Areas

| No | Year | Total |
|----|------|-------|
| 1 | 2016 | 250 |
| 2 | 2017 | 700 |
| 3 | 2018 | 1200 |

Source: Grab Indonesia Office

The table above proved the increasing of online transportation that currently operate in Malang. The dominant of online transport is go-jek with approximately ± 125.000 drivers in Malang from total 250.000 in Indonesia (Kompas, 2017). It exceeds the number of (Grab), but the number of go-jek which currently operating can not be ascertained due to the amount of secret data by its company. While the

number of transportation cause urban transport driver felt unjust because the society prefer to choose online transport than urban transport. So that some rules for online transport set in the Ministerial Regulation 108. The regulation is due to the emergence of rapidly growing online transport reap a lot of disputes between urban and online transport, one of it is demonstration of urban transport drivers in several times occurred because it does not agree to the existence of online transport as a mode of transportation in Malang.

In addition, Transportation Department roles as regulator have already been undertaken by cracking down on the problems between urban and online transport by making provisional regulations to ease problems of urban and online transport. Most of the roles that have been done by Transportation Department of Malang are explained by Mr. Ir. Ngoedijono Ms. Tr as follows:

“kami telah melakukan beberapa hal yang sementara ini bisa dilakukan dengan memberi peraturan pada transportasi online, dulu sempat ada aturan larangan operasi pada transportasi online karena belum ada izin dari pemerintah dan demo angkutan kota yang besar-besaran tapi lambat laun tetap transportasi mulai muncul lagi dan operasi seperti biasa. Lalu kami adakan mediasi juga sempat membuat aturan ya karena angkutan kota tidak kunjung tenang. Muncul peraturan bagi transportasi online dilarang mengambil penumpang di beberapa area atau kita sebut zonasi. Kami anggap langkah itu sebagai solusi konflik antara transportasi online dan konvensional yah, selain kita leraikan secara lisan. jadi yang dulu angkutan kota kerap berdemo di depan balai kota sekarang sudah berhenti dan tidak berdemo lagi. Kami juga menjelaskan untuk meniadakan sweeping yang kerap terjadi pada transportasi online, kami membina kedua pihak tanpa pilih kasih, mediasi sudah dilakukan dan pembinaan khusus angkutan kota seputar pelayanan prima juga sudah kami lakukan. Untuk terjun kelapangan akan kami lakukan pada batas akhir toleransi untuk transportasi online yaitu tanggal satu februari karena saat ini masih pada masa transisi.”

(We have been giving some temporary regulation for online transport. In the past regulation local government ban on operational online transport because there has been no permission from the government and massive demo by urban transport but online transport still emerges gradually and

operations as usual. Then we held a mediation to arrange regulation just because urban transport still can not calm down. That regulations content that online transport is prohibited taking passengers at some spots or know as zoning. We consider that that step as a conflict solution between online and conventional transportation and also we remainds orally. So, the former urban transport driver often held a demonstration in front of town hall, now they have stopped and not gather again. We also explain to abolish the frequent sweeping that done by urban transport driver to online transport. We foster both parties without favoritism, mediation has been done and special coaching of urban transport around the excellent service we have done. In some action we will do at the end of tolerance time for online transport that is the date of one february because it is still in transition) (Interview on Tuesday January 9th at 15.00 pm in Transportation Department of Malang)

Meanwhile, according to Mr. Heriono, S. Pd as the Head Division of Transportation of people not in the trajectory, currently Transportation Department already done their role according that has been written, like this explanation:

“Saya rasa sih beberapa hal sudah kami lakukan sesuai dengan undang undang yang berlaku ya, nampaknya tidak ada peran yang belum terlaksana, pengecekan pada angkot tetap kita lakukan dan kalau transportasi online kita masih tunggu masa transisi. Dalam masalah yang saat ini terjadi kami sangat bertindak tegas. Waktu untuk transportasi online mendaftarkan pada badan hukum, diberi batas waktu ya sekitar 3 bulan.”

(I think we have done our roles in accordance with the applicable law, it seems that no roles have not been done, we still do some check and operation in urban transport and for online transport we still wait because of transition time. In the current problem we were firm but currently they are in transition, because there are three months to online ransport register on legal entity, they were given of time limit.) (Interview on Thursday 5th of February at 10.00 am in Transportation Department of Malang)



Figure 7. Transportation Department Checking on Urban Transport

Source: Researcher Documentation

The interviews result explained that The Transportation Department has performed their role as a government agency that regulates road traffic, especially on matters of urban transport disputes with online transport. This is done to restabilize people's interest in urban transport. While the online transport will be given three conditions in order to obtain operational permits, the third condition is the driver must have a driver's license (*SIM*) A general, have a vehicle ownership certificate (*STNK*), as well as vehicle test books (*KIR*). In addition, in this case the transportation service has been refers to the Ministerial Regulation number 108 year 2107 on The Implementation of Public Transportation of Vehicles Not in The Trajectory which refers to 11 points of them:

1. Type of Rent Transport

General Motor Vehicles that have Motor Vehicle Identity Number (TNKB) black color only rental vehicle; Special transport nomenclature to accommodate online taxi service.

2. Car engine cylinder capacity

Public Lease Transport of at least 1300 cc; Special Lease Transport of at least 1,000 cc.

3. Special rental cost rates

Transportation rates are stipulated in information technology-based applications; Cost determination based on upper / lower limit rate; The cost determination shall be fully submitted to the Governor in accordance with the domicile of the company and the Head of BPTJ for JABODETABEK region.

4. Amount Quotas of special rental vehicles

The determination of the number of vehicles required by the Governor in accordance with the domicile of the company; and Head of BPTJ for JABODETABEK region.

5. Liability for vehicle registration (*STNK*) legal entity

If the previous *STNK* provisions on behalf of the company, it was revised into a vehicle registration on behalf of a legal entity. Furthermore, vehicle registration which is still on behalf of individual still valid until its expiration period. Prior to the transition period of the vehicle registration to be on behalf of legal entity must be attached a notary certificate containing the availability of vehicle registration to legal entity and vehicle ownership rights remain private individual rights.

6. Periodic testing (KIR)

The vehicle's first periodic test mark (kir) is first performed by tapping, adjusted to the embossed plate; The motor vehicle which is the longest 6 months since the issuance of STNK does not need to be tested KIR, can attach Certificate of Type Test Registration (SRUT).

7. Pool

The requirement of the initial public transportation license must have the 'pool' adjusted to own / control the vehicle storage; Must be able to accommodate the number of vehicles owned.

8. Workshop

Can provide vehicle maintenance facilities (workshop); or Cooperation with other parties.

9. Taxes

The substance for taxation interest in the provision of public taxi online is imposed on the application company according to the proposal from the Directorate General of Taxation.

10. Access the Dashboard

The subject of Dashboard Access is a new provision added in the revision of this rule. Compulsory to grant dashboard digital access to Dirjen Hubdat and licensor of public transportation; For the purposes of monitoring the operation of the taxi online.

11. Sanctions

Sanctions shall be imposed both to the public transport company and to the application company; Sanctions on the company's application violation shall be granted by the Minister of Communications and Information Technology by temporarily terminating access (blocking) of the application up to the repair.

So online transport which has legal entity is officially declared and allowed to continue operation according to regulation without zero boundary and without having to compete with urban transport.

b. As Facilitator

As a facilitator the role of Transportation Department is to provide all the facilities that make improving public services of urban transport to be better. Including by solving problems that related to urban transport. It proved in several things that have been done by the Transportation Department as a facilitator to assist urban and online transport to keep running operations without disputes. As expressed by Mr. Heru Agus Triwibowo as the head division of the transport people not in the trajectory about the role that has been done transportation service of Malang that is:

“Selama ini kita telah menjadi perantara antara angkutan kota/ konvensional itu dan transportasi online, kita adakan mediasi untuk membuat kedua pihak (angkutan kota dan transportasi online) sama sama merasakan keadilan, jelas kami menghadirkan perwakilan angkutan kota dan transportasi online, kemudian kami berikan pengertian dan arahan. Disitu juga dihadiri pemerintah kota malang dan anggota dishub provinsi. Aspirasi setiap masing-masing golongan sangat diperhatikan betul dan juga kita rundingkan Bersama agar tidak ada kebencian atau unek-unek dari kedua pihak yang

bersangkutan. Diberi juga pengertian untuk pihak konvensional (angkutan kota) agar tetap operasi tanpa melakukan sweeping pada transportasi online dan diberi pengertian juga bagi pihak transportasi online untuk tetap beroperasi juga tapi pada waktu itu dengan aturan sementara yaitu zonasi, namun saat ini zonasi tidak berlaku karena muncul peraturan yang mengatur bahwa transportasi online untuk segera berbadan hukum, maka dilakukan pembinaan untuk menjelaskan peraturan tersebut dan untuk mendorong transportasi online agar segera berbadan hukum juga sama kayak angkutan kota dan taxi argo lainnya.”

(So far, we had become an intermediary between conventional and online transport, we had set a mediation to make both sides equally feel the justice, obviously we brought the representatives of urban and online transport, then we gave the understanding and referrals. There also attended the government of Malang and members of the Provincial Transportation Department. The aspirations of each sides were taken seriously and also happened negotiation in order to avoid hatred or unrest from both sides. We gave an understanding to the conventional transport to keep the operation without sweeping online transport. in the other side there were a rules for the online transport to keep operating as well but at that time with the provisional rules of zoning, but since regulation of minister was occurred zoning is not applicable due to the regulations that govern the online transport to be immediately incorporated, so the guidance to explain the rules and to encourage online transport to immediately incorporated is the same as urban transport and the other argo taxi.) (interview on Monday, February 5th at 10:00 a.m in the Transportation Department of Malang)

The urban transport that is currently losing enthusiasts than online transport that more the most favorite are required to continue to progress. Transportation Department of Malang has encouraged urban transport to be progress by giving innovation on urban transport in the form of garbage, mini library, poster of price on each door of urban transport. This innovation in order to maintain cleanliness, attract some attention from society and certainty price for passengers. Mr Ir. Ngoedijono Ms. Tr has presented several facilities that have been provided as follows:

“Untuk terjaminnya pelayanan di bidang angkutan kota telah disediakan terminal yang cukup luas, halte, marka jalan, lampu lalu lintas, 25 trayek yang tetap dan kami telah memberi pembinaan peningkatkan pelayanan

angkutan kota agar memberi poster tarif untuk penumpang di setiap pintu angkutan kota, tempat sampah di dalam angkutan kota dan perpustakaan mini pada angkutan kota agar pelajar tertarik dan tidak bosan, dan juga harga khusus bagi pelajar biar murah.”

