



Analysis of the Effectiveness of Policy Implementation Passenger Services

Hendra Cahyadie¹, Rulinawaty kasmad², Syamsuri³, Agus Joko Purwanto⁴

^{1,2,4}Graduate Studies Program Universitas Terbuka Indonesia

³Universitas Palangkaraya, Indonesia

hendracahyadieut85@gmail.com

ARTICLE INFO

Research Paper

Article history:

Received: 21 April 2024

Revised: 1 March 2024

Accepted: 12 March 2024

Keywords: Effectiveness
Analysis, Passenger Service
Policy,

ABSTRACT

This research uses a qualitative approach based on the Theory of Public Policy Implementation presented by George Edward III. According to Edward III, there are 4 (four) crucial variables in the implementation of public policy, namely: communication, resources, character or attitude and bureaucratic structure. And for this purpose, a policy model is needed to simplify understanding of the concept of policy implementation. In this research the author decided to focus on the Communication and Resources variables. Communication was chosen in relation to the focus of this TAPM research on providing information to passengers through the availability of Electronic Notice Boards, while Resources were related to the provision of Trolleys to be used by Passengers. The results of the research show that based on Article 3 Paragraph (1) PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, it is declared effective at the II Iskandar Pangkalan Bun Airport Management Unit both in terms of Trolley Availability and Electronic Notice Board Facilities

This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.

INTRODUCTION

Transportation is a tool that can be used to move people or goods from one place to another, and humans continue to strive to make this tool more practical and efficient. Transportation is divided into land, sea and air, where each transportation has a use based on its type and type. For air transportation, the role of airports is very important, because at this airport all activities related to air transportation are carried out. According to Aviation Law Number 1 of 2009, an airport is an area on land and/or waters with certain boundaries which is used as a place for aircraft to land and take off, boarding and disembarking passengers, loading and unloading of goods and also functions as a place for intra- and international transfers. between modes of transportation.

Airport management arrangements must be in accordance with Regulation of the Minister of Transportation of the Republic of Indonesia Number 39 of 2019 concerning National Airport Orders and PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards in order to realize reliable and highly capable flight operations in accordance with the standards imposed by the Agency. Indonesian Standardization (SNI) and International Civil Aviation Organization (ICAO). Iskandar Pangkalan Bun Airport is a Civil Enclave Airport, which means that it is an airport belonging to the Indonesian Air Force which is used not only to support military operations but also to serve civil aviation (general aviation). Based on PM 39 of 2019, Iskandar Airport is a domestic airport. Domestic

Airport is an airport designated as an airport that serves domestic flight routes. Iskandar Airport, which is located at coordinates 02042'15, 2483"LS and 111040'14, 0090BT, is one of the entrance gates to Kalimantan Island in general, especially in Central Kalimantan Province. Located in West Kotawaringin Regency, Central Kalimantan Province, Iskandar Airport in 2018 served a total of 3,744 inbound flights to Pangkalan Bun and 3,743 inbound/outbound flights from Pangkalan Bun. With a large number of flights, referring to PM 39 of 2019 concerning the National Airport Order, Iskandar Airport should be able to provide good service to its service users. Based on the author's observations, there are still weaknesses in the services provided by the Class II Iskandar Pangkalan Bun Airport Management Unit (UPBU). These weaknesses refer to complaints submitted by people who use the airport. These weaknesses include, firstly, the issuance of a Notice to Airmen (NOTAM) issued by the Ministry of Transportation due to the presence of haze in certain months which results in delays or even cancellation of flights, secondly the facilities provided provided by the Class II Iskandar Pangkalan Bun Airport Management Unit (UPBU) to the public using airport services such as waiting rooms which are still not spacious enough, the number of trolleys which are still limited, the number of rest rooms (bathrooms) which are still limited, the number of electronic notice boards which are still limited. limited, Third, there are still frequent Flight Delays/Delays due to several things such as frequent power outages, Fourth, high ticket prices due to limited airlines serving flights to and from Pangkalan Bun, Fifth, Rest Areas are still limited, with an inadequate number of Rest Areas causing The increasing number of passengers causes passenger discomfort.

LITERATURE REVIEW

1. Service Theory

The definition of service according to the American Marketing Association, as quoted by Donald in Hardiyansyah (2011:10), is that service is basically an activity or benefit offered by one party to another party and is essentially intangible and does not result in ownership of something, the production process may also not be associated with a physical production {Citation}.

The definition of service according to Zein (2009:226) is a word that for service providers is something that must be done well. Meanwhile, the definition of service according to Mahmoedin (2010: 67) is an invisible activity or series of activities that occurs as a result of interactions between consumers and employees or other things provided by the service provider company which is intended to solve consumer/customer problems. .

Meanwhile, according to Kotler (2008), service is any action or activity that can be offered by one party to another party, which is basically intangible and does not result in any ownership. According to Moenir (2008) service is a series of activities that take place routinely and continuously covering the entire lives of people in society. Furthermore, Sinambela (2008) stated that service is any profitable activity in a group or unit, and offers satisfaction even though the results are not tied to a physical product. This shows that service is related to the inner satisfaction of the service recipient

2. Public service

Service is the process of helping other people in certain ways where sensitivity and interpersonal skills are needed to create loyalty satisfaction which is determined by the familiarity, warmth, appreciation, generosity and honesty carried out by the service provider. A strong culture, which colors the nature of the company's relationship with its customers, is an excellent identity in winning the attention of customers who use the product.

