

ANALYSIS OF SUCCESS FACTORS FOR TRANS METRO BANDUNG BUS STOPS

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ABSTRACT

The aim of the research is to determine the success factors of the Trans Metro Bandung bus stop in terms of physical facilities, capital and human resources. The theory used by Sedarmayanti is that the effectiveness of a program can be seen from inputs including physical facilities, capital and human resources. The research method is a descriptive method with a qualitative approach. Data collection techniques through observation, data studies and interviews. Informants included Bandung City Transportation Department officials and people using Trans Metro Bandung buses using purposive techniques. The results of the research show that the factors for the success of the Bandung Trans Metro Bus Stop in terms of physical facilities, capital and human resources are not yet effective because the infrastructure is still lacking, costs are still limited and human resources are still small. Of course this research has a big impact on the public. TMB bus users

Keywords: Effectiveness, Bus Stops, Trans Metro Bandung

INTRODUCTION

Transportation is a very important means of supporting the progress of a country's growth, especially in supporting people's economic activities, because the transportation system can improve public services and other resources so that alienation should be eliminated and stimulate growth in all areas of life. Transportation modernization is a step for the government to develop a network of public transport services. Transportation as a basis for economic development and community development, and industrialization growth. The economic growth of a country or countries depends on the available transportation within the country or countries concerned.

According to Siregar, (1995) in Adisasmita, (2010) The transportation system has an important role for the development of a city. The application of the role of the transportation system that is not suitable can have a negative impact on developments in all fields, both economic, social and environmental. Choosing the wrong transportation system for urban areas can result in traffic jams, which means a huge waste of energy and space use, as well as the emergence of air pollution problems due to the increasing amount of vehicle exhaust gases.

The development of transportation in big cities in Indonesia is increasing as a result of the growth and development of cities and the rate of population growth. Along with the increase in population, the need for means of transportation by itself will increase. On the other hand, the increase in the number of transportation facilities cannot keep up with the rate of population growth, so that it has not been able to satisfy the provision of services provided to the community. From day to day the demand for public transportation that is cheap, comfortable and the certainty of time is needed by the community. Transportation in the economic aspect is very influential, the more advanced the global economy, the higher the level of community mobility. So that people will be more observant in choosing transportation. One of the cities that has improved public transportation is the city of Bandung.

The city of Bandung is one of the largest cities in Indonesia. Of course, the number of activities in the community environment is also very high. With this very high activity, it's no wonder that the level of community needs in traffic is also increasing. For transportation within the city, the people of Bandung usually use city transportation or what is more familiarly known as angkot. In addition, taxis and city buses are also a means of transportation in this city. Meanwhile, the city's intercity and provincial bus terminals are the Leuwipanjang terminal for western routes and the Cicaheum terminal for eastern routes.

With regard to transportation, of course there is public transportation in every developing city, public transportation that is currently strong, namely bus transportation, as a means of public service to facilitate travel users.

The bus stop is one of the government's transportation facilities as an aid in developing a safe and effective transportation network. Bus stops are needed along public transport routes, and public transportation must go through designated places to pick up and drop off passengers so that the movement of passengers is smoother and traffic jams can be minimized. Because the presence of prospective passengers who will get on or off the bus causes traffic delays which causes congestion along the way. Placing stops along the vehicle route must comply with the relevant regulations stipulated by the Department of Transportation and be used according to their use. Throughout the city of Bandung, bus stops are also misused by other public services, such as parking for public vehicles such as public transportation or taxis.

Looking at the reality on the ground, there are still a number of obstacles regarding physical facilities or infrastructure facilities at the TMB bus stop itself, some of which are not optimal at several stops, such as inadequate seating and improper placement of stops, lack of personnel resources in the technical field, which there should be an officer at every bus stop, in fact there are only a few bus stops.

Trans Metro Bandung (TMB) is a mass transit transportation which is one of the Bandung City Government's efforts to improve public services, especially in the land transportation sector in urban areas in Bandung City by replacing the deposit system with a service system with the characteristics of scheduled bus departures, bus stops at special stops, safe, comfortable, reliable, affordable and friendly to the environment.

In 2009, TMB (Trans Metro Bandung) was officially operational. This TMB is a joint project between the Bandung city government and Perum (Public Company) II DAMRI (Djawatan Motor Transport of the Republic of Indonesia) Bandung in providing mass transportation services at low prices.

Table 1.
Number of Corridors and TMB Lines

No	Corridors	Track
1	Corridors 1	Cibeureum-Cibiru
2	Corridors 2	Cicaheum-Cibeureum
3	Corridors 3	Cicaheum-Sarijadi
4	Corridors 4	Antapani-Leuwipanjang
5	Corridors 5	Antapani-Stasiun Hall

(Source: Ayobandung.com 2019)

In this research, researchers focused their research on corridor 2 Cicaheum-Cibeureum, because corridor 2 is one of the routes that is very busy every day, it is located in the center of Bandung city and also passes through places such as schools, offices and places for shopping. will make TMB corridor 2 as public transportation for people who want to travel. However, looking at the field, there are still many TMB bus users on the Cicaheum-Cibeureum route who get on and off the TMB bus carelessly. So the bus stops in this area are more often unused by TMB bus users. Seeing this, transportation conditions in the city of Bandung tend to be heterogeneous to make travel easier. However, there are still many improvements that need to be made by the Bandung city government in providing public services to the community, the ineffectiveness of bus stops that should be used by the public are neglected and not maintained, not to mention the placement of bus stops that should not be on the sidewalk resulting in people walking. feet distracted by the bus stop.