(To ensure the service of urban transport that has provided a large terminal, halte, road markings, traffic lights, 25 fixed routes, wide road and we were provided coaching to improve the service of urban transport to provide price posters for passengers at every door of urban transport, garbage and mini library on urban transport so that students can interested and not bored, and also special prices for students in order to get cheap price.) (interview on Tuesday January 9th at 15:00 p.m in the Transportation Department of Malang)

This statement is complemented by the opinion of Mr. Heru Agus Triwibowo as the person responsible for transporting people not in the trajectory, as follows:

“Saya pikir, kalau fasilitas untuk penumpang yang ada di angkutan kota sebagian besar telah diterapkan oleh angkutan kota, mulai dari memberi buku bacaan di dalam angkutan kota, poster harga di setiap pintu-pintu itu, tempat sampah di dalamnya itu kan juga termasuk fasilitas angkot untuk penumpang, selain itu kami juga memberi pembekalan kepada supir angkot agar tidak ngetem terlalu lama, dan berhenti tetap pada trayek yang ditentukan biar penumpang tidak kecewa juga.”

(I think the facilities for passengers have been largely implemented by urban transport, ranging from serve reading books in urban transport, price posters on each of those doors, the garbage containers in it also include angkot facilities for passengers. but it was felt not enough to satisfy the passengers so that we also gave debriefing to the drivers to not stop in the roadside with a long time and stop fixed on the route specified in order to make passengers not disappointed.) (Interview Monday 5 February at 10.00 in transportation service of Malang City)



Figure 8. Mini Library in Urban Transport of Malang

Source: Researcher documentation



Figure 9. Mini Library in Urban Transport of Malang

Source: Researcher documentation

The explanation above shows that the Transportation Department remains a facilitator by providing facilities on urban transport and for the passenger of urban transport in Malang. Transportation Department service provides a fixed trajectory and divides the number of urban transport on each trajectory. Here is

the route of trajectory, the sign, the number of each urban transport in the trajectory and distance that traveled by the urban transport:

Table 5. Urban's Transport Trajectory Network of Malang

| No | Trajectory | Quantity | Distance (km) | Sign |
|----|---|----------|---------------|---------------------|
| 1 | AL Arjosari Terminal- Landungsari Terminal | 105 | 17,2 | White and Red Lines |
| 2 | AG/AH Arjosari Terminal – Gadang - Hamid Rusdi Terminal | 238 | 14 | Orange Line |
| 3 | AT Arjosari - Tidar | 54 | 18.00 | Grey Line |
| 4 | ADL Arjosari Terminal - Dinoyo- Landungsari | 116 | 14,5 | |
| 5 | ASD Arjosari Terminal - JL. Sarangan - Dieng | 8 | 10.00 | |
| 6 | ABH Arjosari Terminal - jl. Borobudur- Gadang- Hamid Rusdi | 84 | 26.00 | Green Line |
| 7 | AJG/AJH Arjosari Terminal - Janti- Gadang- Hamid Rusdi Terminal | 51 | 17,6 | |
| 8 | AMG/ AMH Terminal Arjosari- Mergosono-Gadang- Hamid Rusdi | 142 | 15,7 | Purple Line |
| 9 | CKL Cemorokandang- terminal Landungsari | 62 | 22.00 | |
| 10 | HL Hamid Rusdi – Gadang – Landungsari | 100 | 15,6 | |
| 11 | GML / HML Term. Hamid Rusdi – Gadang – Mergan – Term. Landungsari | 37 | 17,8 | |

| | | | | |
|----|---|-----|-------|-------------|
| 12 | HM Term. Hamid Rusdi – Gadang – Term. Madyopuro | 38 | 8.00 | |
| 13 | HA Term. Hamid Rusdi – Gadang – Term. Arjosari | 144 | 14,6 | Yellow Line |
| 14 | JKP Permh. Joyogrand – Jl. Piranha – Karanglo | 45 | 10.00 | |
| 15 | JDM Permh. Joyogrand – Dinoyo – Mergan | 32 | 12,7 | |
| 16 | LG / LH Term. Landungsari – Gadang – Term. Hamid Rusdi | 88 | 16,5 | |
| 17 | LDG / LDH Term. Landungsari – Dinoyo – Gadang – Term. Hamid Rusdi | 128 | 15,2 | White Line |
| 18 | MM Term. Madyopuro – Term. Mulyorejo | 57 | 15,2 | Red Line |
| 19 | HST Hamid rusdi- sarangan- tasik madu | 26 | 15,7 | |
| 20 | MK Term. Madyopuro – Karangbesuki | 54 | 11,3 | |
| 21 | MKS Term. Mulyorejo – Klayatan – Sukun | 2 | 6,7 | |
| 22 | ABB Term. Arjosari – Polowijen – Jl. Borobudur – Bunul | 48 | 16.00 | |
| 23 | MMA Madyopuro- Mangliawan- Arjosari | 1 | 8,7 | |
| 24 | MH Mulyorejo - hamid rusdi | 6 | 8.00 | |
| 25 | TSG / TSH Psr. Tawangmangu – Jl. Soekarno-Hatta – Gasek | 1 | 10.00 | |

Source: Transportation Department of Malang

In the Urban's Transport Trajectory Network table above shows there are twenty-five trajectory that pass by urban transport with different destination and trajectory. Each of urban transport on a route is marked by a name and line sticker affixed to the rear of the urban transport glass. The number of each route is also determined according to the number of society needs. The distance of each trajectory ranging from 6 to 26 kilometers. Total of all registered urban transport fleets are 1,667 of the 2202 that provide by the government.

On the other hand, in solving the problem between urban and online transport, Transportation Department as facilitator by involving stakeholders who oversee the application-based online transport grab, uber, gojek company to cooperate in supporting online transport legal entity. In addition, the Transportation Department of Malang also coordinates with the Transportation Department of East Java Province and Police resort city. As expressed by Mr. Ir. Ngoedijono Ms. Tr as follows:

“Sementara ini pihak dinas perhubungan kota malang juga mendukung transportasi online dengan selalu mendorong transportasi online untuk segera berbadan hukum dan yang jelas kami menjadi perantara dengan harus bekerjasama dengan perusahaan yang memiliki aplikasi online itu dan juga pemerintahan. Kalau masalah operasional beda lagi, kami koordinasinya dengan pemerintah untuk pemeriksaan kendaraan bermotor dan yang pasti oleh pihak kami PPNS LLAJ (Penyidik Pegawai Negeri Sipil Lalu Lintas Angkutan Jalan) tentunya didampingi oleh penyidik polri untuk mengontrol sesuai dengan peraturan.”

(While the Transportation Department of Malang also supports online transport by always encouraging online transport to be legal as soon as possible and we were intermediaries by having work with companies that have online applications and also, government. Operational problem is different, we coordinate with the government for vehicle inspection and certainly by our party PPNS LLAJ (Investigator of Civil Affairs of Traffic Road Transport) is certainly accompanied by police investigators to control

in accordance with the regulations.) (Interview on Tuesday 9 January at 15.00 p.m in Transportation Department of Malang)

To support the policies that have been regulated by the Minister Regulation number 108 year 2107 about The Implementation of Public Transportation of Vehicles Not in The Trajectory, required cooperation between government and the company that oversees the online transport itself. And for operational practice, cooperation from law enforcement is required.

c. As Evaluator

The role of Transportation Department is not stuck as a facilitator but also to evaluate the sustainability of improving public services of urban transport. So that Transportation Department of Malang had a role as evaluator. The performance of evaluator is required to evaluate roles and activities that have been done periodically.

The role of Transportation Department as an evaluator makes the performance of the transportation service must be maximal. The Transportation Department is required to monitor directly the implementation of regulations that have been made. This was stated by the head division of urban transport called Mr. Ir. Ngoedijono Ms. Tr which describes as follows:

“Dalam konteks angkutan kota dan transportasi online berbasis aplikasi kami sudah melakukan pemantauan langsung secara berkala, dan semua sudah ada alur pengecekannya hingga pada rongga pencabutan trayek untuk angkutan kota yang tidak memenuhi kelengkapan dan penahanan transportasi bagi transportasi online yang melanggar sanksi. Evaluasi juga kami lakukan untuk tau kinerja sebelumnya. Khususnya untuk peningkatan pelayanan angkutan kota kami bekerjasama dengan pihak lainnya ada denpom, satpol PP, PU yang tergabung dalam forum lalu lintas malang yang dilakukan satu bulan sekali untuk membahas masalah transportasi di kota Malang dan mulai saat ini kami juga mengawasi transportasi online karena sudah ada peraturan untuk berbadan hukum.”

(In the issue of urban and online transport based of application we had conducted periodic monitoring, and all of the checks procedure have already existed till trajectory repeal for urban transport that do not meet the completeness requirements and detention of online transport that do some violates. All of that became an act of sanction and punishment for being out of regulation. We also do evaluation to know the previous performance, especially for the improvement of urban transport public services in Malang, we done some cooperation with other parties such as Denpom (Military Police Detachment), satpol PP (Civil service police Unit), and PU (public Works Service) which corporated in forum of Malang traffic that conducted once a month to discuss transportation problems in Malang and from this moment on we also monitor for online transport because there was the law to legal entities.) (interview on Tuesday, January 9th at 15.00 p.m in Transportation Department of Malang)

Completed by Mr. Heru's explanation that describing transportation control has a responsible person who will play a role according to each field. The following explanation of Mr. Heru Agus Triwibowo as head division of road transport in the trajectory:

“Penanggung jawabnya kami mbak, penegak penyidikan, angkutan kota layak uji seperti pengujian kendaraan bermotor itu kami, tapi kami ada bagian bagiannya seperti bagian penilangan itu PPNS LAAJ dan setiap pelanggaran ada sanksi yang diberikan, jika itu transportasi online maka sesuai dengan peraturan Menteri 108 tahun 2017 dan kalau angkutan kota berpacu pada undang-undang nomor 22 tahun 2009. Evaluasi juga selalu dilakukan per bulan dengan pihak terkait untuk memperbaiki pelayanan angkutan kota dan transportasi masa yang lain termasuk transportasi online karena transportasi online sudah seharusnya jadi badan hukum.”

(The responsible person is also us who done Investigation enforcement, urban transport tests such as motor vehicle testing are our responsibility, but we've been devided into charge such as a refund is a job of PPNS LAAJ (Investigator of Civil Servants in Road Transport Traffic) and there will imposed sanctions on each violating regulation. If there is violation that do by online transport it will punish based on regulation of Minister 108 year 2017 and if it does by urban transport it will punish based on the law number 22 year 2009. Evaluation always done monthly and coordinating with related parties to improve public service of urban transport and other mass transportation including online transportat because the online transport is supposed to be a legal entity.) (Interview on Monday, February 5th at 10:00 a.m in Transportation Department of Malang)

From the explanation that explained by Transportation Department, the parties that involved in the monitoring and evaluation of urban transport are:

1. Transportation Department, which functions in relation to supervision, control and coordination;
2. Traffic Police (Satlantas), which acts as an actor to discipline traffic and follow up;
3. Denpom (Military Police Detachment) also functions almost the same as the traffic police that organize and stop the traffic and safety of road users;
4. Satpol PP works the same to help stop traffic and road users safety; and
5. PU or Public Works Department works to utilize human resources and utilization of improving public and spatial facilities.