The service principles are as follows:

a. Simplicity

Simplicity, namely that service procedures are carried out easily, smoothly, quickly, without being complicated, easy to understand and easy to implement;

b. Clarity and Certainty

Clarity and certainty, namely certainty and clarity regarding:

1. Service procedures or procedures, general requirements both tactical and administrative;

2. Work units or officials who are authorized or responsible for providing services;
3. Details of costs or service rates and service procedures;
4. Service completion time schedule;
5. Rights and obligations for service providers and recipients based on evidence from service recipients;
6. Officials who receive public complaints.

c. Security

Security, namely the process and results of services that can provide security and comfort and can provide legal certainty.

d. Openness

Openness, namely procedures or procedures for the requirements of the work unit or official responsible for providing the service, completion time and details of costs or rates and other things related to the service process must be communicated openly so that they are easily known and understood by the public, whether requested or not.

e. Efficiency

Efficiency, namely service requirements are only limited to matters directly related to achieving service targets while still paying attention to the integration of requirements with the service products provided.

f. Economy

Economy, namely the charging of service fees must be determined fairly by taking into account the value of goods and services and not demanding unreasonably high fees.

g. Equal justice

Equal justice, namely the scope or reach of services, must be sought to be as wide as possible with equal distribution and treated fairly

h. Punctuality

Timeliness means that services can be completed within a predetermined time period.

3. Effectiveness Theory

From the origin of the language, effectiveness comes from the English language effective which can be interpreted as successful, something or things that have been done and are considered successful well. This concept of effectiveness is a broad concept, covering various factors originating from within the organization and from outside the organization (Journal of Community Empowerment Effectiveness, Vol. 01 No 01 (February 2012), p. 3.). Effectiveness itself is a relationship between output compared to goals. The greater the contribution of output to the goals to be achieved, the more effective an organization is considered to be, both the programs and activities of the organization in question. Another opinion says that effectiveness is the ability to choose goals or targets that are appropriate and achievable. Therefore, effectiveness refers to the link between output or what has been achieved or the actual results achieved with the goals set in an organization's work plan or the expected results (Rulinawaty et al., 2022, 2023; Rulinawaty, 2022). An organization is said to be effective if the output produced can meet the expected goals. According to Hani Handoko (2003: 7) effectiveness is the ability to choose the right goals or equipment to achieve the goals that have been set. Effectiveness can be interpreted as the level of success that can be achieved from a certain method or effort or efforts that are expected to be in accordance with the goals to be achieved.

In the context of achieving goals, effectiveness means doing a job or activity correctly. Effectiveness refers to the successful achievement of organizational goals, so that effectiveness is described as a measure of whether managers or those at the same level have done their work correctly. Organizational effectiveness is about doing something that is understood by all stakeholders in the organization and all related elements carry it out perfectly.

There are several expert opinions that express this Effectiveness Theory, namely:

- a) Siagian (2001:24) provides the following definition: Effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a number of goods for the services of the activities carried out. Effectiveness shows success in terms of

whether or not the targets that have been set are achieved. If the results of the activity are closer to the target, it means the effectiveness is higher.

b) Abdurrahmat (2003:92) Effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a certain amount of work on time.

c) Hidayat (1986) explains that: Effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. Where the greater the percentage of targets achieved, the higher the effectiveness.

d) Saksono (1984:45) Effectiveness is how big the level of stickiness of the output achieved with the expected output from a number of inputs

From these definitions of effectiveness, it can be concluded that effectiveness is a measure that states how far the targets (quality, quantity and time) have been achieved by management, where the targets have been determined in advance.

According to Silalahi (2015:415-418) Measuring organizational effectiveness can be done using various approaches. Some of them are based on the goal approach, system resource approach, or internal process approach. Besides that, a more integrative and widely accepted approach was developed. These approaches are the stakeholder approach and competing-values approach.

In this research, the author uses a systems approach to measure organizational effectiveness. According to Gibson, systems theory emphasizes defending the basic elements of input-process-output and adapting to the broader environment that supports the organization. This theory describes the relationship of an organization to a larger system, of which the organization is a part. The concept of a partial organization of a system related to a larger system introduces the importance of feedback as information reflecting the results of an action or series of actions by a person, group, or organization. Systems Theory also emphasizes the importance of information feedback. The essence of systems theory is:

- a. Effectiveness criteria should reflect the input-output process cycle, not simple output; And
- b. Effectiveness criteria should reflect the relationship between the organization and the larger environment in which the organization exists.

So organizational effectiveness is a concept with a broad scope including a number of component concepts and the managerial task is to maintain an optimal balance between components and parts.

According to Robbin (2008:29), the systems approach emphasizes that to increase the survival of an organization, what needs to be considered is its human resources, defending itself internally and improving the organizational structure and use of technology so that it can integrate with the environment from which the organization requires continued support. -continuously for survival.

4. Policy Implementation

Implementation is the real action taken. This action is the implementation of a plan or planned activity that has been carefully prepared. The concept of implementation itself comes from the English word to implement, which is defined as providing the means to carry out something to have an impact. Apart from that, implementation can be defined as actions carried out either by individuals or officials or government groups or private groups which are directed at achieving the goals outlined in policy decisions (Van Meter and Van Horn in Wahab, 2006: 65). Meanwhile, policy is everything that is taken

or decided by the owner of power to make a breakthrough in matters that have not been regulated in existing laws and regulations.

There are many Public Policy Implementation Theories put forward by experts. In this research, the author focuses on the Implementation Theory presented by George Edward III. To study the implementation of public policy, it is necessary to know the variables and factors that influence it. According to Edward III, there are 4 (four) crucial variables in the implementation of public policy, namely: communication, resources, character or attitude and bureaucratic structure. And for this purpose, a policy model is needed to simplify understanding of the concept of policy implementation. Edward III saw policy implementation as a dynamic process, in which there are many factors that interact with each other and influence its implementation. Edward said that in a study two important questions must be asked, namely:

- a) What are the conditions for policy implementation?
- b) What are the main factors in successful policy implementation?