In Bandung City Regional Regulation number 16 of 2012 concerning the implementation of transportation and levies in the transportation sector, it is clearly regulated that to drop off and pick up passengers, the regional government must create a bus stop for use by prospective passengers, in accordance with article 28 paragraph (3) Every public vehicle in routes are required to pick up and/or drop off passengers at stopping places provided by the regional government in the form of bus stop buildings or public transportation stopping places stated by signs. But the problems in the field are different, passengers often get on and off anywhere. This means that the bus stops that have been built by the government are often not used by TMB bus passengers.

The activity of dropping off and picking up passengers should not be done in any place, because in that case the use of bus stops could be said to be ineffective and could also endanger passengers who get off at any place. Not to mention that the inappropriate placement of stops, such as placing stops on congested routes or on quiet routes, causes passenger interest to decrease and will affect the use of Trans Metro Bandung (TMB) buses.

Currently bus stops cannot be called just places to wait, because bus stops are one of the important points for the Bandung city government to resolve traffic jams. Many bus stops in each corridor are placed in inappropriate locations. Apart from the worrying condition which tends to be unkempt, the location of the bus stops must also be highlighted. The Transportation Department, as those who have the authority, must be able to optimize infrastructure so that people can feel comfortable at each bus stop.

The existing bus stops are inadequate because not all routes have stops for TMB buses, so people can freely ride anywhere. The bus stops also do not function well and look unattractive to the public. So the public's interest in being disciplined in taking TMB buses at the available stops is less popular. This should be the task of the Bandung City Transportation Department, to determine the right place to build a bus stop for the Trans Metro Bandung bus. There is previous research regarding Trans Metro Bandung (TMB), the first of which is entitled "Implementation of Bandung Mayor's Policy Number 704 of 2008 concerning Minimum Service Standards (SPM) for the Operation of Trans Metro Bandung Mass Public Transport Buses" which was researched by Reno Kresman (2018). In his research, there are problems with enforcing the 2008 Bandung Mayor's policy regarding SPM Operations for Trans Metro Bandung Mass Public Buses, the SPM here is still not implemented optimally, it can be seen that there are still many Trans Metro Bandung drivers who pick up passengers at random places and the SPM information is regulated in The Mayor of Bandung's policy regulations are not properly distributed to the people using Trans Metro Bandung. Even though the government itself has created bus stops where passengers can be picked up and dropped off.

The similarities in the research above are both regarding Trans Metro Bandung, only Reno Kresman researches more on the implementation of the Bandung mayor's policy regarding minimum service standards (SPM). Meanwhile, the researchers themselves discussed the Trans Metro Bandung bus stop from the perspective of its effectiveness. Another similarity is that they both use qualitative methods.

Another research was conducted by Mutaqin (2019) with the title Implementation of Bandung City regional regulations number 16 of 2012 concerning transportation management and levies in the transportation sector: Case study in the use of the Trans Metro Bandung bus stop corridor 2 Cicaheum-Cibeureum. The theory used was put forward by Van Metter and Va Horn regarding policy implementation. The research method used is a descriptive method with a qualitative approach. The results of the research show that, the implementation of Bandung City Regional Regulation number 16 of 2012 concerning the Implementation of Transportation and Levies in the Transportation Sector, article 28 concerning the use of TMB (Trans Metro Bandung) bus stops in corridor 2 Cicaheum-Cibeureum cannot be used optimally, because there are many obstacles. faced by the Bandung City Government regarding the use of bus stops in inappropriate or unstrategic bus stops making the bus stops empty of passengers who

want to take the bus, not to mention neglected and poorly maintained bus stops making the bus stops on corridor 2 Cicaheum-Cibeureum less comfortable for use by passengers. passenger.

The similarity between the research above and the research made is that it lies in the location of the research taken. Another similarity is found in the theme discussed, namely regarding the use of Trans Metro Bandung (TMB) bus stops. Meanwhile, the differences in research can be seen from the theory used in the research, the research above uses theories from Van Metter and Va Horn regarding policy implementation, while researchers use Sedarmayanti's theory which states effectiveness.

Another research was conducted by Tatik Rohmawati and Rica Rohmalia (2016) with the title "Effectiveness of Reporting the Online Teacher Performance Assessment Program (PKG) via the Website at the Tangerang City Education Service, Banten Province" in their research showing online teacher performance assessment via the website www.padamu.cepat.web.id, the Tangerang City Education Office has not been effective as seen from the numbers and results released by the Education Office considering current efforts and achievement results. The level of satisfaction with the PKG program is not yet optimal because there are still many people and schools who are not satisfied with the performance of the website management apparatus. Creative products in the implementation of the PKG program are not good enough. The emotional intensity of the apparatus in handling the website www.padamu.cepat.web.id has not been well controlled.

The similarities between the research above and the one the researcher made are that they are both about effectiveness, using descriptive research methods with a qualitative approach, and data collection using interviews, literature studies and documentation. The difference is, the research above uses theories from David Krech, Richard S. Cruthfied and Egerton L. Ballachey. This theory states several factors that must be taken into account in effectiveness, namely the number of results, the level of satisfaction obtained, the creative product, the intensity to be achieved. Meanwhile, the theory used by researchers is Sedarmayanti's theory. This theory states that there are four measures to measure the level of effectiveness of a program seen from several criteria, namely Input, Production Process, Results and Productivity.

Another research entitled "Trans Metro Bandung Bus Stop Service Quality" was researched by Hansen Samuel Arberto Gultom and Tri Basuki Joewono (2014). His research shows that the aspects that need the most development are bus stop cleanliness, supporting facilities around the bus stop, and bus stop stairs. Aspects that need to be maintained are accessibility, safety, security, staff service, roof and seating. Lighting, special smoking areas, and availability of information are included in the less important category.