Regulations for online and urban transport have been established to avoid a dispute between online and urban transport, but innovations to improve public services in urban transport are also needed in order to make balance with online transport services. Some ideas of ir. Ngoedijono as the head division of urban transport as follows:

“Sebenarnya saat evaluasi yang lalu kita memikirkan inovasi baru, yaitu dengan membuat pelayanan angkutan kota berbasis online juga karena ya sangat banyak kemungkinan jika angkutan kota dijadikan berbasis online seperti transportasi online saat ini, namun dengan system yang sedikit berbeda maka disiasati tetap pada trayek, dengan waktu tunggu yang pasti sehingga nggak ngetem lama-lama, misal dengan batas waktu 15 menit, dan memainkan poin dengan ketepatan waktu, lalu frequency ditambah hingga jam 10 malam, dengan giuran reward apabila bisa mencapai semua itu, dan mungkin bisa dilengkapi ac di angkutan kota. Jadi kan penumpang senang dan penumpang akan bisa nyaman selain itu angkutan malang jadi lebih modern. Saat evaluasi kami telah memikirkan hal itu dan walaupun itu masih ide tapi saya sudah berunding dengan link salah satu aplikasi namun masih belum ada respons yang diharapkan. Kita harus sabar dulu tidak

tergesa gesa karena kita harus menjalankan regulasi yang ada dahulu sebelum inovasi tersebut dilaksanakan.”

(In the previous evaluation we got some ideas, we think of a new innovation with making urban transport services to be online transport system with based on application because there is possibility if the urban transport change the system with some differences that based on trajectory, for example with 15 minutes time limit, and using points with certain times, then adding frequency up to 10 p.m, using reward who can achieve all provisions, and it can equipped air conditioner in urban transport. So, the passengers can feel nice and comfort otherwise urban transport of Malang becomes more modern. In evaluation time we had thought about it and although it was still an idea but I was already negotiating with the owner of application. It need patience and should not be hurry because we have to run the existing regulations before innovation is implemented.) (Interview on Tuesday January 9th at 15:00 in the Transportation Department of Malang)

Various innovations that have been initiated by the urban transport of Malang is as a result of evaluation in order to improve publice service of urban transport, then some alternative ways must be exist to avoid failure of the regulation and innovation ideas. As explained by Mr. Heru Tri wibowo that:

“Gambaran dari hasil evaluasi yang telah dilakukan menunjukan progress dikarenakan konflik sudah mulai mereda ya, tahap pertama sudah dilakukan yaitu mediasi dan membuat regulasi sementara untuk membuat kondisi angkutan kota tidak berselisih dengan transportasi online hingga keluarnya PM 108 bagi transportasi online untuk berbadan hukum. Disitu angkot sudah mulai bisa tenang dan tidak berdemo lagi dilain sisi angkot tetap dengan peraturan lama. Cara alternatifnya apabila regulasi belum bisa meningkatkan pelayanan adalah dengan melakukan monitoring untuk mempertegas tindakan, melakukan pengawasan yang lebih ketat, dan tentunya membuka sarana complain bagi warga sekitar apabila menemukan kegagalan regulasi bisa melaporkan pada kami, sudah kita buka web pengaduan atau bisa juga laporan langsung biar jika ada pelanggaran dan saran dari masyarakat bisa langsung sampai kepada kita sehingga itu untuk mentertibkan dan bisa juga meningkatkan kualitas.

(The description of evaluation results that has been done shows the progress because the conflict has begun to subside, the first stage has been done that is mediation and make temporary regulation to make the condition of urban transport is not at odds with the online transport until the release of Minister Regulation number 108 for online transport for legal entity. In this condition

urban transport already began to be calm and no longer protesting and on the other side urban transport fixed with the old rules. If the regulation has not been able to improve the alternative ways is by monitoring to reinforce our action, conduct stricter supervision, and of course open a complaint for local residents if they found failure regulation. They can report to us, we have open the web complaints or can also direct reports if there are violations and suggestions from the society, these ways in order to make transport more controlled and also improve the quality.) (Interview on Monday 5th of February at 10.00 a.m in Transportation Department of Malang)

From the interviews results above can concluded that evaluation which conducted by Transportation Department related to the improvement of public services of urban transport and the problems which related with urban transport can produce some ideas and innovation that will be applied in the future and be alternative ways if lack of regulation happens. Being convinced with the innovations that initiated during the evaluation can attract passengers and advancement in urban transport and alternative ways that can influence and improve the public service in urban dan online transport.

2. Supporting and Inhibiting Factors of Transportation Department Role in Improving Public Service of Urban Transport

The implementation role of Transportation Department in improving public services of urban transport is inseparable from the existence of various factors in it. These factors can influence the role of the Transportation Department in improving public services in urban transport. There are two types factors that arise in the role of Transportation Department to improve public services. It is divided by supporting and inhibiting factors, which is in the implementation role of Transportation Department is always associated with both factors.

a. Supporting Factors

In carry out its role as department which have responsibility in transportation in Malang, there are certain factors that support Transportation Department of Malang in improving public services of urban transport, including:

1) Consistence in Commitment

The internal factor that supports Transportation Department role is a consistency commitment to serve society well, so they always try to improve public services. This factor is used to improvement achievements of public services in urban transport. Consistency commitment of Transportation Department proved when the department does not stop try to give suggestion and innovation to the drivers of urban transport in order to make society have the interest to choose urban transport again as their mobility needs. This indicates the seriousness of Transportation Department to improve the services of urban transport despite competition between urban and online transport. Transportation Department of Malang always providing solutions and encouraging urban transport to look attractive by gave garbage bins on urban transport, mini library, a poster of price, and suggest to the driver to be friendly and honest. Transportation Department not only one time to remind urban as a form of consistency in their duty. Because not consistency of commitment will make some system cannot run maximally and not balance. This statement explains by Mr. Heru Agus Triwibowo as follows:

“Pada awal gemparnya transportasi online, angkutan kota nggak mau kalah, mereka terus memperbaiki pelayanan, namun mereka tidak cuma melakukan itu, mereka juga demo di depan balai kota sebagai rasa perlawanan karena posisi mereka tergantikan. Karena regulasi tentang transportasi online pada

saat itu belum clear mbak, kami selaku dinas yang menaungi bidang angkutan kota dan pemerintah daerah berkoordinasi untuk memikirkan sejumlah cara agar tidak terulang hal itu, nah dengan cara memberi pengertian pada supir angkot dan zonasi untuk sementara waktu biar meredakan konflik waktu itu, karena problem ini kami anggap problem yang serius dan tidak bisa dibiarkan, dilain sisi kami juga memberi pesan selalu kepada angkutan kota agar terus berbenah jika tidak mau kalah dengan transportasi online. Karena memang sujah jadi tugas kami, walupun memperingatkan kepada sopir berkali kali ya kita lakukan”

(At the beginning proliferation of online transport, urban transport does not want to lose, they continue to improve their service and not stop in it, they also do a demonstration in front of the town hall as a sense of resistance because their position was replaced by online transport. Because regulations of online transport have not been clear at that time. Whereas we are the responsibility of urban transport coordinate with local government thinks alternatives to avoid repetition of it. So that by giving understanding to the urban transport drivers and zoning temporarily to online transport was the way to defusing conflict. This is not a simple problem; we consider that it is a serious problem which it cannot be left. We often gave suggestion to urban transport to be better with serving good quality of service if they do not want to lose with online transport. One of our duty to always remain them even it repeatedly to explain to the driver but we had done it.) (Interview on Monday 5th February at 10:00 a.m in Transportation Department of Malang)

From the statement above can be concluded that the commitment of Transportation Department and Local Government in handling the problem between urban and online transport can be categorized serious, as well as the efforts of Transportation Department to keep providing solutions and directions for urban transport that was very significant.

2) Human Resources

The human resources in Transportation Department of Malang is one of the factors in improving public service of urban transport. To find out it was done interview with the head division of urban transport that is Mr. Ir. Ngoedijono Ms.Tr. who explained that:

“Faktor pendukung dalam meningkatkan pelayanan masyarakat di bidang angkutan kota yang paling membantu yaitu sumberdaya manusianya, kenapa begitu? karena dinas perhubungan kota malang ini mempunyai pekerja yang banyak dan setiap bidang terbagi lagi menjadi sub bidang lengkap dengan penanggungjawabnya, contohnya saja bidang angkutan kota, ada saya sebagai kepala bidang, pak heru sebagai kepala Seksi pelayanan angkutan dalam trayek, pak riko sebagai kepala Seksi angkutan tidak dalam trayek, dan pak heri sebagai kepala Seksi perencanaan angkutan jalan. Nah dari situ kami terbantu apabila ada masalah mengenai misalkan masalah angkutan kota dan transportasi online sudah jelas penanggungjawabnya, tapi semuanya juga ikut membantu.”

(A supporting factor which is most helpful in improving public services of urban transport is the human resources. How can? because Transportation Department of Malang has a lot of workers and every field is divided into subdivision complete with the responsible person. For example, the field of urban transport, there are me as the head of the field, Mr. Heru as the head division of transportation services in the trajectory, Mr. Riko as the head division of transport not in the trajectory, and Mr. Heri as the head division of road transport planning. Well, it is very helpful if there is a problem, for instance, the problem of urban and online transport is clearly there is responsible, but all of them also help each other.) (Interview on Wednesday January 9th at 15:00 pm in Transportation Department of Malang)

The explanation was completed by the statement of Mr. Heru Agus Triwidyanto as head of the transport service division in the trajectory as follows:

“Untuk masalah sumberdaya manusia kami tidak punya masalah mbak, disini tenaga kerjanya lengkap, dan lebih lagi jika kami turun lapangan untuk operasi pengecekan angkutan kota maupun transportasi online yang saat ini sudah ada peraturannya, kami telah dibantu oleh polresta dan PPNS LLAJ yang siap jadi kamipun merasa terbantu karen banyaknya pihak yang telah membantu dalam kegiatan kami.”

(For human resources we do not have any problems miss, in here the workforce was complete, and moreover if we checking directly in road with condition that urban and online transport which currently has a certain regulation, we have assisted by polresta and PPNS LLAJ ready to help. So, we felt helped by them who gave intervention in our activities and duty.) (Interview on Monday 5th February at 10:00 am in Transportation Department of Malang)

The Transportation Department of Malang has been prepared the responsible for each problem of urban transport. Seem as urban transport who is headed by Mr. Ir. Ngoedijono, Ms.Tr. which has the duty to carry out control of the people transport in the trajectory, the transport of people not in the trajectory, freight transport, animal transport, and special transportation. This field has three heads division such as the section of transport services in the trajectory, the transport service section is not in the trajectory, and the road transport planning division. The division of transportation service in the trajectory currently headed by Mr. Heru Agus Triwibowo, SH. which has the duty to carry out the supervision and control of the transport of people in the trajectory. The transport is not in the trajectory currently headed by Mr. Riko Indra Darmawan, SH. which has the duty to carry out the supervision and control of the transport of goods, animals and special transportation. The road transport planning currently headed by Mr. Heriono, S.Pd. which has the duty to carry out the supervision and control of the transport of people not in the trajectory. On the other hand, PPNS LLAJ which coordinate with polresta also become helper in human resource inspection of urban and online transport.

Based on interviews results above can be concluded that human resources in implementing the role of Transportation Department to improve public services of urban transport categorize into supporting factors because it is adequate.