Edward said that to answer the question above there are 4 (four) factors that play an important role in achieving successful implementation, these factors are Communication, Resources, Disposition and Eucratic Structure (Edward in Widodom 2011:96-110). Based on the Public Policy Implementation variables presented by Edward III, in this TAPM the author decided to focus on the Communication and Resources variables. Communication was chosen in relation to the focus of this TAPM research on providing information to passengers through the availability of Electronic Notice Boards, while Resources were related to the provision of Trolleys to be used by Passengers (Rulinawaty et al., 2022).

In this TAPM, researchers define Policy Implementation as an implementation of policies that are implemented and taken by policy administrators at UPBU Iskandar amidst the limitations of these policy administrators, considering the status of UPBU Iskandar itself as part of the Ministry of Transportation, especially the Directorate General of Civil Aviation. And to measure the effectiveness of the policy, researchers used interview techniques and field observations to determine the extent to which the effectiveness of the policy implementation was in line with the expectations of airport users.

Method

The research design used in this research is a naturalistic qualitative research method, namely a research approach that discusses several possibilities for solving actual problems by collecting data, compiling, clarifying and analyzing. The data collection instrument used is that researchers use themselves as research instruments, namely by planning, observing/observing in the field and conducting interviews with informants in the context of collecting primary data. The respondents or informants in this research are participant and non-participant informants, Participant informants include 1 (one) Head Iskandar Pangkalan Bun Class II Airport Operating Unit (UPBU), 2 (two) Unit Heads Related to the Iskandar UPBU area, Pangkalan Bun City, 3 (three) Section Heads within the Iskandar UPBU Pangkalan Bun City, 5 (five) Service Officers in the work unit environment and 10 (Ten) Airport Service Users in the area. Iskandar Pangkalan Bun Class II Airport Operating Unit (UPBU).

Results and Discussion

A. Overview of Iskandar Pangkalan Bun Airport

Iskandar Airport is located in Pangkalan Bun, the capital of West Kotawaringin Regency, Central Kalimantan Province. Geographically, the location of Iskandar Airport is located at coordinates 02° 42' 15" South Latitude and 111° 40' 13" East Longitude with an elevation of ± 23 meters relative to average sea level. Currently, Iskandar Airport is a Class II Airport Operating Unit with runway dimensions of 2,120 m x 30 m and runway direction 13 - 31, capable of serving the largest aircraft of the Boeing 737-300/400/500 and Embraer types.

Iskandar Airport is located between the city of Pangkalan Bun and Kumai District, which is about 7.5 km from the city center of Pangkalan Bun. The Iskandar Airport Service Unit (UPBU) is currently still an airport under the management of the Directorate General of Civil Aviation which

is on land owned by the Indonesian Air Force. The legal aspect used as the basis for the operation of Iskandar Airport is the Joint Agreement Letter (SKB) between the Minister of Transportation, the Minister of Defense and Security and the Minister of Finance and the Joint Decree (MoU) between the TNI-AU Chief of Staff and the Director General of Civil Aviation

B. Public Services at Airports

Based on Aviation Law no. 1 of 2009 Airports are:

“Areas on land and/or waters with certain boundaries that are used as places for aircraft to land and take off, boarding and disembarking passengers, loading and unloading of goods and places for intra- and inter-mode transportation, which are equipped with safety and security facilities, as well as basic facilities and equipment. other support”

Airport management must consider and pay attention to airports, spatial planning, economic growth, environmental sustainability, aviation security and safety, so that reliable and highly capable flight operations can be realized.

C. Analysis of the Effectiveness of Implementing Passenger Service Policies at the Iskandar Pangkalan Bun Airport Organizing Unit (UPBU)

In this TAPM the author focuses on analyzing the effectiveness of implementing passenger service policies, on the provision of electronic notice boards and the availability of trolleys in accordance with Attachment to Article 3 Paragraph (1) PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, this is based on:

- Electronic Notice Boards are an important means of conveying information to passengers regarding when the plane will arrive, when the plane will depart, which door the passenger must pass through to get to the plane and on the roll bar how many passengers' belongings are carried and put in the baggage of the plane passing;
- The availability of Trolleys is a means of transporting goods within the airport area which helps passengers to lift their belongings.

The author focuses on analyzing the effectiveness of implementing passenger service policies, on the provision of Electronic Notice Boards and Trolley Availability. The author assumes that the topic above is part of the basic services of an airport to be able to serve its passengers.

1. Effectiveness of Passenger Service

a. Research Overview

To find out about the effectiveness of passenger services, researchers grouped a list of questions that must be answered by resource persons, where these questions include:

1.	In your opinion, how should we serve passengers who use Iskandar Airport services?
2.	In your opinion, do you think the policies that have been implemented for passenger services at Iskandar Airport, especially the provision of Trolleys and Electronic Notice Boards, are appropriate or in accordance with statutory regulations?
3.	In your opinion, is the policy of providing Trolleys and Electronic Notice Boards implemented to serve passengers at Iskandar Airport effective or does it still need improvements/additions?
4.	In your opinion, what kind of policies should be established and implemented in serving passengers who use Iskandar Airport services?
5.	Has a survey been carried out to determine user satisfaction with passenger service facilities at Iskandar Airport?
6.	If measured on a scale of 1 to 9, according to you, on what scale is the provision of passenger service facilities (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?
7.	What are your hopes for the provision of passenger service facilities at Iskandar Airport?