The difference in the research is that Alberto Gultom researched the service quality of Trans Metro Bandung bus stops using the theory of importance satisfaction analysis (Importance Satisfaction Analysis), while the researcher researched the effectiveness of the Trans Metro Bandung (TMB) Cicaheum-Cibeureum Corridor Bus Stops in Bandung City using theory from Sedarmayanti, whose theory states that there are four measures to measure the level of effectiveness of a program, is seen from several criteria, namely input, production process, results and productivity.

The novelty of this research compared to previous research is that the problem studied by the researchers themselves is that there are still many bus stops in the corridor that are placed in inappropriate locations. Apart from its poor condition, it tends to be unkempt, so passengers prefer to get on and off at any place.

The purpose of this research is to see and find out about the success factors of the Bandung Trans Metro Bus Stop (TMB) in terms of physical facilities, capital and human resources. Based on this background, the researcher is interested in conducting research related to Factor Analysis The success of the Trans Metro Bandung Bus Stop

LITERATURE REVIEW

Measures of Effectiveness

Measuring whether an organization is effective or not can be seen from several points of view and depends on who is assessing and implementing it. When viewed from a productivity perspective, a manager has an important role in providing understanding. According to Siagian (1996:60) states that there are several factors that can be used to measure the work effectiveness of organizations providing services, including:

1. Time factor

The time factor here means the timeliness and speed of the services provided by the service provider. It's just that the use of measurements regarding whether or not the service provided is accurate or fast varies from one person to another. Apart from such subjective assessments, what is clear is that the time factor can be used as a measure of work effectiveness.

2. Accuracy factor

The accuracy factor can be used as a measure to assess the level of effectiveness of the work of organizations providing services. The accuracy factor here is the accuracy factor of the service provider to customers. Customers will tend to give service providers less high marks if there are many errors in the service process, even though they are provided in a short time.

3. Service delivery style factors

Service delivery style is another measure that can and is usually used to measure work effectiveness. What is meant by style here is the way and habits of service providers in providing services to customers. It is possible that the customer feels that it does not match the customer style provided by the service provider. When talking about something that concerns conformity, what is actually being discussed is something that cannot be separated from the social values adhered to by the person concerned.

Based on the definition above, it can be concluded that many variables indicate the determination of effectiveness. First, the time factor, which means that the system being introduced will be successful if the time management in the service delivery process meets the requirements in question to satisfy the users who carry out the service. These two factors of rigor mean that the work was successful when combined with the system's ability to provide services, respond to feedback from the community and ultimately allow the legal entity to determine whether the work has been delegated to the system or not. The third factor is the service delivery style factor, meaning the readiness of an apparatus to provide a service, whether the apparatus' attitude in providing the service is in accordance with the SOP or not.

Another opinion was expressed by Cambell in Steers who mentioned several measures in determining effectiveness, namely:

1. Overall effectiveness, meaning the extent to which the organization carries out its main tasks to achieve all its targets.

2. Quality means what is produced by the organization.

3. Productivity means the quantity of services produced by the organization.

4. Preparedness means a thorough assessment regarding the possibility of completing a specific task well.

5. Efficiency is a comparison of several aspects of achievement against the costs to produce that achievement

6. Income is the amount of resources remaining after all costs and obligations have been met

7. Growth is a comparison of present and past existence.

8. Utilization of the environment means the extent to which an organization interacts with its environment to obtain scarce resources needed for effective operations.

9. Stability, namely maintaining the structure of functions and resources over time.

10. Inflow and outflow of workers means the number of workers and output at their own request.

11. Absenteeism means an incident where a worker is absent from work.

12. Accidents, namely the frequency of repairs resulting in loss of time.

13. Work enthusiasm, namely the feeling of being tied to achieving goals which involves additional effort, shared goals and a feeling of belonging.

14. Motivation means the strength that arises from each individual to achieve goals.

15. Satisfaction means the level of pleasure a person feels regarding a role in an organization.

16. Acceptance of organizational goals means the acceptance of organizational goals by each party by units within the organization.

17. Cohesion is the fact that members of an organization like each other, meaning they work well together, communicate and coordinate.

18. Flexibility of adaptation means the presence of a new stimulus to change the standard operating procedure, which aims to prevent freezing to environmental stimuli.

19. Assessment by external parties means the assessment of the organization in the environment.

(Cambell in Steers, 1985:46-48).

Based on the above measures as seen by the overall effectiveness in assessing successful goals. For quality, this describes how the company provides services in accordance with the goals to be achieved. Individual and organizational productivity in carrying out assigned tasks shows effectiveness here. Meanwhile, alertness is a company's attitude showing that it is always ready without prior notification.

Efficiency discusses how someone in an organization carries out a task that can be completed in a short and precise time. Income is additional income that each individual gets because he has achieved his goals and objectives. Growth discusses changes felt by the organization in a better direction than before. Utilization of the environment discusses plans that have been set over a long period of time so that the results to be achieved reach the targets as targeted.

Stability discusses the capabilities possessed, so that the organization can align in all situations. The turnover of workers gives an idea that the success or failure of an organization in achieving its targets is seen from the number of members who have good qualities who work in an organization. Absenteeism is non-compliance by members who carry out the tasks they are carrying out. An accident in an organization is an event that can be seen as less effective.