3) Legal Basis

The existing legal basis of government absolutely gave encouragement to the Transportation Department of Malang in the ways of running their roles. This

made legal basis to be one of supporting factors in improving public services of urban transport. Absolute provisions by the government are helpful in resolving urban transport issues and online transport. The existence of legal basis clearly defined requirement and condition of urban and online transport without clash again. Based on the statement of the head of the urban transport who is Mr. Ir. Ngoedijono Ms. Tr said:

“Angkutan kota saat ini tidak perlu khawatir lagi akan kehadiran transportasi online berbasis aplikasi, karena saat ini landasan hukumnya sudah ada, transportasi online yang berbasis aplikasi sudah diberi aturan dan harus ditaati, contohnya saja akan ada kuota untuk transportasi online berbasis aplikasi di kota malang, agar jumlahnya bisa stabil dengan taxi lainnya. Selain itu Dan untuk pelayanan di bidang angkutan kota telah mempunyai jaminan aman, kepastian hukum, tarif yang tentu dan penanggung jawab sehingga itu menjadi alasan yang kuat penumpang untuk naik angkutan kota.”

(Nowadays urban transport does not have to worry about the existence of online transport, because legal basis already exists, online transport has been given the regulation and must be adhered to, for example, there will be quota for online transport in Malang, so that the amount can be stable with another taxi which using agro. In addition, urban transport public service already has a guarantee of security, legal certainty, certain price and responsible so that it becomes a strong reason for passengers to choose urban transport.) (Interview Wednesday, January 9th at 15:00 p.m in Transportation Department of Malang)

Relating to disputes between urban and online transport can be solved by referring to the existing legal basis. Seems with the current condition, online transport is judged to take over the position of urban transport, but if it refers to the existing legal basis an online transport must be legal, limited and have quotas. So that urban transport does not have to worry about the existence of online transport. Besides that, the legal entity that has to regulate urban transport becomes more valuable for urban transport in Malang. Because the legal basis

provided will ensure safety, security, and a certain price for the passenger. If something happens not in accordance with the provisions, then the passengers can complain to the authorities and will be given action.

b. Inhibiting Factors

Several things that make the role of Transportation Department slow in carrying out its role of urban transport is called the inhibiting factor. This factor is expected to be minimized so that the role and performance of the Transportation Department can easily improve public services in urban transport. Here are some of inhibiting factors that felt by Transportation Department in improving the public services of urban transport:

1) Public Awareness

Public awareness is an inhibiting factor in make the operations of urban transport difficult to be systematic. It can be an obstacle in improve public services. As explained by Mr. Ir. Ngoedijono Ms. Tr as the head division of urban transport as follows:

“Yang susah diatur dalam hal meningkatkan pelayanan ini justru kebanyakan dari masyarakat sendiri, bagaimana tidak? yang banyak menggunakan kendaraan pribadi itu kan masyarakat, sehingga minat masyarakat untuk naik angkutan kota jadi menurun banyak, bukan cuma itu aja lo mbak, selain itu masyarakat yang masih menggunakan angkutan kota tidak tertib dalam menunggu dan memberhentikannya, sering ya dipinggir-pinggir jalan orang-orang memberhentikan angkot tanpa tahu kondisi jalan itu bagaimana, kalau bikin macet gimana itu kan juga berdampak pada bagaimana pelayananan angkutan kota, jadi sebisa mungkin diharapkan masyarakat membantu dengan sadar akan ketertiban agar angkutan kota juga dapat tertib dalam operasionalnya.”

"Society became a difficult thing in terms of improving public service, how not? They use private transportation in their mobility. So that there is decreasing public interest in using urban transport, not only that, many people that still use urban transport not orderly in waiting and dismiss urban

transport. They often waiting and dismiss in the roadside without knowing the condition of the road. How if it makes jams and it certainly give impact in public service of urban transport. As much as possible the society will help to realize to be ordered in using urban transport and the drivers can operate urban transport orderly.) (Interview on Wednesday 9th January at 15.00 pm in the Transportation Department of Malang)

In the interview above can be concluded that the role of the Transportation Department to improve the public service of urban transport should support by Malang society because of the social determinant of improved services of urban transport. Currently, most of Malang origin society use private vehicles. In addition, many students and workers who live in Malang brought private vehicles from their hometown so that the existence of urban transport not much interest to mobilization and it not in demand anymore.

The lack of awareness that done by society also remains us that the increasing service of urban transport is punctuated with the orderly of urban transport drivers when pick up and drop off passengers. But many urban transports still stop suddenly at the roadside to pick up or drop off passengers. This is because the society who want to use urban transport do not wait in right place or terminal. If the society still waiting for urban transport on the roadside, then the urban transport drivers will not orderly too and it makes difficult to range the public service system because it has been a habit.

2) Driver of Urban Transport Factor

Inhibiting factor is encountered from the urban transport drivers that made constrained effectiveness of urban transport operations, as revealed by Ir. Ngoedijno as follow:

“Masalahnya supir angkot juga susah diatur untuk dilarang berhenti dipinggir jalan dengan waktu yang cukup lama (*ngetem*) dan kadang juga menaikkan tarif angkot sesuka hati jadi kesian penumpangnya.”

(The problem is drivers of urban transport are unruly to stop the roadside with long periods of time (*ngetem*) and sometimes they raise nominal of price in using urban transport, it made many passengers disappoint.) (Interview on Wednesday 9th January at 15.00 pm in the Transportation Department of Malang)

From the statement above, it can be concluded that the drivers lack of discipline to comply with operational regulations that have been specified by the government technically and urban transport driver who only prioritize economic benefits without thought the comfort for passenger.

3) Increased of Private Transportation

The number of motorcycle users causing the descent of urban transport passenger. Some reason was people prefer to use private transportation. In addition, there was an amount of private transportation that made urban transport passenger enthusiasts were reduced. One of these factors gave an impact to the role of Transportation Department improving public services of urban transport. As explained by Mr. Heru Agus Triwibowo, SH as the head division of transport service in trajectory that said:

“Sebenarnya saat ini selain ojek online masih banyak kendaraan bermotor lainnya, seperti ojek konvensional, becak motor, dan yang paling banyak yaitu kendaraan pribadi. Kebanyakan mahasiswa juga bawa motor sendiri, itu juga menyebabkan penurunan minat pada angkutan kota Malang. Penurunan minat itu juga menyebabkan penurunan pendapatan supir. Sehingga supir angkutan kota sering berdemo karena merasa tidak adil. Dan merasa ojek online lah yang membuat penurunan minat angkutan kota. Padahal penyebabnya bukan hanya itu...”

(In fact, other than online transport there were motor vehicles, such as conventional taxi-bike and private transportation that dominates. Most of students and worker brought their private motor from their hometown, it

decreases of interest in urban transport of Malang. The decrease of public interest caused a decline in urban transport driver incomes. So, urban transport drivers often protest because they feel unfair. And they assumed that online transport the one factor that made the decline of interest in urban transport. Whereas the cause not only that ...) (Interview on Monday 5th February at 10:00 am in Transportation Department of Malang)

In the result of interviews above it can be concluded that one of the obstacles to increasing public service of urban transport is the increase of motor vehicle users. The increased users of motor vehicles such as pedicab motor, online transport, conventional motorcycles, and private transportation have caused a decrease in society interest in using urban transport. This can cause the existence of urban transport displaced and extinct. So that urban transport driver tries to maintain its existence by complaint at the Transportation Department of Malang, held a demonstration in front of Malang City Hall and sweeping on the online transport driver.

C. Analysis and Discussion

1. The Role of Transportation Department of Malang in Improving Public Service in Urban Transport

The role of Transportation Department of Malang as a local government who had responsibility related to Malang transportation currently focusing to improve public service especially in urban transport and solving problems related to urban transport.

a. As Regulator

The role of Transportation Department in improving public services in urban transport as a regulator is to implement regulations that can help improve public services and solve problems, especially of urban transport. It is stated in the Decree of Mayor of Malang Number: 55 Year 2012 on duty and function of Transportation Department of Malang, some of them are:

1. Formulation and implementation of technical policy in the field of transportation.
2. Implementation of traffic control and order.
3. Implementation of motor vehicle testing.
4. Providing licensing technical considerations in the field of transportation.
5. Provision and revocation of licenses in the field of transportation.
6. Implementation of Minimum Service Standards (SPM) in the field of transportation
7. Evaluate and report on the implementation of tasks and functions.

Several roles of the Transportation Department as a regulator by making a formulation and implementation of the technical policy of transportation, testing and licensing related to transportation. They will give a firm action in the form of sanction for policy violator in order to traffic control and avoid a lack of regulation. Obligations of Transportation Department also lies in improving public service of transportation until it reaches the minimum service standard (MSS). And it is mandatory for them to make an evaluation and make a report

about what tasks and functions to correct the performance that they have done. On the other hand, according to Rashid (2000) in Labolo (2011: 36), the regulatory function is commonly known as the regulatory function in all its forms to intended as an attempt to create the right conditions so that it becomes conducive for various activities. Regulation is intended to prevent the dominance of one individual against another, encouraging the achievement of the interests of the group as a common goal and managing the differences that can arise that threaten the integrity of the group in the form of conflict (Labolo, 2011: 76).

Based on the phenomenon that obtained by the researcher, as a regulator, the Transportation Department of Malang gave basic reference to society as an instrument to arrange all activity implementation in the transportation field. It Seen when online transport should not operate because of online transport is still in the status quo, but online transport has become a permanent job for some people and online transport has also become a public necessity. While on the other hand the law of online transport is not official yet and there was an imbalance between urban and online transport. So, Transportation Department can prove its role as a regulator with the action in making a temporary policy in terms of disputes problems between urban and online transport as problem-solving. The temporary policy is made and enforced since Monday on the 27th February in 2017 until the enactment of regulation governing the online transport that is on 1st February in 2018. The policy was a prohibition for online transport to not take passengers in some areas which it is some stops areas of urban transport such as malls, hotels, entertainment venues, stations, terminals, hospitals, markets, and the

paths of urban transport. The temporary policy was made to make urban transport be able to feel balanced with online transport in getting passengers. So that passengers in that certain zone still use urban transport as a vehicle of their activity. Then the Transportation Department dividing certain zone between urban and online transport in an effort to keep the situation conducive. It was realized with the enactment of temporary policy, the Transportation Department does not receive any reports of friction between urban and online transport as before. It can be concluded that the temporary policy success to make the situation more controllable.

In addition, the Transportation Department as regulator also the implementer of regulation and shall implement the regulations referring to Law Number 22 year 2009 concerning with road transport traffic article 9 to regulate urban transport conditions such as checking of Licensing of public transport, investigation of public transport licensing violations, technical requirements and the feasibility of road vehicles requiring special skills and / or equipment to be carried out in accordance with the provisions of the law. And implement a new Ministerial Regulation number 108 year 2017 about the Implementation of Transport of People with Public Vehicles Not in the Trajectory to set the online conditions in accordance with 11 points including the type of rental, cylinder capacity of the vehicle engine, the limits of the special tariff, the quota, the legal body, the periodical testing, pool, workshop, taxes, dashboard access, and sanctions.