b. Research result

<p>For First Question: <i>In your opinion, how should we serve passengers who use Iskandar Airport services?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. The Airport Head has prioritized 3 (three) matters, namely Security, Safety and Service with a focus on Equipment and Human Resources; 2. All Human Resources at Iskandar Airport in serving passengers must have qualifications according to predetermined standards; 3. All passenger services at Iskandar Airport must be based on Standard Operating Procedures (SOP) in accordance with applicable laws and regulations; 4. When serving passengers at Iskandar Airport, you must prioritize Passenger Service Ethics; 5. Providing Passenger Service Facilities also takes into account the capabilities of Iskandar Airport, considering that Iskandar Airport is still in the form of a Class 2 Airport Management Unit under the Directorate General of Civil Aviation, Ministry of Transportation; 6. That all equipment at Iskandar Airport must be able to provide maximum service, excellent service, complete service considering that passengers who use Iskandar Airport services have high expectations for service, considering that they have spent a number of funds which has an impact on their desire to get services like those mentioned above..
<p>For Second Question: <i>In your opinion, do you think the policies that have been implemented for passenger services at Iskandar Airport, especially the provision of Trolleys and Electronic Notice Boards, are appropriate or in accordance with statutory regulations?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. The Head of Iskandar Airport and the Acting Head of Administration confirmed that the movement/provision of trolleys and electronic notice boards was in accordance with existing laws and regulations, considering that Iskandar Pangkalan Bun Airport is a Class II Airport based on Minister of Transportation Regulation Number PM 40 of 2014 concerning Organization and Work Procedures of the Airport Organizing Unit Office; 2. The Head of the Security Operations Engineering and Emergency Services Section said that the availability of trolleys and electronic notice boards would be evaluated every year by paying attention to the number of passengers using Iskandar Airport services; 3. The Acting Head of the Cooperation Services Section emphasized that the availability of trolleys is still insufficient and must pay attention to the number of passengers using Iskandar Airport services and must pay attention to the availability of places for storing trolleys in certain areas at the airport. Electronic notice boards also need to improve in quality; 4. Another airport official stated that the current

	<p>availability of trolleys and electronic notice boards was still sufficient, considering that during the Covid-19 pandemic there was a decrease in flight intensity and the number of passengers using Iskandar Airport;</p> <p>5. Information from passengers as users of Iskandar Airport services, the majority stated that additional trolley facilities and electronic notice boards were needed at Iskandar Airport. The placement of trolleys in the departure area needs attention, because the existing trolleys are still concentrated in the arrival area.</p>
<p>For Question Three:</p> <p><i>In your opinion, is the policy of providing Trolleys and Electronic Notice Boards implemented to serve passengers at Iskandar Airport effective or does it still need improvements/additions?</i></p>	<p>The following results were obtained:</p> <p>The provision of trolleys and electronic notice boards at Iskandar Pangkalan Bun Airport has been effective even though there was 1 resource person who stated that it was not effective, this was due to the subjective opinion and experience of the resource person.</p>
<p>For Question Four:</p> <p><i>In your opinion, what kind of policies should be established and implemented in serving passengers who use Iskandar Airport services?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. The Head of Iskandar Airport and the Acting Head of Administration confirmed that the passenger service policy at Iskandar Airport is a policy that refers to Minister of Transportation Regulation Number PM38 of 2015 concerning Domestic Air Transport Passenger Service Standards; 2. The policy regarding passenger service is the policy of the Airport Management 3. Passenger service policies must be stipulated in Standard Service Procedures (SOP) as a guide for implementation in the field for all service providers; 4. The selected passenger service policy must remain within the corridor of rules established by the Airport Authority; 5. Most of the interviewees emphasized that the passenger service policy that must be implemented by the Iskandar Airport management must be a policy that favors passengers/airport service users.
<p>For Question Five:</p> <p><i>Has a survey been carried out to determine user satisfaction with passenger service facilities at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Surveys to determine Iskandar Airport User Satisfaction have been carried out several times by External Parties (Directorate General of Civil Aviation, Bandata Magazine and Practical Students) and Internal Parties at Iskandar Airport 2. The results of the Iskandar Airport User Satisfaction Survey generally show satisfactory results regarding passenger service at Iskandar

	Airport, especially Trolleys and Electronic Notice Boards, although additions and improvements are needed
For Question Six: <i>If measured on a scale of 1 to 9, according to you, on what scale is the provision of passenger service facilities (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?</i>	The following results were obtained: <ol style="list-style-type: none"> 1. The assessment figures depend on the subjectivity of the resource person in assessing the provision of trolley facilities and electronic notice boards at Iskandar Pangkalan Bun Airport; 2. According to the Head of the Airport and the Acting Head of Iskandar Airport Administration, the trolley facilities and electronic notice boards at Iskandar Pangkalan Bun Airport meet the standards for Class II Airports; 3. The highest number given by one of the Iskandar Airport officials was based on the absence of complaints from passengers using Iskandar Airport services; 4. The lowest figure given by one of the Iskandar Airport officials was based on the view that the facilities provided were only half of what passengers using Iskandar Airport services should receive; 5. Most of the interviewees considered that there was maximum effort to provide trolley facilities and electronic notice boards by the Iskandar Airport management amidst the existing limitations.
For the Seventh Question: <i>What are your hopes for the provision of passenger service facilities at Iskandar Airport?</i>	The following results were obtained: The resource person hopes for an increase in facilities. Enlarged notice board and more varied trolleys

From the data and information collected, the effectiveness of passenger services as regulated in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, according to researchers, is classified as effective at the medium level. The effectiveness of passenger service at the Iskandar Pangkalan Bun Airport Service Unit can be seen from:

- (1) Improving existing facilities and infrastructure at Iskandar Pangkalan Bun Airport;
- (2) Repair, upgrade and addition of existing facilities at Iskandar Pangkalan Bun Airport;
- (3) Additional funding for repairs, improvements and additions to existing facilities at Iskandar Pangkalan Bun Airport
- (4) Passengers using Iskandar Pangkalan Bun Airport services can be served well;
- (5) Passengers are able to maintain existing facilities at Iskandar Pangkalan Bun Airport;

The above is in line with what Hani Handoko stated. Effectiveness is the ability to choose the right goals or equipment to achieve the goals that have been set. Effectiveness can be interpreted as the level of success that can be achieved from a certain method or effort or efforts that are expected to be in accordance with the goals to be achieved.