Work enthusiasm is seen from the members of the organization who are very enthusiastic and enthusiastic in achieving the targets that have been set. Motivation can be interpreted as a process that explains the intensity of direction and persistence of a person in an organization in achieving the goals to be achieved. Satisfaction can be seen from the feeling of pleasure received by the organization if it gets positive value from the community after achieving its targets. Acceptance of organizational goals is defined as the belief that the organization is implementing it correctly.

Conflict is a social process between two or more people to destroy each other and there is a lack of harmony between plans and the results achieved. Flexibility means the ability of an organization to change procedures according to what society needs. External assessment is a measure of whether the target is going well or not. If the target goes well then the assessment from the community will be positive, conversely if the target fails then the program is said to have not been optimal.

Another opinion was expressed by Duncan in steers regarding effectiveness measures as follows:

1. Achievement of goals

2. Integration

3. Adaptation

(Duncan in Steers, 1985:53).

Based on the effectiveness measures above, it shows that the first factor for achieving goals describes the government's method of achieving program goals, with concrete targets and a legal basis that determines goal achievement. the second factor is the combination of organizational structures, which are integrated into one whole, allowing harmonious program development and the third factor is the self-adaptation of the organizational

environment carried out by each individual to overcome environmental challenges or adapt to change. Adaptation consists of several factors, namely increasing capabilities, facilities and infrastructure.

Effectiveness is also a measurement in the sense of achieving predetermined targets or objectives, which is a measurement where a target has been achieved in accordance with what was planned. The measure of effectiveness for an organization or institution can be seen from the following criteria:

1. Inputs
2. Production process
3. Results (output)
4. Productivity

(Sedarmayanti, 2009:60).

Input is everything that enters the system (Susanto, 2007). Input can be interpreted as the basis for something to be realized or implemented depending on what is expected which influences performance. Existing input can be seen from the physical facilities (facilities and infrastructure) provided by the relevant agencies such as server space, materials (raw materials) in the form of important data which will be converted into information later. Capital is an important factor, because a system cannot be run effectively without money. The tools are considered very valuable because they are designed to meet the needs of the organization, especially in the provision of information about licensing services.

The production process can be seen from communication as a process that focuses on interaction between government and society. Decision making is one of the processes of developing information providers. The decision-making process is the selection of appropriate goals and finding ways to achieve the goals.

Results (output) are system components in the form of various forms of output produced by processing components. Results in the form of quantity or physical form of group or organizational work. The results in question can be seen from the comparison between input and output. The results can be seen from the goods produced and the services provided by the relevant agencies in the form of excellent service.

Productivity is a measure of the use of resources in an organization which is usually expressed as the ratio of the output achieved to the resources used (in Sedarmayanti, 2009:58). Productivity can be seen from education which is considered important because to form and develop human resources, in this case, motivation is needed as a driving force for activities to achieve community needs and appropriate and advanced technology and production facilities are needed so that productivity can be increased.

Another measure of effectiveness according to George H. Bodnar in the book Accounting Information Systems is as follows:

1. Data security, namely security related to preventing disasters, whether due to natural disasters, intentional actions, or human error.
2. Time (speed and accuracy) This is something related to the speed and accuracy of information in relation to user requests.
3. Accuracy, namely accuracy which is related to the level of freedom from errors in information output. In large data volumes, there are usually two types of errors, namely recording errors and calculation errors.
4. Variations in reports/output, namely output related to the completeness of the information content. This is not only about the volume, but also about the information.
5. Relevance, namely relevance that shows the benefits resulting from information products/outputs, both in data analysis, services and data presentation.

(Bodnar, 2000: 700).

Based on data security factors related to disaster avoidance, including due to natural disasters, intentional acts, and human error, and the ability of technology-based information systems to predict unauthorized access and system damage. Time factor, related to the speed and accuracy of user request information. The level of capacity of a technology-based information system to process data within a specified time period. Accuracy factor, related to the degree of freedom from the production of incorrect information. Namely reporting recording errors and errors in measurement. Technology-based information systems skill level to carefully process data and present information correctly and reliably. Variation factors in reports or outputs that are relevant to the completeness of the level of information quality and capacity as well as technology-based information systems to report production and measurements in accordance with the needs of information users.

Relevance factor, shows the benefits in data analysis, programs, and presentation of data resulting from products or information. Technology-based information systems are evaluated by relevance in data collection, relevance in data analysis, relevance in presentation for goal achievement.

According to Sharma (Tangkilsan, 2005:64) provides criteria or measures of organizational effectiveness that involve internal organizational factors and external organizational factors, including:

1. Organizational productivity or output.
2. Organizational effectiveness in the form of its success in adapting to changes within and outside the organization.
3. There is no tension within the organization or conflict barriers between parts of the organization

The best way to examine this effectiveness is to pay attention simultaneously or simultaneously to three interconnected concepts, including:

1. Understand goal optimism,
2. Systematic perspective, and
3. Pressure on human behavior systems in organizational structures.

An explanation of effectiveness measures or criteria was put forward by Gibson et al (1989:34) which stated the following effectiveness measurement indicators:

1. Productivity is the ability of an organization to produce the quantity and quality of output in accordance with environmental demands.
2. Quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations.
3. Efficiency is a comparison (ratio) between output and input.
4. Flexibility of response to an organization or changes that occur in an organization.
5. Satisfaction is a measure to show the level to which an organization can meet community needs.
6. Excellence, namely the competitive ability of the organization and organizational members against existing changes.
7. Development, which is measuring an organization's ability to increase its capacity to face society's demands.

The level of effectiveness can also be calculated by comparing the plans formed with the actual results achieved. However, if the commitment or results of the work and actions taken are not enough to trigger the intended goal or target is not achieved, then it is said to be ineffective.