The regulations which implemented by Transportation Department in accordance with the conditions and public service needs. Especially in improving urban transport service. So, it can be concluded that there is a match between the findings in the field and the Decree Mayor of Malang Number: 55 of 2012 on the description of the main tasks and functions of the Transportation Department of Malang. The main tasks and functions are implemented to assist the role of Transportation Department of Malang in improving public services of urban transport. And in accordance with the Labolo's 2011 statement that the regulation is made to create a right condition so it can be more conducive and avoid conflict. So, with a certain regulation that exists can be made easier for all parties to be able to understand clearly about the role of the transportation service.

b. As Facilitator

Local government in their administration was given some task to provide services to the public in accordance with the society needs. In the opinion of Hanif et al (2010:13) stating that: "Both central and regional governments have three main functions: (1) providing services for individual services as well as public services or audiences; (2) undertaking the construction of economic facilities to improve the services of economic growth; and (3) providing protection or protective community." All points indicate that local government as facilitator has a duty to facilitate public need in order to fulfill public service.

In carrying out their roles and task in providing public service, local governments which have a responsibility of transportation were required to actively improve public services and prosecute to be sensitive in what are the

problems that occur related to the field of transportation. One of effort in improving public service according to social needs is facilitating a kind of public service in urban transport. Explained by (Schwartz, 1994 in Spangler, 2003) The facilitator's job is to guide the process in groups, helping group members improve the way they communicate, investigate and solve problems and make decisions.

Based on the understanding of the implementation of good governance, optimal role in the administration of government is needed. Transportation Department of Malang as a facilitator has provided improvements to existing facilities on the urban transport of Malang. The urban transport that is currently losing enthusiasts than online transport which more the most favorite are required to continue to progress. Transportation Department of Malang has encouraged urban transport to progress by giving some facilities on urban transport. Some facilities that have been provided in urban transport is the way of maintaining passengers. Currently, Transportation Department has provided public facilities by providing a mini library at the back of urban transport that is expected to entertain passengers and avoid a bored feeling while riding urban transport. In addition, there was a trash bin on the back of the urban transport to be able to keep urban transport cleanliness in order to make passenger stay comfortable. And provide a poster that explains a certain price for passengers as a definite cost guarantee when passengers want to ride urban transport so as to avoid fraudulent charges requested by urban transport drivers. Some facilities that have been prepared by cooperation between Transportation Department and urban transport driver to intended and attract the attention of society to drive urban transport.

Although not all urban transport drivers can be invited to coordinate with Transportation Department to provide some of these facilities. Supported by the Transportation Department certainly provides a wide terminal, road markings, traffic lights and fixed trajectory for urban transport and urban transport service enhancement coaching by fostering urban transport does not stop alongside the road with a long duration (ngetem), drive carefully, and always take passengers on a predetermined trajectory. Because that was a manifestation of the public facilities that given to the society.

And based on the results of existing research and interviews, the Transportation Department has acted as a facilitator by cooperating with drivers of urban transport. In line Hanif et al's opinion which stated the function of facilitator that is giving good service to individual service or public service or audiences. Improvements to urban transport facilities are carried out in order to attract public interest in improving urban transport services. Because the problems that occur between urban and online transport prosecute urban transport to go forward in public service in order to compete with the services that provided by online transport.

In addition, the Transportation Department as facilitator also proved in several things that have been done by the Transportation Department as a facilitator to assist urban and online transport to keep running operations without disputes. Transportation Department has been mediating as a forum to find solutions for urban and online transport in order to a done conflict between them and looking for solutions that do not harm one party and benefit on the other.

Because before the mediation on 20 February 2017 in the town hall of Malang, a hundred of urban transport drivers made a protest with strike way and held a demo at the roundabout city hall that made traffic jams and not in accordance with the vision of the Malang City to make the Malang become a peaceful city. So that the representatives of urban and online transport were invited to conduct mediation that has been held on 27th February in 2017. Transportation Department of Malang become a media of aspirations between urban and online transport in their discussion to find a solution to a conflict between both parties. Urban transport describes the losses they were experiencing and so does the online transport that tells of their need to keep working. So that the regulations that can be applied to alleviate the problems of both parties.

In accordance with Schwartz's 1994 statement, in Spangler, 2003, the Transportation Department has performed its role by running their duty as a facilitator. It proved when Transportation Department guiding the process of reconciling problems between urban and online transport. As well as helping both parties to improve the way they communicate by mediating and help solve problems and make decisions by finding the middle ground of the problem. It concludes that Transportation Department can perform its role well as a facilitator with all its efforts to facilitate public services of transportation. The role of Transportation Department as a facilitator dominates its role because they work optimally in their effort to solve the problem of urban transport.

c. As Evaluator

The existence tricks of Transportation Department of Malang to develop in its implementation and improving public service of urban transport required an evaluation that is implemented. Worten and Sanders in Arikunto and Jabar (2014:1-2) explain that Evaluation is the activity of searching for something valuable about something; in seeking these things, also including seeking information useful in assessing the existence of a program, production, procedures and alternatives strategy proposed to achieve the stated goals. And also, evaluation by (Suharto:119) it identifies the success or failure of an action plan or program. Generally known are two types of evaluation, namely on-going evaluation and ex-post evaluation. Evaluation has a function as described by Wahab (2002: 51) there are 1) Evaluation provides reliable information about the performance of the policy, such as how far the needs, values, and opportunities that can be achieved through public action. In this case, evaluation reveals how far certain objectives and specific targets have been achieved. 2) Evaluations contribute to clarification and criticism of the values underlying the selection of goals and targets. Values are clarified by define and operate goals and targets. 3) Evaluations contribute to the application of other policy analysis methods, including problem formulation and recommendations.

The role of Transportation Department as the evaluator to evaluate corresponding to point 19 on the main task and function based on the Decree of the Mayor of Malang Number: 55 Year 2012 that Transportation Department of Malang conducts an evaluation. Same as Worten and Sanders in Arikunto and

Jabar statement, Transportation Department conduct evaluation to measuring performance, achievements and results of previously planning and programme such as mediating for urban and online transport, seeking information useful in assessing the existence of dismiss online transport to not operate, implement temporary policy of zoning between urban and online transport, implement Law Number 22 year 2009 and Ministry Regulation number 108 year 2017 and its procedures, give alternatives strategy to avoid a lack of regulations implementation. And the evaluation results are intended to be feedback for the planning to be carried out in the future.

Transportation Department did an on-going evaluation that is periodic evaluation held once every three months. In this case, the chairman of urban transport driver is always invited to deliberation in every incident that occurred about urban transport and at this time online transport driver also invited in the deliberation for being involved in it. In the final of the year, Transportation Department also held evaluation with made an Annual Performance Report under Ministerial Regulation Utilization of State Apparatus and Bureaucratic Reform Number 53 Years 2014 About Performance Agreement Technical Guidelines, Performance Reporting, and Review of Performance Reports of Government Agencies. This annual report made same as Wahab (2002: 51) statement in order to account for the implementation of the main duties and functions of the Institute and the authority of the management of resources based on strategic planning, it is necessary to measure the performance and evaluation presented through the success and/or failure of the task implementation in achieving the goals and

objectives set for each year. In addition, Transportation Department evaluates to designing the formulation of problems and recommendations in the future performance.

In the three-month evaluation result of the dispute between urban and online transport, it was found that the Transportation Department can be said succeeded in solving the problem of urban and online transport caused urban transport do not hold demo for twice. Transportation Department has a role to split and provide solutions for both parties. Another side, Transportation Department lack labor so there were many urban transport drivers do not have a vehicle test and do not in a legal entity for online transport. Even though, the evaluation that conducted produce some innovation/ ideas such as imitate system of online transport to be implemented for urban transport with several differences. The Ideas that generated during evaluation can be intercepted with the urban transport driver and parties involved in improving public services in urban transport.

It can be concluded that Transportation Department has performed its role as an evaluator because they have conducted a routine evaluation in order to improve the public service especially in a problem that occurs previously in the field of transportation. It is expected that Transportation Department of Malang can maintain its role by providing innovative public service of urban transport that has been designed thoroughly.

2. Supporting and Inhibiting Factors the Role of Transportation Department in Improving Public Service of Urban Transport

a. Supporting Factors

1) Consistence in Commitment

The commitment and consistency are needed for workers, especially in the scope of government organizations. A commitment will produce the best that it can produce. Commitment within the organization is defined as the extent to which workers recognize the goals and objectives of the organization and they are willing to make the effort and work harder to help their well-being (Herscovitch and Meyer, 2002). While consistent is the focus on a field with no change. So, consistency in commitment is needed in problems solving.

In this case, Transportation Department of Malang can be called a department with a high Consistency in Commitment. Because Transportation Department was serious in solving the problems that occur between urban and online transport. This was proved by the performance of Transportation Department in gave excellence service such as give garbage bins on urban transport, mini library, a poster of price, and suggest the urban transport driver be friendly and honest. Although it attracts a bit of public interest the Transportation Department is still trying to implement the facility. Transportation Department also done some socialization to urban transport in suggest the drivers to continuously improving on better facilities and services, such as not stopping on the side of the road for long periods of time, giving appropriate prices to the passenger, unloading and taking the passengers on the certain route, not speeding

and being careful while riding. Even some of them do not care but Transportation Department continuously to suggest and do a socialization. It can be concluded that the commitment of Transportation Department and local government in handling problem between urban and online transport can be categorized serious, as well as the efforts of Transportation Department to keep providing solutions and directions for urban transport that was very significant. It is because Transportation Department has a responsibility of transportation and improves the service of urban transport.

2) Human Resources

Human resources were supporting factor of the role Transportation Department in improving public services of urban transport. Transportation Department of Malang has four heads of division in governing public transportation whose work focuses on the field of public transport and five heads division of technical implementing units and to be assisted by other workers.

As a provider of public service, Transportation Department is required to have adequate human resource capability. This is because society needs an apparatus that is able to fulfill their necessary, especially of urban transport. The ability of human resources in Transportation Department of Malang has provided assistance and responses indirectly public complaints. Human resources that exist also serves for quick action in solving a problem. Such as defusing conflict between urban and online transport. It caused a good performance of human resources is required to become an ideal figure that society needs nowadays. In this case, human resources were related to the potential of Transportation

Department to realize their aims. Explained by Nawawi (1992:46) that three meanings of the human resources such as first, human resources as human beings who work within an organization (often called personnel, labor, employees). Second, human resources are human potential as organizational movers to realize its existence. And the third, human resources are potency and asset as capital (non-material / non-financial) within the organization, which is realized into physical and non-physical potentials in realizing the existence of the organization.

Human resources show that Transportation Department had done the placement in where the strategic division for existing its resources. This can be seen when Transportation Department classified each responsible person in each division. They also helped by coordination between its department with the police department in checking the completeness required of urban and online transport. That aims to understand their rights relating to public service of urban transport and to improve public service of urban transport. In accordance with Siagian (2010:200) which explained the development of human resources is a process to improve the ability of human resources in helping organizational goals. The capability of these human resources can be trained through programs, training and field work.