The results of this research indicate that the provisions in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards in the Convenience aspect can be provided by the Iskandar UPBU Manager in accordance with its capacity

2. Trolley

a. Research Overview

To find out about the Trolley, the researcher grouped a list of questions that the resource person had to answer, where these questions included:

1.	In your opinion, what factors support the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?
2.	In your opinion, what factors hinder the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?
3.	Are there any plans to add passenger service facilities (mainly providing trolleys and electronic notice boards) at Iskandar Airport?

b. Research result

<p>For First Question:</p> <p><i>In your opinion, what factors support the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Airport officials emphasized that the supporting factors for providing trolleys are the number of passengers using airport services and the number of airlines flying which is supported by existing flight data. Apart from that, the availability of land for placing additional trolleys and the availability of funding are also important factors 2. Some sources stated that the commitment and strong will of the airport leadership was also an important factor in providing trolleys 3. In general, the supporting factors for providing trolleys are passengers, trolley conditions and airport operators
<p>For Second Question:</p> <p><i>In your opinion, what factors hinder the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Some Iskandar Airport officials stated that there were no inhibiting factors in providing trolleys 2. Several sources conveyed the availability of budget for trolley procurement as an inhibiting factor 3. The things that are often mentioned as inhibiting factors in providing trolleys are the irresponsible behavior of passengers in using trolley facilities and the conditions of the Covid-19 Pandemic.
<p>For Question Three:</p> <p><i>Are there any plans to add passenger service facilities (mainly providing trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Iskandar Airport management emphasized that there are plans to procure trolleys, but they are to replace existing trolleys and not to add to them. 2. For questions to passengers, the author modified the question, by asking whether there was a need for additional trolleys, and most of the sources stated that additional trolleys were needed with 1 source confirming that there was a need for additional trolleys in the departure area.

From the data and information collected regarding Trolleys regulated in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, according to researchers, the availability of Trolleys is sufficient for the size of UPBU Iskandar which is included in Class II

Airports. Trolley availability at the Iskandar Pangkalan Bun Airport Service Unit can be seen from:

- (1) That UPBU Iskandar Pangkalan Bun is able to cover arriving, transiting and departing passengers;

- (2) The number of existing trolleys is still capable of serving passengers;

The above is in line with what Hani Handoko stated. Effectiveness is the ability to choose the right goals or equipment to achieve the goals that have been set. Effectiveness can be interpreted as the level of success that can be achieved from a certain method or effort or efforts that are expected to be in accordance with the goals to be achieved.

The results of this research indicate that the provisions in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards in the Convenience aspect can be provided by the Iskandar UPBU Management in accordance with their capacity.

3. Electronic Notice Board

a. Research Overview

To find out about Electronic Notice Boards, researchers grouped a list of questions that resource persons had to answer which were the same as questions about Trolleys, where these questions included:

1.	In your opinion, what factors support the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?
2.	In your opinion, what factors hinder the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?
3.	Are there any plans to add passenger service facilities (mainly providing trolleys and electronic notice boards) at Iskandar Airport?

b. Research result

<p>For First Question:</p> <p><i>In your opinion, what factors support the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Airport officials emphasized that the supporting factors for providing electronic notice boards are the number of passengers using airport services and the number of airlines flying which is supported by existing flight data. Apart from that, the availability of land for placing additional trolleys and the availability of funding are also important factors 2. Some interviewees stated that commitment and strong will from airport leadership was also an important factor in providing Electronic Notice Boards 3. In general, the supporting factors for providing electronic notice boards are passengers, the condition of the electronic notice boards and airport operators
<p>For Second Question:</p> <p><i>In your opinion, what factors hinder the provision of passenger services (especially the provision of trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Some Iskandar Airport officials stated that there were no inhibiting factors for electronic notice boards 2. Several sources conveyed the availability of budget for the procurement of Electronic Notice Boards as an inhibiting factor 3. The thing that is often mentioned as an inhibiting factor in providing electronic notice boards is the Covid-19 pandemic

<p>For Question Three:</p> <p><i>Are there any plans to add passenger service facilities (mainly providing trolleys and electronic notice boards) at Iskandar Airport?</i></p>	<p>The following results were obtained:</p> <ol style="list-style-type: none"> 1. Iskandar Airport Management confirmed that there are plans to replace the Electronic Notice Board, by changing the form of the Flight Information Display System (FIDS) to an Electronic Notice Board in the form of a Video Tron. 2. For questions to passengers, the author modified the question, by asking whether there was a need for additional electronic notice boards, most of the interviewees stated that additions were needed and confirmed the addition of an Electronic Notice Board installation point in the departure area
---	---

From the data and information collected regarding Trolleys regulated in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, according to researchers, the availability of Electronic Notice Boards is sufficient for the size of UPBU Iskandar which is included in Class II Airports. The availability of Electronic Notice Boards at the Iskandar Pangkalan Bun Airport Service Unit can be seen from:

- (1) That UPBU Iskandar Pangkalan Bun is able to cover arriving, transiting and departing passengers;
- (2) The number of existing Electronic Notice Boards is still able to serve passengers, although airport service users hope for improvements to more sophisticated electronic notice boards;

The above is in line with what Hani Handoko stated. Effectiveness is the ability to choose the right goals or equipment to achieve the goals that have been set. Effectiveness can be interpreted as the level of success that can be achieved from a certain method or effort or efforts that are expected to be in accordance with the goals to be achieved.