The criteria or measures regarding achieving goals effectively or not are:

1. Clarity of the goals to be achieved, this is intended so that employees in carrying out their duties achieve targeted targets and organizational goals can be achieved.
2. Clarity of the strategy for achieving goals, it is known that strategy is "on the path" which is followed in making various efforts to achieve the specified targets so that implementers do not get lost in achieving organizational goals.
3. A solid process of analysis and policy formulation, related to the goals to be achieved and the strategies that have been set, meaning that policies must be able to bridge goals with efforts to implement operational activities.
4. Careful planning essentially means deciding now what the organization will do in the future.
5. In preparing the right program, a good plan still needs to be explained in the right implementing program. Because if not, the implementers will lack guidelines for acting and working.
6. Availability of work facilities and infrastructure, one indicator of organizational effectiveness is the ability to work productively. With the facilities and infrastructure that are available and may be provided by the organization.
7. Effective and efficient implementation, no matter how good a program is, if it is not implemented effectively and efficiently then the organization will not achieve its targets, because with implementation the organization will be brought closer to its goals.
8. An educational supervision and control system. Considering that human nature is imperfect, organizational effectiveness requires the existence of a supervision and control system.

(S.P. Siagian, 1978:77)

Based on the above, clarity is the goal to be achieved. Clarity of approach to achieving goals, review processes, planning, program preparation, etc. is very important for program performance or efficacy in an institution or organization in implementing the program.

Stop

The definition of a bus stop according to the Decree of the Directorate General of Transportation Services in 1996 concerning Technical Guidelines for Engineering Public Passenger Vehicle Stopping Places is a stopping place for public passenger vehicles to drop off and/or pick up passengers which is equipped with a building. The purpose of engineering public passenger vehicle stopping places (TPKPU) is as follows:

1. Ensure smooth and orderly traffic flow;
2. Ensure safety for public passenger transportation users
3. Guarantee certainty of safety for raising and/or
4. Drop off passengers;
5. Make it easier for passengers to change public transportation modes or buses.

Guidelines for engineering bus stops are also regulated in the 1996 Decree of the Directorate General of Transportation Services concerning Technical Guidelines for Engineering Stop Locations for Public Passenger Vehicles and are as follows:

1. Located along a public transport/bus route;
2. Located on a pedestrian route (foot) and close to pedestrian facilities (foot);
3. Directed close to activity centers or residential areas;
4. Equipped with guidance signs;
5. Does not interfere with the smooth flow of traffic.

The government also imposes various conditions for bus stop placement in accordance with land use planning. The requirements for the placement of these stops are contained in the 1996 decision of the Directorate General of Transportation Services concerning Technical Guidelines for Engineering Stop Locations for Public Passenger Vehicles. The conditions for placing the bus stop are:

1. Land use in the form of very dense activity centers such as markets and shops in urban locations with a bus stop distance of 200 – 300 meters.
2. Dense land use such as offices, schools and services in urban locations with a bus stop distance of 300 - 400 meters.
3. Land use in the form of residential areas in urban areas with a stop distance of 300 – 400 meters.
4. Dense mixed land use in the form of housing, schools, services in peripheral locations with a bus stop distance of 300 – 500 meters.
5. Mixed land use is rare in the form of housing, rice fields and empty land in outlying locations at bus stops 500 – 1000 meters away.

Trans Metro Bandung (TMB)

Trans Metro Bandung is a mass transportation vehicle that was created/formed by the Bandung City government to improve public services, especially in the road-based land transportation sector in the Bandung Urban Area with a deposit system as a purchasing system for scheduled bus services. Stopping at each special bus stop is safe, comfortable, reliable, affordable and friendly to the environment.

TMB Operational Objectives

As urban areas grow increasingly dense, this has an increasing impact on the movement of people and goods. To minimize traffic activities, a means of mass transportation that is integrated with other transportation is needed to facilitate traffic activities. For this reason, the aims and objectives of TMB operations are as follows:

Meaning:

- a) Reform the urban public transport system through management and provision of mass public transport facilities in accordance with the wishes of the community, namely safe, comfortable, easy, timely and cheap
- b) TMB operations serve urban passengers (Central Business District/CBD Bandung City) and passengers outside Bandung City (Out Cordon/Bandung Raya). (Bandung City Transportation Department).

Objective:

- a) Improvement of the urban public transport service system
- b) Improvement of public transport management
- c) Improvement of urban public transport operating patterns (e.g. stopping at designated places, standardizing the transport fleet)
- d) Connecting transportation nodes (Terminals, Buses, Train Stations and Airports)
- e) Connecting all urban areas in Bandung City. (Bandung City Transportation Department).

METHODOLOGY

The research design used in this research uses a descriptive method with a qualitative approach. This design is used by researchers to search and analyze systematically through observations made by researchers in the field and based on real conditions. The research is intended to provide an overview of the effectiveness of the Cicaheum-Cibeureum TMB corridor bus stops in Bandung City in terms of physical facilities, capital and human resources. Qualitative research is used to examine the condition of natural objects.

The technique for determining informants used by researchers is the technique for determining informants purposively. The technique for determining informants purposively is a data sampling technique with certain considerations, where the person interviewed is considered to be the person who knows best about the data we need, so that it can make it easier for researchers to obtain information about the object of the research. Informants in this research include the Head of the BLUD Transport Technical Implementation Unit of the Bandung City Transportation Service. The reason the researcher chose the Head of the BLUD Transport Task Unit was because the researcher needed data and information regarding the preparation of plans and programs for Trans Metro Bandung Bus transportation facilities and infrastructure. BLUD Implementing Staff, Transport Technical Implementation Unit, Bandung City Transportation Service. The reason the researcher chose the BLUD Implementing Staff for the Transport Unit Implementation Unit was because the researcher needed data and information regarding Trans Metro Bandung. Trans Metro Bandung (TMB) Field Coordinator for the Bandung City Transportation Department. The reason the researcher chose the Trans Metro Bandung (TMB) Field Coordinator was because the researcher needed information regarding the conditions and conditions in the field, regarding the procurement, installation and maintenance of bus stop equipment. Informants from the research community selected several users of the TMB bus stop and those who did not use the TMB bus stop.