3) Legal Basis

Transportation Department in solving the problems between urban and online transport supported by the legal basis for implementing every policy that becomes its obligation. According to Soeroso (2006:24) argued that the legal basis is the set of regulations made by the authorities that are used to regulate the social

life that has the character of governing, prohibiting and forcing by imposing penal sanctions for those who violate it. In accordance with the understanding above, in resolving disputes between urban and online transport have done based on the laws, regulations of the Minister, mayoral regulation or regional regulations. It can make Transportation Department firm in cracking down on the regulation or violation for those who violate it. That supporting factor as follows:

Law Number 22 Year 2009 regarding Traffic and Road Transport

Law Number 23 Year 2014 regarding Regional Government

Law Number 25 Year 2009 regarding Public Service.

Article 18 of Year 1945 Constitution on the Implementation of Regional Government.

Ministerial Regulation Number 108 Year 2017 regarding The Implementation of Public Transportation of Vehicles Not in The Trajectory

Decree Mayor of Malang Number 55 Year 2012 regarding Description of the duty and function of the Transportation Department of Malang

In line with the legal basis above and referring with the observation and interview results, the Transportation Department of Malang carries out its role not only based on their will but also based on the provisions that have been arranged for the implementation in accordance with structural and functional. The existence of legal basis is an important factor because it can provide legal certainty for the society, such as giving sanction if violate the legal basis that has been determined. In addition, to protecting the rights of citizens, such as allowing urban and online transport in order to remain able to earn a living and work by operating their

vehicles, providing justice for the citizens and creating order and peace, such as avoiding demonstration and disputes between urban and online transport. This will certainly facilitate Local Government of Malang to achieve its goal of improving public services of urban transport.

a. Inhibiting Factors

1) Public Awareness

The level of public awareness is an important factor in assisting the maximum role that has been done by Transportation Department of Malang. Due to a high level of public awareness will help the process of improving public service of urban transport itself. But if public awareness is less, it will be slowing service improvements and became an obstacle of Transportation Department in running their roles. In accordance with statements from Soenarko (2000:186) that one of supporting factors to the success of a policy is sufficient information, especially regarding the condition and awareness of the public who become the target group. And supported by the statement Raharjo in Mardijono (2008:19) that suggests participation can be interpreted as an effort of public participation in an activity both in the form of statements and activities.

However, in the practice is known that public awareness in Malang was less in case of care to increasing service in urban transport. The society wants to get good service but the societies do not realize that one reason of broken system in urban transports come from themselves. This reflected when most of society waiting for urban transport in every roadside without cares around condition. The

societies do not know the system and rules of urban transport to pick up and drop off passengers that actually applies in terminals and certain areas. It gives an impact to the lack orderly urban transport drivers when they want to pick up and drop off a passenger. So, the urban transport drivers follow the passengers to pick up and drop off passengers anywhere they want. Nowadays, not even a few societies who prefer to use online transport than they have to wait for urban transport. It means some of society do not aware that the improvement of public services of urban transport depends on the society itself.

2) Driver of Urban Transport

It should be realized that the service of urban transport in Malang is oriented on economic. Most of the urban transport drivers do not cares and understand about public services standards. The drivers of urban transport operated the transportation just because they want to get more income and benefits without cares of passengers' safety, convenience and guarantee of the passengers. Transportation Department as a local government which becomes regulator had a duty to control and making temporary policy to solving problems that occurred. They had a responsibility to regulate urban transport but the technical implementation depends on urban transport drivers. So that the comfortable of urban transport services is the responsibility of its urban transport drivers. Less awareness of urban transport drivers to obey regulation and system made some passengers reluctant to use. It becomes an obstacle for Transportation Department because most of the drivers still who were driving up speedily in order to catch the deposit/ income, some drivers also increase the price of urban transport not in

accordance with the procedure, stop with a long time in everywhere (ngetem), and reduce passengers with arbitrary and chested. That why the previous regulation that has been set by the government about improving public service cannot run optimally because there were drivers who are not obedient with the procedural.

3) Increased of Private Transportation

Public interest of Malang City in using urban transport was decreased. This is due to the increasing users of private transportation. Increased of private transportation users due to the much of motor vehicles that made to attract passengers or for private transportation. Such as the existence of pedicab motor, online transport, conventional motorcycle and most private transportation that brought by students and workers for their mobilization needs in Malang City. Although pedicab motor, a conventional motorcycle has a higher cost than urban transport but the range of locations that can be traversed by conventional motorcycle and pedicabs motor were more widespread. For example, people who want to go to a place that is not wide or pass through small alleys then certainly will use conventional motorcycle and pedicab motor, because the urban transport cannot reach all of the areas. While people who prefer to use private transportation and online transport because of the cost was cheaper and more practical if they want to go anywhere without a limit route.

This situation makes the position of urban transport increasingly threatened its existence. It causes the society as the main user of urban transport will increasingly leave the existence of this urban transport. Not only that, the declining enthusiasts of urban transport services will also have an impact on the

declining income of urban transport drivers. Because every day the drivers of urban transport must catch a deposit where their income depends on the rest of the deposit of their work. So, urban transport drivers will feel unjust and do some resistance by complaint to Transportation Department of Malang, do a demonstration in front of Malang City Hall and do sweeping to online transport drivers that they thought was the main reason of the decline public interest in urban transport.



CHAPTER V

CLOSING

A. Conclusion

A role is recognized to be fulfilled if a person or group who occupying a certain status carry out their obligations and rights as expected by the society. Similar with the role which currently implemented by Transportation Department of Malang as a regulator, facilitator and evaluator to improve public services in the field of urban transport. Transportation Department of Malang in conducting it roles can be run maximal in their practical in referring their task, principal and its function. Based on the results of this research found that:

1. The role of Transportation Department as a regulator in cracking down urban and online transport problems already refers to law about Road Transportation Traffic Service number 29 Year 2009 and Ministerial Regulation number 108 Year 2017. They often conduct combined operations to improve public services and solve problems related to urban transport. But in this case of problem solving still seen amount of online transport that has not had legality can access freely on the highway. Transportation Department has not optimal in the implementation of their role because of several factors as follows:

a. The first is a difficulty of implementing Ministerial Regulation Number 108 Year 2017 for online transport proved when online transport still can operate even they not in a legal entity.

b. Second is urban transport drivers as the insurer operational was less conscious in maximizing public service, some of them have a reluctant character to implement and obey the regulations, more inclined in economic interests that made the drivers of online transport ignore a right for passenger and obligations.

c. Third, Malang societies do not have any media to deliver their aspirations related to urban transport services that they use as a daily mode of transportation so they prefer to choose the practical services with excellent quality that is offered by online transport.

2. The role of Transportation Department of Malang as a facilitator executed well. It showed when Transportation Department can facilitate urban and online transport in providing mediation to solved problems between that two parties. Not only became an intermediary for solving problems that related with urban transport, but also became a great facilitator with improvements of facilities such as mini libraries, waste bins and price posters in most of the urban transport. This kind of work supported by human resources and strong commitment that owned by Transportation Department of Malang to solve the problem in order to restore public interest in using urban transport in public mobility.

3. An evaluator role which became a responsibility of Transportation Department was also well executed withholding evaluations periodically. In addition, some of the periodic evaluations result beside to correcting the role that has been implemented and not been implemented also generate ideas and innovation that can be used to repair the role and performance of Transportation Department in the next movements. This is evidenced by the socialization program for urban transport after they had an evaluation and gave a suggestion of innovation and ideas that obtained on the evaluation. On the other hand, not all urban transport drivers get socialization and apply of innovations that have been suggested by Transportation Department of Malang. So not all urban transport can provide excellent service to the Malang society. It causes society still choose online transport rather than urban transport because the innovation on urban transport has not been comprehensive. The obstacles are felt when the socialization of excellent service conducted by Transportation Department was given, some of the urban transport drivers were ignored and some of them riding urban transport with as they want.

B. Recommendations

Based on research results that have been found, the researcher completes some points of recommendations. Especially the role of Transportation Department of Malang in improving public services of urban transport. Here are some suggestions that were expected to help the role of Transportation Department to be more optimal, such as:

1. The Transportation Department of Malang should be more assertive on the role to enforce Ministerial Regulation number 108 on The Implementation of Public Transportation of Vehicles not in the Trajectory for online transport which aimed to controlling online transport from the run-out time of transition. Transportation Department of Malang can do some action as follow:

- a. A Firm character can be done by Transportation Department that indicated by conducting daily operations with certain hours, such as road operations on the morning and certain times. Beside that transportation department of Malang can give some direct sanctions if there is a non-compliance with the ministerial regulations. This suggestion expected to done up until online transport have registration in the terms of legal status and in accordance with the restricted quota that has been determined so that there is justice between online or urban transport.
- b. Transportation Department of Malang can cooperate with local government / private cooperatives to change system to be without pursue deposit for urban transport. In order to make urban transport driver guaranteed to be riding worthiness of transport and urban transport driver can get a certain salary with structured. Because it will give a good impact infeasibility of driving by urban transport and an improving service. This system will be given training before they get permission to drive urban transport. Beside that Transportation Department can provide modern innovation on urban transport services such as cooperation with certain parties using a profit-sharing system to renovate urban transport

to be equipped with air conditioner (AC), television, tissue as far as use of E-card / Smart Card in payment transactions to ride urban transport more practical and not difficult to find the change money so that urban transport drivers do not like to raise tariffs and drive urban transport with the procedure.

- c. The Transportation Department can provide innovation by provide a critics and suggestion box in every urban transport, also provide online complain by provide special web for society who want to giving comments related to urban transport to improving public service of urban transport and it can be accessible by public.

2. Transportation Department has a qualified human resource. It need a high synergy between several actors who is engaged in the field of urban transport and need do an equalization of personnel to show off on doing fieldwork in supervising the implementation of transport not in the trajectory, such as equally monitoring and periodically supervision in the work field.

3. In the routine traffic discussion forum conducted by Transportation Department of Malang, they can involve liaison unit of urban transport and liaison unit online transport to listen the problems in each various of their perspectives. In addition, Transportation Department may invite representatives from the society to hear criticism and suggestion from the urban transport passengers. It is intended public services that provided by urban transport can seems as society expected.

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APPENDIX 1

INTERVIEW GUIDE

THE ROLE OF TRANSPORTATION DEPARTMENT IN IMPROVING PUBLIC SERVICE IN THE FIELD OF URBAN TRANSPORT

(Study at Transportation Department of Malang)

A. Dinas Perhubungan Bidang Angkutan Kota

1. Sebagai Regulator

- Bagaimana anda melihat keberadaan transportasi online di kota Malang yang lebih digemari masyarakat dari pada angkutan kota?
- Apa bentuk peraturan/ kebijakan pemerintah melalui Dinas Perhubungan dalam meningkatkan pelayanan umum di bidang angkutan kota?
- Bagaimanakah proses pembentukan peraturan tersebut?
- Siapa saja yang terlibat dalam peraturan tersebut?
- Dimana saja wilayah yang memberlakukan peraturan tersebut?

2. Sebagai Fasilitator

- Bagaimana keterlibatan/ wewenang dinas perhubungan dalam masalah transportasi online dan angkutan kota?
- Apakah dinas perhubungan menyediakan fasilitas/ infrastruktur khusus pada angkutan kota untuk meningkatkan minat masyarakat? Apa saja?
- Mengapa fasilitas/ infrastruktur tersebut harus diadakan?