The results of this research indicate that the provisions in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards in the Convenience aspect can be provided by the Iskandar UPBU Management in accordance with their capacity.

Discussion

In line with PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, there is also the Decree of the Minister for Administrative Reform Number 63/Kep/M.Pan/7/ of 2003 which is an indicator for analyzing the Implementation of Public Service Delivery, the matters contained in the Ministerial Decree these are:

1. **Service Procedures** which must be standard and applicable to the giver and recipient of the service.
2. **Completion Time** which is determined from the time of submission until completion of services including complaints.
3. **Service Fees** namely along with the determined costs including details of public services.
4. **Service Products** namely service results that comply with provisions or standards.
5. **Facilities and infrastructure** there must be sufficient availability.
6. **Officer Competency** Service providers are determined appropriately based on the knowledge, expertise (license), skills, attitudes and behavior required.

Referring to the data listed in the Iskandar Pangkalan Bun Airport Profile, it is known that the existing Terminal Building is 2,500 M², with a Waiting Room Area of 538 M² and a Capacity of 500 Seats. Data on the movement of passengers arriving and transiting at Iskandar Pangkalan Bun

Airport is 328,226 (arriving passengers) and 13,197 (transit passengers).

For Notice Boards in the form of a Flight Information Display System (FIDS), there are no standard provisions regarding the ideal number that must be present at an Airport Operating Unit (UPBU), according to the information in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, Boards The announcement must be able to contain information about:

- a. Airline name;
- b. Aircraft arrival and departure schedules;
- c. Flight route;
- d. Flight status;
- e. Last call information in audio form regarding flight and non-flight announcements placed in strategic areas at the airport, such as the Departure Terminal, Arrival Terminal, Waiting Area and Rest Area.

Meanwhile, for Trolley facilities, according to the provisions in Attachment PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards Article 3 paragraph (1) letter h, 6 trolleys must be available to serve 10 passengers. Referring to the data available in 2018, at the Iskandar Pangkalan Bun Airport Organizing Unit there should be a total of 150 available, with a calculation of 328,226 passengers divided by 365 working days, so that we find the number 899.25 (rounded to 900) for the number of passengers per day, and the number 900 is divided by the number 6 (the number of trolleys per 10 passengers) to get 150 trolleys. Meanwhile, the initial data obtained by the author, to date the number available is 153 Trolleys.

As comparative data, the use of Trolleys at Djuanda International Airport in Surabaya in Semester 1 of 2022 (January-July), the number of passengers was recorded at 4,849,080 or around 27,000 passengers every day (source: <https://juanda-airport.com/id/news/index/semester-i-2022-number-of-juanda-airport-passengers-increased-to-54-percent-1>) is served by 500 Trolley Units at Terminal 1 Arrivals and 900 Trolley Units at Terminal 1 Arrivals. If calculated on average, 1 Trolley is used by 19 people.

Meanwhile, at Mutiara SIS AlJufri Palu Airport, it is known that the number of passengers served by this airport is around 1,700 passengers/day (source www.majalahbandara.com/bandara-mutiara-sis-mutiara-sis-al-jufri-palu-movement-18-kali-1-700-permobilan-penumpang-per-hari/), which is covered by around 120 Trolleys, so that on average, 1 Trolley is used by 14 people, this is of course not in accordance with the provisions in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards.

After carrying out research at Iskandar Pangkalan Bun Airport and analyzing the results of interviews from competent sources who have been determined, it can be concluded as follows:

1. Based on the Public Policy Implementation variables presented by Edward III, and in this TAPM the author decided to focus on the Communication (Electronic Notice Board) and Resources (Trolley Availability) variables, the effectiveness of implementing passenger service policies at Iskandar Airport, based on Article 3 Paragraph (1) PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards is stated **has been effective at the II Iskandar Pangkalan Bun Airport Management Unit. This is based on the fact that**
 - a. The availability of Trolleys at UPBU Iskandar Pangkalan Bun has met the requirements in Article 3 Paragraph (1) PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, which is based on calculations according to the provisions. The number of Trolleys available is 150, and at UPBU Iskandar there are 153 available.
 - b. For Electronic Notice Board Facilities at UPBU Iskandar Pangkalan Bun, refer to Article 3 Paragraph (1) PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards where there are no standard provisions regarding the ideal number that must be in an Airport Operating Unit (UPBU). In accordance with the information in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, the Notice Board must be able to contain information about the name of the airline, aircraft arrival and departure schedule, flight route, flight status and last call information in audio form regarding flight announcements and non-aviation services which are placed in strategic areas at the airport, such as the departure terminal,