Data collection techniques are a determining factor in the success of research. The data collection technique used in this research aims to collect the required data validly. The techniques used to collect data in this research include: literature study, field study which includes observation, interviews and documentation.

The data analysis technique in this research uses qualitative methods with a descriptive approach. This technique requires a strategy for observing naturally in approaching a predetermined situation.

The results of the collected data are then grouped based on type. Data analysis was carried out based on data findings during observation. Then the results of the analysis are concluded. so that researchers can answer the problem formulation, explain the phenomena that occur in the research that has been carried out by the researcher. The data analysis techniques used by researchers are as follows:

1. Data Reduction (Data Reduction)

The data reduction stage was carried out to select data that was considered correct and in accordance with the research taken, classifying the data obtained by researchers when conducting observations at the Bandung City Transportation Service office and then focusing on important things regarding the effectiveness of the Trans Metro Cicaheum-Cibeureum Corridor bus stops. Bandung (TMB) in the city of Bandung is seen from physical facilities, capital and human resources. By looking for common ground for discussing problems in research, so that the reduced data will provide an overview and make it easier for researchers to collect other data.

2. Data Display (Data Presentation)

After the data has been reduced, the data presentation is then made. The researchers presented the data by compiling information regarding the effectiveness of the Cicaheum-Cibeureum Corridor Trans Metro Bandung (TMB) bus stops in the city of Bandung in terms of physical facilities, capital and human resources. After that, the researcher drew a conclusion from the information obtained, then rearranged it into a short description, then the researcher made the description in narrative form.

3. Conclusion Verification (Drawing Conclusions)

After presenting the data, the next step that the researchers took was to look again at the data obtained in the field to better understand the effectiveness of the Cicaheum-Cibeureum Corridor Trans Metro Bandung (TMB) bus stops in the city of Bandung in terms of physical facilities, capital and human resources. Researchers then draw conclusions from the data that has been collected through field observations and accurate understanding.

DISCUSSION

Physical Facilities in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stop in Bandung City

Facility is an object or tool that is used to facilitate or support a job in achieving the goals that have been planned. The availability of adequate facilities will contribute to providing services, with adequate facilities the service will be even better and more effective.

Physical facilities are the facilities and infrastructure used by the Bandung City Transportation Service in providing services in the form of the construction of comfortable and clean TMB Bus Stops. The availability of facilities and infrastructure in the form of bus stops is a supporting facility in realizing the city of Bandung which is far from congestion. The availability of facilities and infrastructure is also very important in carrying out services to the community/public. Supporting facilities in this case include the construction of shelters at several points in the city of Bandung. This bus stop is a facility that should already exist for the convenience of the community.

Based on the interview results, the physical facilities provided by the Bandung City Transportation Agency are comfortable and quality shelters along the Cicaheum-Cibureum Corridor route. The Head of the BLUD UPT Transport Department of Bandung City Transportation said that there were 19 shelters that had been built along the Cicaheum-Cibureum Corridor 2 route. Picture 1 is the location of the shelters and route corridor 2 (Cicaheum-Cibureum) of Trans Metro Bandung