- d. Siapa saja stakeholder yang dilibatkan untuk koordinasi terkait masalah transportasi online dan angkutan kota?

3. Sebagai Evaluator

- a. Apakah terdapat pengawasan/ kontrol langsung dari dinas perhubungan untuk memantau jalannya regulasi?
- b. Bagaimanakah mekanisme evaluasi sektor transportasi bidang angkutan kota Malang?
- c. Siapa yang bertanggungjawab dalam mengevaluasi transportasi bidang angkutan kota Malang?
- d. Kapan evaluasi dilakukan?
- e. Apa hasil dari evaluasi?
- f. Apabila ada pelanggaran/ penyimpangan di dalam peraturan yang sudah dibuat maka proses apa yang harus dilakukan?
- g. Bagaimana perencanaan kedepan transportasi bidang angkutan kota Malang?
- h. Bagaimana usaha dinas perhubungan untuk menata transportasi online dan angkutan kota guna menghindari ketidakselarasan?
- i. Bagaimana cara alternative dinas perhubungan apabila regulasi masih belum bisa meningkatkan pelayanan masyarakat di bidang angkutan kota?

4. Faktor Pendukung dan Penghambat Dalam Meningkatkan Pelayanan Masyarakat di Bidang Angkutan Kota

- a. Apa saja faktor penghambat terkait peningkatan pelayanan masyarakat di bidang angkutan kota?
- b. Apa saja faktor pendukung terkait peningkatan pelayanan masyarakat di bidang angkutan kota?

B. Supir Angkutan Kota

- a. Apa saja yang anda ketahui tentang peran dinas perhubungan kota Malang dalam meningkatkan minat masyarakat terhadap angkutan kota?
- b. Kebijakan apa yang dilakukan dinas perhubungan yang telah anda rasakan dalam menyelesaikan masalah antara transportasi online dan angkutan kota?
- c. Harapan untuk peran dinas perhubungan kota malang dalam meningkatkan pelayanan masyarakat d bidang angkutan kota

C. Masyarakat

- a. Apa pendapat Anda tentang pelayanan angkutan kota?
- b. Apa pendapat anda tentang pelayanan transportasi online?

APPENDIX 2

RESEARCH DOCUMENTATION



Interview with Mr. Ir. Ngoedijono, Ms. Tr as the Head of Transportation Division in Transportation Department of Malang



Interview with Mr. Hadi as the Head of Urban Transport Driver

APPENDIX 3**REGULATION OF LOCAL GOVERNMENT MALANG NO. 34 YEAR
2016 ABOUT POSITION, ORGANIZATIONAL STRUCTURE, DUTIES
AND FUNCTION AND WORKING PROCEDURE OF DEPARTMENT OF
TRANSPORTATION****SALINAN
NOMOR 34/2016**

PERATURAN WALIKOTA MALANG

NOMOR 34 TAHUN 2016

TENTANG

KEDUDUKAN, SUSUNAN ORGANISASI, TUGAS DAN FUNGSI

SERTA TATA KERJA DINAS PERHUBUNGAN

DENGAN RAHMAT TUHAN YANG MAHA ESA

WALIKOTA MALANG,

Menimbang : bahwa sebagai pelaksanaan lebih lanjut ketentuan Pasal 5 Peraturan Daerah Kota Malang Nomor 7 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah, perlu menetapkan Peraturan Walikota tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi, serta Tata Kerja Dinas Perhubungan;

Mengingat : 1. Undang-Undang Nomor 16 Tahun 1950 tentang Pembentukan Daerah-daerah Kota Besar dalam lingkungan Propinsi Jawa-Timur, Jawa-Tengah, Jawa-Barat dan Daerah Istimewa Yogyakarta sebagaimana telah diubah dengan Undang-Undang Nomor 13 Tahun 1954 (Lembaran Negara Republik Indonesia Tahun 1954 Nomor 40, Tambahan Lembaran Negara

Republik Indonesia Nomor 551);

2. Undang-Undang Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan (Lembaran Negara Republik Indonesia Tahun 2009 Nomor 96, Tambahan Lembaran Negara Republik Indonesia Nomor 5025);
3. Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 244, Tambahan Lembaran Negara Republik Indonesia Nomor 5587) sebagaimana telah diubah beberapa kali terakhir dengan Undang-Undang Nomor 9 Tahun 2015 tentang Perubahan Kedua Atas Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah (Lembaran Negara Republik Indonesia Tahun 2015 Nomor 58, Tambahan Lembaran Negara Republik Indonesia Nomor 5679);
4. Peraturan Pemerintah Nomor 15 Tahun 1987 tentang Perubahan Batas Wilayah Kotamadya Daerah Tingkat II Malang dan Kabupaten Daerah Tingkat II Malang (Lembaran Negara Republik Indonesia Tahun 1987 Nomor 29, Tambahan Lembaran Negara Republik Indonesia Nomor 3354);
5. Peraturan Pemerintah Nomor 18 Tahun 2016 tentang Perangkat Daerah (Lembaran Negara Republik Indonesia Tahun 2016 Nomor 114, Tambahan Lembaran Negara Republik Indonesia Nomor 5887);
6. Peraturan Daerah Kota Malang Nomor 7 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah (Lembaran Daerah Kota Malang Tahun 2016 Nomor 10,

Tambahan Lembaran Daerah Kota Malang Nomor 30);

MEMUTUSKAN:

Menetapkan : PERATURAN WALIKOTA TENTANG KEDUDUKAN, SUSUNAN ORGANISASI, TUGAS DAN FUNGSI SERTA TATA KERJA DINAS PERHUBUNGAN.

BAB VI
BIDANG ANGKUTAN JALAN

Bagian Kesatu
Kedudukan

Pasal 15

- (1) Bidang Angkutan Jalan dipimpin oleh Kepala Bidang yang dalam melaksanakan tugas dan fungsinya berkedudukan di bawah dan bertanggung jawab kepada Kepala Dinas.
- (2) Seksi dipimpin oleh Kepala Seksi yang dalam melaksanakan tugasnya berkedudukan di bawah dan bertanggung jawab kepada Kepala Bidang.

Bagian Kedua
Tugas dan Fungsi

Pasal 16

- (1) Bidang Angkutan Jalan mempunyai tugas membantu Kepala Dinas melaksanakan pengelolaan program dan kegiatan di bidang Angkutan Jalan.
- (2) Untuk melaksanakan tugas sebagaimana dimaksud pada ayat (1), Bidang Angkutan Jalan menyelenggarakan fungsi:
 - a. perumusan kebijakan teknis di bidang angkutan jalan;
 - b. penyiapan bahan koordinasi angkutan jalan;

- c. penyiapan bahan pembinaan dan pengembangan sumber daya manusia pengelola angkutan jalan;
- d. penyusunan perencanaan dan pelaksanaan program di bidang angkutan jalan;
- e. pelaksanaan pengkajian pembangunan dan pengembangan fasilitas dan prasarana terminal orang dan/atau terminal barang;
- f. penyusunan perencanaan penetapan lokasi terminal penumpang tipe C dan terminal barang;
- g. penyelenggaraan terminal penumpang tipe C dan terminal barang;
- h. penyelenggaraan angkutan kereta api dalam wilayah Daerah;
- i. penyediaan angkutan umum untuk jasa angkutan orang dan/atau barang;
- j. pelaksanaan pemrosesan pertimbangan teknis Perizinan Usaha Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek serta Barang, termasuk barang tertentu yang bersifat khusus;
- k. penyusunan tarif angkutan kota dan angkutan taksi;
- l. pelaksanaan pendaftaran kendaraan bermotor umum dan kendaraan tidak bermotor;
- m. pelaksanaan pemrosesan pertimbangan teknis perizinan penyelenggaraan taksi dan angkutan kawasan tertentu;
- n. penetapan wilayah operasi angkutan orang dengan menggunakan taksi;
- o. penyiapan bahan pemantauan, evaluasi dan pelaporan pelayanan angkutan jalan; dan
- p. penyiapan bahan pengawasan atas pelayanan angkutan jalan.

- (3) Untuk melaksanakan tugas dan fungsi sebagaimana dimaksud pada ayat (1) dan ayat (2), Kepala Bidang Angkutan Jalan mempunyai tugas:
- a. merencanakan program bidang pelayanan angkutan jalan berdasarkan ketentuan peraturan perundang-undangan dan sumber data yang tersedia sebagai pedoman pelaksanaan kegiatan guna meningkatkan kelancaran pelaksanaan tugas;
 - b. menyusun dan merumuskan kebijakan teknis sesuai ketentuan peraturan perundang-undangan dan bidang tugasnya sebagai bahan arahan operasional program dan kegiatan;
 - c. membagi tugas kepada Pelaksana/Bawahan sesuai dengan bidang tugasnya dalam rangka pelaksanaan kegiatan bidang pelayanan angkutan jalan;
 - d. melaksanakan koordinasi dengan sekretariat dan bidang di lingkungan Dinas Perhubungan untuk mendapatkan masukan, informasi serta untuk mengevaluasi permasalahan dalam rangka penyusunan rencana program dan kegiatan;
 - e. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka pelaksanaan pengkajian pembangunan dan pengembangan fasilitas dan prasarana terminal orang dan/atau terminal barang;
 - f. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penyusunan perencanaan penetapan lokasi terminal penumpang tipe C dan terminal barang;

- g. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penyelenggaraan terminal penumpang tipe C dan terminal barang;
- h. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penyelenggaraan angkutan kereta api dalam wilayah Daerah;
- i. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penyediaan angkutan umum untuk jasa angkutan orang dan/atau barang;
- j. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka pelaksanaan pemrosesan pertimbangan teknis Perizinan Usaha Angkutan Orang dalam Trayek dan Tidak dalam Trayek serta Barang, termasuk barang tertentu yang bersifat khusus;
- k. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penyusunan tarif angkutan kota dan angkutan taksi;
- l. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka pelaksanaan pendaftaran kendaraan bermotor umum dan kendaraan tidak bermotor;
- m. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka pelaksanaan pemrosesan pertimbangan teknis Perizinan Penyelenggaraan Taksi dan Angkutan Kawasan Tertentu;
- n. mengatur pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya dalam rangka penetapan wilayah operasi angkutan orang dengan menggunakan taksi;

- o. menyampaikan saran dan pertimbangan kepada Atasan sesuai bidang tugasnya sebagai bahan masukan guna kelancaran pelaksanaan tugas;
- p. memonitoring dan mengevaluasi pelaksanaan tugas Pelaksana/Bawahan sesuai bidang tugasnya guna pencapaian program dan kegiatan bidang angkutan jalan;
- q. melaporkan pelaksanaan tugas kepada Atasan sesuai bidang tugasnya sebagai dasar pengambilan kebijakan; dan
- r. melaksanakan tugas kedinasan lain yang diberikan oleh Atasan sesuai dengan tugas dan fungsinya.