- arrival terminal, waiting area and rest area
- c. There are no passengers/users of airport services at Iskandar Airport who have submitted official complaints to the Iskandar Airport organizers via official channels;
 - d. From the results of the passenger/airport user satisfaction survey carried out in 2018, it was stated that passengers were satisfied with passenger services, especially trolleys and electronic notice boards;
 - e. Even though the interview results show that there were passengers who expressed complaints, based on the author's observations, this was based on the passengers' subjective assessment which stemmed from the disappointment in question, and the number of passengers as sources who expressed disappointment was only 1 person;
 - f. The organizers of Iskandar Pangkalan Bun Airport are in the position of implementing the policies that have been regulated in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards;
 - g. In accordance with PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, Iskandar Airport has provided flight service information in visual and audio form at 8 points spread across the Iskandar Airport area. Regarding the provision of trolleys, from the initial information obtained by the author, after interviews and visual observations, the number of trolleys available at Iskandar Airport is 153, although there are some trolleys that are less than optimal.
2. From the research results, it was found that the supporting and inhibiting factors for providing trolley services and electronic notice boards as the focus of the research can be stated as follows:
- a. Supporting factors
 - 1) Passenger
The passengers referred to are the number of passengers who use the services of Iskandar Airport as their initial departure point
 - 2) Condition of Trolley and Electronic Notice Board
 - Adequate trolley condition and trolley type that suits passenger needs;
 - Existence of appropriate Electronic Notice Boards available in the right areas
 - 3) Airport Organizer
The strong will and desire of airport administrators amidst existing limitations, especially during the Covid-19 pandemic, where almost all funding and budgeting experienced budget refocusing.
 - b. Obstacle factor
 - 1) Passenger behavior in using trolley facilities and electronic notice boards. Passenger behavior that is still irresponsible when using trolleys;
 - 2) Availability of funds to improve and add trolley facilities and electronic notice boards;
 - 3) Covid-19 pandemic.

Conclusions

From the above conclusions it can be suggested, **One** referring to the provisions contained in PM 38 of 2015 concerning Domestic Air Transport Passenger Service Standards, it should be possible to distinguish which airports must fulfill these provisions and which airports are allowed to operate in accordance with existing resources. It is necessary to rethink the addition of articles to PM 38 of 2015 concerning Service Standards Domestic Air Transport Passengers who stated that airports under the authority of the Ministry of Transportation can operate with the resources they have, **Two** Iskandar Airport organizers should continue to pay attention to the wishes and input of passengers/airport service users in terms of providing trolley facilities and electronic notice boards in implementing policies in the field; **Three** Airport organizers can place trolleys in the departure area and not only focus on placing trolleys in the arrival area. Meanwhile, the existence of electronic notice boards can be added and sophisticated..

Reference

- Abdurahmat. 2003. *Pengertian Efektivitas*. Jakarta: PT. Rineka Cipta. Hasibuan
- Achmad, Zein. 2009. *Aplikasi Pemasaran dan Salesmanship*. Jakarta: MitraWacana Media.
- Adhania, S., Holiawati, H., & Nofryanti, N. (2024). The Effect of Hexagon Fraud Theory in Detecting Financial Statement Fraud. *International Journal of Digital Marketing Science*, 1(1), Article 1. <https://doi.org/10.54099/ijdms.v1i1.854>
- Adula, M., & Kant, S. (2022). Examining Entrepreneurship Significant Factors affecting the Performance of MSE's in Ethiopia, Horn of Africa. *International Journal of Law Policy and Governance*, 1(1), Article 1. <https://doi.org/10.54099/ijlpg.v1i1.282>
- Arifin, Z. A. (2022). The Analysis of Coconut Market Value Chain. *International Journal of Law Policy and Governance*, 1(1), Article 1. <https://doi.org/10.54099/ijlpg.v1i1.255>
- Arikunto Suharsimi, Suhardjono, Supardi. 2006. *Penelitian Tindakan Kelas*. Jakarta : Bumi Aksara.
- As, Mahmoeaddin, (2010), *Melacak Kredit Bermasalah*, Cetakan Pertama, Jakarta: Pustaka Sinar Harapan
- Bogdan dan Taylor, 1975 dalam J. Moleong, Lexy. 1989. *Metodologi Penelitian Kualitatif*. Bandung: Remadja Karya.
- Chandra, D., Hendrian, H., & Pambelum, Y. J. (2023). Whats Factors determinan on ROA Rural Bank Owned By Local Government in Indonesia? *International Journal of Applied Management and Business*, 1(2), Article 2. <https://doi.org/10.54099/ijamb.v1i2.714>
- Creswell, John W. (1998), *Qualitative Inquiry and Research Design, Choosing Among Five Traditions*. California: Sage Publication. Hal 65.
- Denison and Misra (2005), *Toward Of Organizational Culture and Effectiveness. Organization Science*, Vol. 6, No. 2, March-April.
- H. Hadari Nawawi, 2003; *Manajemen Sumber Daya Manusia Untuk Bisnis Yang*
- Handoko, T.Hani, 2003, *Manajemen Personalia dan Sumber Daya Manusia*., Yogyakarta, BPFE-Yogyakarta
- Hardiansyah, 2011 *Kualitas Pelayanan Publik : Konsep, Dimensi, Indikator dan Implementasinya*. Yogyakarta : Gava Media.
- Iskamto, D., Hendrayani, H., Dehotman, C., Wahab, W., Liyas, J. N., Syahsudarmi, S., & Asnahwati, A. (2023). Does store atmosphere support consumers' desire to shopping? *Jurnal Pemasaran Kompetitif*, 6(2), Article 2. <https://doi.org/10.32493/jpkpk.v6i2.27344>
- Iskamto, D., Karim, K., Sukono, & Bon, T. (2020). Impact of Employee Satisfaction on Work Discipline in Government Office in Indonesia. *The International Conference on Industrial Engineering and Operations Management*, 13.
- Jaenudin, J., & Fauziana, E. (2022). The Analysis of Good Organization Governance to the Leadership and Regeneration Effectiveness in Muhammadiyah Islamic Mass Organization. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), Article 1. <https://doi.org/10.54099/aijms.v1i1.313>
- Kamus Besar Bahasa Indonesia
- Kompetitif, Cetakan ke-7, Gadjah Mada University Press, Yogyakarta.
- Kotler, Philip. (2008). *Manajemen Pemasaran Edisi 12 Jilid 2*. Jakarta: Indeks
- Lijan, Poltak Sinambela. 2008. *Reformasi Pelayanan Publik*. Jakarta : BumiAksara. Lupiodi, 2006. *Kualitas Pelayanan*. Bandung : Alfabeta.
- Lita Yarlina , Harry Yanto L.B , Evy Lindasari dan Arman Mardoko Evaluasi Pelayanan Ground Handling di Bandar Udara Mutiara SIS Al-Jufri Palu, *Jurnal Warta Penelitian Perhubungan*, 32 (1):33-42
- Mahmudi, (2015) *Manajemen Kinerja Sektor Publik*, Yogyakarta: Unit Penerbit dan Percetakan Sekolah Tinggi Ilmu Manajemen YKPN, , h. 86
- Malik, A. D., Juliana, A., Junaid, M. T., & Oktavianti, A. D. (2023). The Process of Making Investment Decisions for Teachers in the City of Tarakan. *International Journal of Management and Digital Business*, 2(1), Article 1. <https://doi.org/10.54099/ijmdb.v2i1.556>