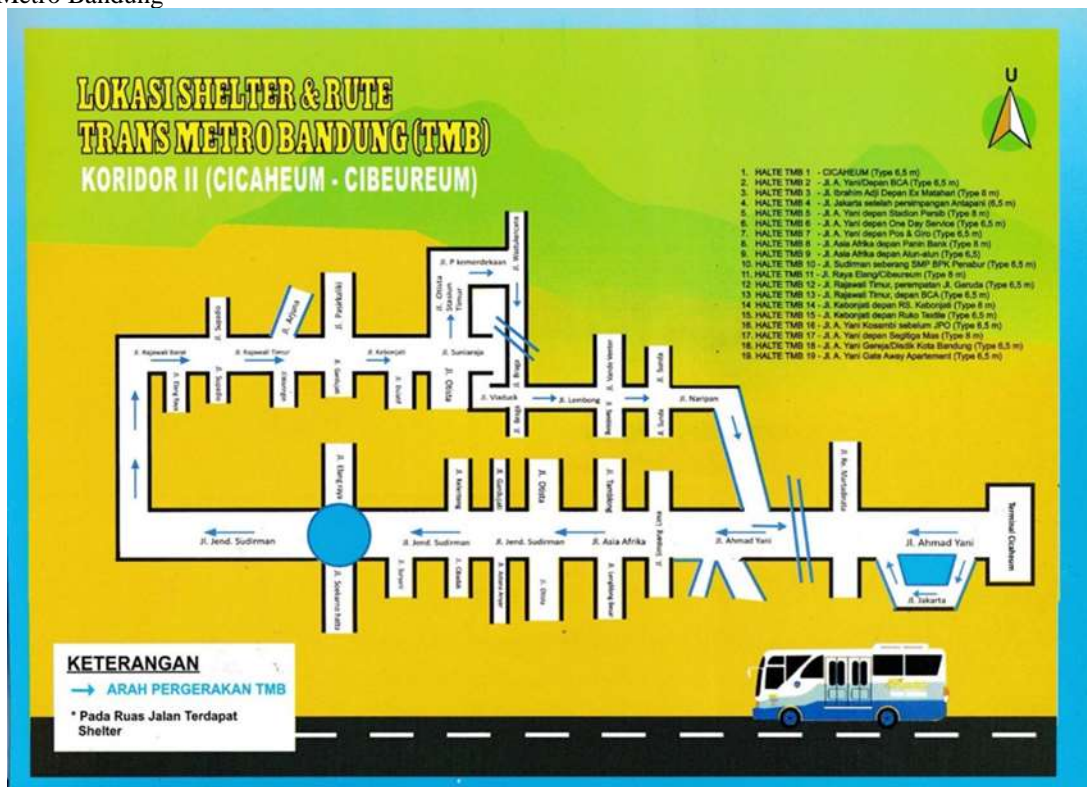


Figure 1 : Shelter Locations and the Cicaheum-Cibureum Corridor Route

Source: Department of Transportation, 2020

Figure 1 shows that this Trans Metro Bandung bus has a total of 19 stops, departing from Cicaheum Terminal and ending at Jl. Raya Eagle / Cibeureum. The TMB Bus departs every 10 minutes alternately, the TMB bus fleet departs from the starting point and also at the ending point. The following is an activity along the departure route which is divided into several segments based on the road section.

1. Cicaheum Terminal Section - Jalan Ahmad Yani

Road users on section 1 are dominated by trade and services, where there are shops and services such as banks and others. Section 1 has intersections with routes such as Cicaheum-Ledeng, Ciroyom-Cicaheum and other public transportation routes.

2. Jalan Ahmad Yani - Jalan Jakarta

Road users on section 2 are dominated by trade and services as well as offices. Gen. Street. A.yani - This Jakarta road has intersections with routes such as Antapani - Ciroyom, Margahayu - Ledeng, Cibiru - Cicadas and other public transport routes.

3. Jakarta Road - Ahmad Yani Street

Road users on section 3 are dominated by trade and services as well as education. This section also has intersections with routes such as Antapani - Ciroyom and Margahayu - Plumbing as well as other transportation routes.

4. Jalan Ahmad Yani - Jalan Asia Afrika

Road users of section 4 are still dominated by trade and services on this section passing through shopping centers such as the new market which is one of the orientations of population movement so that many residents move towards that place. Section 4 has a route tangent like St. Lembang Hall, Tegal Lega cisitu, Eagle - Cicadas, St. Hall - Sd.Serang, St. Hall - Padalarang and other routes.

5. Asia Africa Road - Jalan Sudirman

Road users of section 5 are dominated by trade in services, such as banks and museums, and from the Asia-Africa section, passing through Braga, which is dominated by trade in services and offices, as well as the center of Bandung, namely passing through the Bandung square where section 5 has intersections with routes such as coconut plums, coconut dago, stone fruit - kalapa, sukajadi - kalapa, eagle - cicadas, St. Hall - Gede Bage and other public routes.

6. Jalan Sudirman - Jalan Raya Eagle (Ciburem)

Road users of section 6 are also dominated by trade and services, but shops and settlements are also found on section 6, this section has many intersections, such as sections that connect Cimahi, Katapang, Cimindi and others.

Public transportation cannot be separated from bus stops or shelters. Ideally, bus stops that are used as waiting places should be as comfortable as the transportation. Based on the results of the researcher's interview with the TMB Coordinator from the Bandung City Transportation Agency, that the Trans Metro Bandung bus stops are divided into 3 types.

Square Stop



Capsule Stop



Portable Stop



Figure 2 the types of Trans Metro Bandung (TMB) bus stops

Source: Documentation of Research Results, 2020

Figure 2 shows that making the bus stop is almost the same shape. The Square and Capsule stops have stairs on the left and right corners as access for passengers to enter the waiting room, in the middle there is a door that directly connects to the bus door. The difference is that the capsule bus stop has a circular roof covering the bus stop so that passengers don't get caught in the rain. Meanwhile, portable bus stops are made of iron which is colored blue, the steps are only one meter high and can be shifted or moved as needed. Under the portable bus stop there are wheels that function to make it easier to move it.

Based on field observations, there are still many people who prefer to go up and down at any place. After the researchers asked about this, the various reasons for the responses from the community were different. The thing that is often said is the inconvenience of stopping at the bus stop, there are lots of abandoned bus stops which result in smelly, dirty and damaged stops. According to one passenger that, "There are several bus stops that are difficult to use because they are used for parking vehicles, and are also used by traders. So to wait at the bus stop becomes lazy. Apart from that, the bus stops are no longer suitable for use, such as broken seats, dirty glass, and damaged pathways for the disabled" (04/08/2020).

TMB A. Yani bus stop



TMB Ibrahim Adjie bus stop



Figure 3 Stop Abuse

Source: Research Documentation, 2020

Figure 3 shows that ,the bus stops themselves are abused a lot, such as dirty bus stops, and it can be seen from the picture above the abuse of bus stops, at the TMB A bus stop. Yani bus stops are used for parking motorized vehicles, and the TMB Ibrahim Adjie bus stops are instead used for a place to trade. So that TMB passengers are reluctant to wait at the bus stop

Based on the description above, we can see that the physical facilities at the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor bus stop in Bandung City have not been running effectively. This can be seen from the many factors that are still hampered, such as facilities and infrastructure that have not been maximized, such as at several bus stops that are no longer suitable for use, and people prefer to get on and off at any place.