Pasal 17

- (1) Seksi Perencanaan Angkutan Jalan mempunyai tugas melakukan penyiapan bahan dalam rangka perencanaan angkutan jalan.
- (2) Untuk melaksanakan tugas sebagaimana dimaksud pada ayat (1), Kepala Seksi Perencanaan Angkutan Jalan mempunyai tugas:
 - a. merencanakan kegiatan dan anggaran Seksi Perencanaan Angkutan Jalan sesuai ketentuan peraturan perundang-undangan dan sumber data yang tersedia sebagai pedoman pelaksanaan kegiatan;
 - b. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka pelaksanaan pengkajian pembangunan dan pengembangan fasilitas dan prasarana terminal orang dan/atau terminal barang;
 - c. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka perencanaan

penetapan lokasi terminal penumpang tipe C dan terminal barang;

- d. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penetapan rencana induk perkeretaapian di wilayah Daerah;
- e. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penetapan jaringan jalur kereta api yang jaringannya dalam wilayah Daerah;
- f. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penetapan jaringan pelayanan perkeretaapian pada jaringan jalur perkeretaapian wilayah Daerah;
- g. mendistribusikan tugas kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya guna kelancaran pelaksanaan tugas seksi;
- h. membimbing Pelaksana/Bawahan sesuai bidang tugas jabatannya guna pencapaian kinerja jabatannya;
- i. memeriksa hasil kerja Pelaksana/Bawahan sesuai bidang tugas jabatannya sebagai bahan evaluasi;
- j. mengevaluasi pelaksanaan tugas Pelaksana/Bawahan sesuai target kinerja yang diperjanjikan dalam rangka penilaian kinerja;
- k. menyampaikan saran dan pertimbangan kepada Atasan sebagai bahan masukan guna kelancaran pelaksanaan tugas;
- l. melaporkan pelaksanaan tugas kepada Atasan sesuai bidang tugasnya sebagai dasar pengambilan kebijakan; dan

- m. melaksanakan tugas kedinasan lain yang diberikan oleh Atasan sesuai dengan tugas jabatannya.

Pasal 18

- (1) Seksi Pelayanan Angkutan dalam Trayek mempunyai tugas melakukan penyiapan bahan dalam rangka pelayanan angkutan dalam trayek.
- (2) Untuk melaksanakan tugas sebagaimana dimaksud pada ayat (1), Kepala Seksi Pelayanan Angkutan dalam Trayek mempunyai tugas:
 - a. merencanakan kegiatan dan anggaran Seksi Pelayanan Angkutan dalam Trayek sesuai ketentuan peraturan perundang-undangan dan sumber data yang tersedia sebagai pedoman pelaksanaan kegiatan;
 - b. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penyelenggaraan terminal penumpang tipe C dan terminal barang;
 - c. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penyediaan angkutan umum untuk jasa angkutan orang dalam trayek;
 - d. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penerbitan izin usaha, izin pembangunan dan izin operasi prasarana perkeretaapian umum yang jaringan jalurnya dalam 1 (satu) wilayah Daerah;
 - e. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penerbitan izin

operasi sarana perkeretaapian umum yang jaringan jalurnya melintasi batas dalam wilayah Daerah;

- f. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penerbitan izin pengadaan atau pembangunan perkeretapiian khusus, izin operasi, dan penetapan jalur kereta api khusus yang jaringannya dalam wilayah Daerah;
- g. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka pemrosesan pertimbangan teknis Perizinan Usaha Angkutan Orang dalam Trayek;
- h. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penyusunan tarif angkutan kota;
- i. mendistribusikan tugas kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya guna kelancaran pelaksanaan tugas seksi;
- j. membimbing Pelaksana/Bawahan sesuai bidang tugas jabatannya guna pencapaian kinerja jabatannya;
- k. memeriksa hasil kerja Pelaksana/Bawahan sesuai bidang tugas jabatannya sebagai bahan evaluasi;
- l. mengevaluasi pelaksanaan tugas Pelaksana/Bawahan sesuai target kinerja yang diperjanjikan dalam rangka penilaian kinerja;
- m. menyampaikan saran dan pertimbangan kepada Atasan sebagai bahan masukan guna kelancaran pelaksanaan tugas;
- n. melaporkan pelaksanaan tugas kepada Atasan sesuai bidang tugasnya sebagai dasar pengambilan kebijakan; dan

- o. melaksanakan tugas kedinasan lain yang diberikan oleh Atasan sesuai dengan tugas jabatannya.

Pasal 19

- (1) Seksi Pelayanan Angkutan tidak dalam Trayek mempunyai tugas melakukan penyiapan bahan dalam rangka pelayanan angkutan tidak dalam trayek.
- (2) Untuk melaksanakan tugas sebagaimana dimaksud pada ayat (1), Kepala Seksi Pelayanan Angkutan tidak dalam Trayek mempunyai tugas:
 - a. merencanakan kegiatan dan anggaran Seksi Pelayanan Angkutan tidak dalam Trayek sesuai ketentuan peraturan perundang-undangan dan sumber data yang tersedia sebagai pedoman pelaksanaan kegiatan;
 - b. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka pemrosesan pertimbangan teknis Perizinan Usaha Angkutan Orang Tidak Dalam Trayek serta Barang, termasuk barang tertentu yang bersifat khusus;
 - c. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penyusunan tarif angkutan taksi;
 - d. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka pelaksanaan pendaftaran kendaraan bermotor umum dan kendaraan tidak bermotor;
 - e. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka pelaksanaan pemrosesan pertimbangan teknis perizinan penyelenggaraan taksi dan angkutan kawasan tertentu;

- f. memberi petunjuk kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya dalam rangka penetapan wilayah operasi angkutan orang dengan menggunakan taksi;
- g. mendistribusikan tugas kepada Pelaksana/Bawahan sesuai bidang tugas jabatannya guna kelancaran pelaksanaan tugas seksi;
- h. membimbing Pelaksana/Bawahan sesuai bidang tugas jabatannya guna pencapaian kinerja jabatannya;
- i. memeriksa hasil kerja Pelaksana/Bawahan sesuai bidang tugas jabatannya sebagai bahan evaluasi;
- j. mengevaluasi pelaksanaan tugas Pelaksana/Bawahan sesuai target kinerja yang diperjanjikan dalam rangka penilaian kinerja;
- k. menyampaikan saran dan pertimbangan kepada Atasan sebagai bahan masukan guna kelancaran pelaksanaan tugas;
- l. melaporkan pelaksanaan tugas kepada Atasan sesuai bidang tugasnya sebagai dasar pengambilan kebijakan; dan
- m. melaksanakan tugas kedinasan lain yang diberikan oleh Atasan sesuai dengan tugas jabatannya.



PEMERINTAH KOTA MALANG
BADAN KESATUAN BANGSA DAN POLITIK
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MALANG

Kode Pos 65125

REKOMENDASI PELAKSANAAN PENELITIAN
NOMOR : 072/320.12.P/35.73.406/2017

Berdasarkan pemenuhan ketentuan persyaratan sebagaimana ditetapkan dalam Peraturan Walikota Malang Nomor 24 Tahun 2011 Tentang Pelayanan Pemberian Rekomendasi Pelaksanaan Penelitian dan Praktek Kerja Lapangan di Lingkungan Pemerintah Kota Malang Oleh Badan Kesatuan Bangsa dan Politik Kota Malang serta menunjuk surat Kaprodi Ilmu Adm. Publik FIA UB Malang 19085/UN10.F03.11.11/PN/2017 tgl. 27 Desember 2017 perihal : Riset/ Survey, kepada pihak sebagaimana disebut di bawah ini :

- a. Nama : VIRDA AULIA ROHMAH. (peserta : - orang terlampir). ✓
- b. Nomor Identitas : 145030107121001. ✓
- c. Judul Penelitian : Peran Dinas Perhubungan dalam Meningkatkan Pelayanan Masyarakat di Bidang Angkutan Kota (Studi pada Dinas Perhubungan Kota Malang) ✓

dinyatakan memenuhi persyaratan untuk melaksanakan penelitian skripsi yang berlokasi di:

- Dinas Perhubungan Kota Malang. ✓

Sepanjang yang bersangkutan memenuhi ketentuan sebagai berikut :

- a. Tidak melakukan penelitian yang tidak sesuai atau tidak ada kaitannya dengan judul, maksud dan tujuan penelitian;
- b. Menjaga perilaku dan mentaati tata tertib yang berlaku pada Lokasi tersebut di atas;
- c. Mentaati ketentuan peraturan perundang-undangan.

Demikian rekomendasi ini dibuat untuk dipergunakan sebagaimana mestinya, dan masa berlaku rekomendasi ini adalah sejak tanggal *ditetapkan s/d Maret 2018*.

Malang, 28 Desember 2017

An. KEPALA BAKESBANGPOL
 KOTA MALANG
 Sekretaris,



HERU MULYONO, SIP., MT.

Pembina

NIR. 19720420 199201 1 001

Tembusan :

- Yth. Sdr. - Kaprodi Ilmu Adm. Publik FIA UB
 Malang;
- Yang bersangkutan;





PEMERINTAH KOTA MALANG
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MALANG

SURAT KETERANGAN

Nomor : 072 / A / 3 / 35.73.310 / 2018

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Nama : **Dra. MUJIRAHAYU**
NIP : 19621216 199503 2 002
Pangkat/ Gol : Pembina Tingkat I (IV/b)
Jabatan : Sekretaris Dinas Perhubungan Kota Malang

Menerangkan bahwa :

Nama : **VIRDA AULIA ROHMAH**
N. I. M : 145030107121001
Pekerjaan : Mahasiswa Fakultas Ilmu Administrasi Universitas Brawijaya Malang
Kebangsaan : Indonesia
Alamat : Bolodowo Candi , Rt.01 Rw.01 Sidoarjo

Yang bersangkutan telah mengadakan Penelitian / Survey / Research di Dinas Perhubungan Kota Malang, mulai 02 Januari 2018 sampai 23 Februari 2018, tentang "Peran Dinas Perhubungan Dalam Meningkatkan Pelayanan Masyarakat di Bidang Angkutan Kota (Studi Pada Dinas Perhubungan Kota Malang)

Demikian Surat Keterangan ini dibuat dengan sebenarnya, agar dapat dipergunakan sebagaimana mestinya.

Malang, 2 April 2018

a.n. KEPALA DINAS PERHUBUNGAN
KOTA MALANG
SEKRETARIS DINAS


Dra. MUJIRAHAYU

Pembina Tingkat I
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Curriculum Vitae

A. Personal Data



| | |
|-----------------|--|
| Full Name | Virda Aulia Rohmah |
| SID | 145030107121001 |
| Gender | Female |
| Place of Birth | Sidoarjo, 19 th December 1996 |
| Religion | Islam |
| Adress | Candi, Sidoarjo |
| Faculty/ Majors | Faculty of Public Administration/ Public Administration |
| E- mail | virdaauliarohmah19@gmail.com |

B. Personal Education

| NO | Formal Education | Years |
|----|-------------------------|-------------|
| 1 | SDN Balondowo | 2003 - 2009 |
| 2 | SMPN 2 Candi | 2009 - 2012 |
| 3 | MA Amanatul Ummah | 2012 - 2014 |
| 4 | University of Brawijaya | 2014 - 2018 |