- Mardiasmo.(2016).*Efisiensi dan Efektifitas*.Jakarta: Andy.
- Marina Sandriana, Maulana Dika Risit, Ozali Imam (2018). Pengaruh Kualitas Pelayanan PT. Angkasa Pura I Terhadap Kepuasan Penumpang di Bandar Udara Internasional Lombok, Praya. *Jurnal Manajemen Bisnis Transportasi dan Logistik (JMBTL) Vol. 5 No. 1 September 2018*
- Maryaeni. 2005. *Metode Penelitian Kebudayaan*. Jakarta : Bumi Aksara
- McNiff, J. (2002) *Action Research: Principles and Practice*. London: Routledge.
- Moenir, H.AS, (2008)*Manajemen Pelayanan Umum Di Indonesia*, Bumi Aksara. Jakarta
- Moleong, Lexy J. (2007) *Metodologi Penelitian Kualitatif*, Penerbit PT Remaja Rosdakarya Offset, Bandung
- Mulyani Sri, Hartini Dwi (2016). Kajian Tingkat Pelayanan Penumpang di Bandara Adisutjipto Yogyakarta. *Jurnal Angkasa Vol. VIII No. 1 Mei 2016*
- Nasution. (2003). *Metode Penelitian Naturalistik Kualitatif*. Bandung: Tarsito.
- Nasution. (2009). *Metode Research (Penelitian Ilmiah)*. Jakarta: Bumi Aksara.
- Pakei, Beni. (2016). *Konsep dan Analisis Efektivitas Pengelolaan Keuangan Daerah di Era Otonomi Daerah*. Jayapura: Taushia
- Payne, G., & Payne, J. (2004). *Key concepts in social research*. London: SAGE Publications. Chicago (Author-Date, 15th ed.).
- Peraturan Menteri Pendayagunaan Aparatur Negara Nomor 63/KEP/M.PAN/7/20013 Tentang Pedoman Umum Penyelenggaraan Pelayanan Publik
- Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 39 Tahun 2019 Tentang Tata Negeri Kebandarudaraan Nasional
- Peraturan Menteri Perhubungan Republik Indonesia PM 38 Tahun 2015 Tentang Standar Pelayanan Penumpang Angkutan Udara Dalam Negeri
- Prasetyo Budi Saksono, 1984. *Dalam Menuju SDM Berdaya*.Bumi Aksara. Jakarta. Putra
- Profil Bandara Iskandar Pangkalan Bun, Direktorat Jenderal Perhubungan Udara Unit Penyelenggara Bandar Udara Kelas II Iskandar Pangkalan Bun, Kalimantan Tengah
- Puteri, H. E. (2023). Good Corporate Governance, Leverage and Corporate Financial Performance in the Jakarta Islamic Index. *International Journal of Indonesian Business Review*, 2(2), Article 2. <https://doi.org/10.54099/ijibr.v2i2.685>
- Robbins, S. 2008. *Perilaku Organisasi*, Jilid I dan II, alih Bahasa : Hadyana Pujaatmaja. Jakarta: Prenhallindo.
- Rulinawaty, Andriyansah, Samboteng, L., Basit, M., & Kasmad, M. R. (2022). Construction of the Hybrid Agile Management Model in Public Health Services in Indonesia. *KnE Social Sciences*, 255–263. <https://doi.org/10.18502/kss.v0i0.12335>
- Rulinawaty, Aripin, S., Andriyansah, & Samboteng, L. (2023). Participatory governance capacity building: The missing link of poverty eradication in food diversification policies in Indonesia. *Electronic Government, an International Journal*, 19(2), 202–220. <https://doi.org/10.1504/EG.2023.129436>
- Rulinawaty, R. (2022). Fresh Insights Using Ardl Bound Testing Approach and Analysis of Public Economic Growth Affecting Environmental Quality in Indonesia. *Jurnal Manajemen Industri Dan Logistik*, 6(1), 149. <https://doi.org/10.30988/jmil.v6i1.995>
- Salfina, L., Nurtati, N., Meidona, S., Elvina, Y., & Yadewani, D. (2023). The Effect of Inflation and Government Spending on Economic Growth in The West Sumatra Province. *Husnayain Business Review*, 3(2), Article 2. <https://doi.org/10.54099/hbr.v3i2.702>
- Siagian, Sondang P. 2001. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Sugiyono. 2013. *Metode Penelitian Kuantitatif Kualitatif dan R & D*. Bandung : Alfabeta
- Sukardi. 2006. *Penelitian Kualitatif- Naturalistik Dalam Pendidikan*.Yogyakarta:Usaha Keluarga.
- Suparno. 2008. *Ketrampilan Dasar Menulis*. Jakarta : Universitas Terbuka
- Ulber Silalahi (2015), *Asas-asas Manajemen*, Bandung: Refika Aditama, h. 416-417
- Undang Undang Nomor 1 Tahun 2009 Tentang Penerbangan