Capital in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stop in the City of Bandung

Capital is a source of funds used to finance all activities, one of which is service activities in the transportation sector, namely the construction of TMB bus stops. The capital from the construction of the TMB bus stop which is used to get on and off passengers using the TMB bus in the city of Bandung is a cost that needs to be spent by the Bandung City Transportation Agency to develop services in the transportation sector so that it has an impact on the satisfaction of the people who use the Trans Metro Bandung bus. Capital is an important factor supporting the success of an activity, both personal activities and activities involving government agencies so that capital determines a plan that will be carried out.

The source of funds for the Bandung City Transportation Service is obtained from the Regional Revenue and Expenditure Budget (APBD). The capital used for the construction of the Trans Metro Bandung bus stop requires very large capital. Capital is also needed to improve infrastructure as a support for success, so that services will run effectively.

Based on the results of an interview with the Head of the BLUD UPT Transportation Department of Bandung City that:

"In order to support maximum service, it is necessary to have a sizable fund as a means of developing the system, we know that to build a good bus stop requires large capital plus the cost of repairs is quite expensive. The capital used for the construction of the bus stop is from the Regional Revenue and Expenditure Budget (APBD). " (03/08/2020).

Based on the explanation above, we can see that each activity requires money, costs are needed to support the development of a service, finance technical teams to go to the field, finance infrastructure repairs if they are damaged. And the capital used for the construction of the TMB bus stop comes from the Regional Revenue and Expenditure Budget (APBD).

Limited capital will cause delays in some activities. In addition, the capital required for management and maintenance requires a large cost. However, the capital at the Bandung City Transportation Service in developing services for TMB bus stop users is sufficient for now. This was marked by the success of the Department of Transportation in building 19 shelters in the Cicaheum-Cibureum Corridor.

The source of capital is very important in the construction of bus stops. With adequate capital, the service process will run smoothly, but on the contrary, with limited capital, there will be no significant development in service. The construction of the TMB bus stop has not been maximized due to limited funds. Capital will be directly related to improving HR performance and providing infrastructure. With adequate capital it will improve the performance of the apparatus.

Based on the description above, we can see that the capital in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor bus stop in Bandung City has been effective. The source of funds owned by the Bandung City Transportation Agency comes from the regional budget. Large sources of capital will have an impact on the smooth implementation of service activities, especially the provision of infrastructure. Conversely, limited sources of capital will have an impact on non-smooth activities related to services.

Human Resources in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stop in Bandung City

Human Resources (HR) is an asset owned by every human being to realize his role as a social being who manages himself and develops his potential to achieve prosperity in life. Human resources who have more capabilities and professionalism is a major key in improving the quality of public services.

HR is required to have the ability and professionalism to do the job effectively. Human resources in the Department of Transportation include all apparatus in the service which are important assets to have so that the HR factor becomes important and must receive great attention in order to streamline the services that have been planned, especially services for Trans Metro Bandung bus users.

Based on the results of interviews with the BLUD Implementing Staff of the Bandung City Transportation Service

BLUD that:

"In terms of human resources in the transportation sector, there is a shortage, because there are many things that need to be taken care of and funds are limited because they are within the budget. The shelter should be cleaned every day so beggars don't use it to sleep/live" (22/08/2020).

According to the Head of UPT Transportation BLUD, that:

"Limited human resources and also limited budget, so that at every bus stop there should be an officer, currently at every bus stop there are no officers from the Department of Transportation at all. And for now, each corridor has one coordinator, supervision is limited, not every day can be supervised. The budget itself is used more for maintenance of bus stops, maintenance of buses, paying drivers, paying conductors. So there is no budget for officers at the bus stops" (03/07/2020).

Based on the explanation above, Human Resources in the field of transportation are still lacking, the Department of Transportation itself should have officers at each TMB bus stop so that the use of these stops can be effective, and from a budget perspective it also has limitations so that the Bandung City Transportation Service cannot maximize service. The Bandung City Transportation Agency, especially in the transportation sector, should be able to manage its employees and manage the budget so that the human resources are sufficient and the budget is met.

The way that can be done to manage the apparatus is to start by recruiting apparatus who really have expertise in the field needed, then re-selecting and selecting the most competent are then placed in fields according to their respective expertise.

Based on the description above, HR in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stop in Bandung City is not effective enough, because HR in the transportation section requires more employees, especially for bus stop officers. so that it becomes less effective and needs additional employees. HR as a service executor must have the ability in service. Leaders in an organization have an obligation to set work goals which will have an impact on the recruitment of personnel who really have high quality, motivation and productivity at work so that services in the transportation sector, especially those related to the Trans Metro Bandung buses, can run effectively.

Based on the explanation above, we can see that input at the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stop in Bandung City has not been running effectively. The inhibiting factor can be seen from the lack of facilities and infrastructure, the number of skilled human resources is still lacking, resulting in the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stops not operating effectively in Bandung City.

CONCLUSION AND RECOMMENDATION

Researchers can draw conclusions regarding the Analysis of Success Factors for the Trans Metro Bandung Bus Stop in terms of physical facilities, capital and human resources which have not been fully effective. Infrastructure is still lacking, the budget is not optimal and the number of human resources is still insufficient, resulting in hampering the effectiveness of Trans Metro Bandung Bus Stops.

Recommendations that can be given to the Bandung City Transportation Department should be to make the Cicaheum-Cibureum Trans Metro Bandung (TMB) Corridor Bus Stops more effective by repairing and maintaining the bus stops in corridor 2 so that TMB users want to use the bus stops. because in reality, bus stops are used as a place for passengers to wait for transportation that will take them to their destination. However, the existence of bus stops in Bandung City does not match its function. As well as adding human resources, so that the bus stop function can run.

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