

IMPLEMENTATION OF INTEGRATED SERVICE POLICY FOR PORT SERVICES TO SUPPORT EMPOWERMENT SEA DEFENSE AREA

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ABSTRACT

PT Indonesian Port Regional III Tanjung Perak Surabaya carries out provision activities, port services, especially in loading and unloading activities for goods and containers with the right volume increase. This study aims to describe and interpret the implementation of the policy of implementing integrated port services, especially in loading and unloading activities at Port of Perak Surabaya, identifying and investigating supporting factors and inhibiting the implementation of integrated services for stocking services, especially in loading and unloading activities at Port of Perak. Surabaya, as well as compiling the best integrated service policy models in the management of integrated port services, especially in sustainable loading and unloading activities to support the empowerment of the sea dimension defense area. The type of research used is descriptive qualitative, with the analysis of research on the implementation of grindle policies consisting of *content of policy* (policy content) and *context of implementation*, where integrated services port services, especially in loading and unloading activities the existing one involves a lot of interests and management.

Keywords: policy implementation, integrated service, loading and unloading, ports, empowerment of sea dimension defense areas.

1. INTRODUCTION

In Government Regulation Number 31 of 2021 concerning the Implementation of the Shipping Sector, it is a rule made by the government and is part of a political decision to overcome various problems and issues that exist and develop in society. In the life of people in the jurisdiction of a country, there are often various problems. A state that holds full responsibility for the lives of its people must be able to solve these problems. Public policies made and issued by the state are expected to be a solution to these problems. Public Policy is a decision intended for the purpose of overcoming problems that arise in a certain activity carried out by government agencies in the context of government administration.

The implementation of the sea dimension defense area is an application of the policy in PP 31 of 2021 concerning the implementation of the shipping sector, an important trend for integrated services in the future is in port services, especially

loading and unloading service activities described in article 9 paragraph 1 and paragraph 2 as well as article 10 paragraph 1,2,3 and integrated services, especially maritime security and order in article 172 paragraph 1,2,3 for that future problems are faced with several trends that become challenges of public services include: How to Emphasize centralization and decentralization, How to Integrate public services, How to Increase community participation and How to Impact technological change

Therefore, the Navy as the Sea dimension is present in the framework of the Development of Potmar and Opster of the sea dimension to manage the pot ensi maritime / region to be prepared into a regional force & can be utilized regional capabilities for the benefit of state security defense & improvement of community welfare. Territorial Development is an effort of work & action both stand alone / together with the relevant officials & other components of the nation to help the government in preparing defense forces that include the defense

area & supporting forces and the realization of the integrity of the Indonesian Armed Force-citizens , which is carried out in accordance with the Laws and Regulations in order to achieve the main task. We know that the Position of Regional Port III is a Crucial Geographical Position in defense because it has an infrastructure as a strong fighting Condition Tool Room (RAK) because later it can act as a regional fighting force, region is prepared to be a battle field or operation field, Logistic region and Component reserves

2. LITERATURE REVIEW

2.1 Publik Grindle Policy

The Public Policy Implementation Model proposed by Grindle (1980: 7) said that the success of the policy implementation process until the achievement of results depends on the program activities that have been designed and sufficient financing, in addition to being influenced by the content of policy and the context of implementation.

Several theories related to variables that influence the implementation of public policy according to Subarsono (2012), one of which is teori Merilee S. Grindle. Subarsono (2012) explained that the implementation of public policy in Merilee S. Grindle's theory is influenced by two major variables, namely: the content of the policy; and the implementation environment.

The success of implementation according to Merilee S. Grindle (in Subarsono, 2012: 93) is influenced by two major variables, namely the content of policy and the implementation environment. These variables include: the extent to which the interests of the target group or target group are contained in the content of the policy, the type of benefits received by the target group, the extent to which the desired changes of a policy are made, whether the location of a program is appropriate, whether a policy has mentioned its implementor in

detail, and whether a program is supported by adequate resources.

2.2 Strategic Management in Integrated Services

A public service organization that uses a strategic foresight model also focuses on developing specific areas of expertise or capabilities, and developing cooperative ventures with other organizations that it believes will be necessary to ensure that the strategic vision is realized. This type of strategic management is associated with a form of intellectual leadership that deals with involving the hearts and minds of managers and employees, and securing their approval of the established strategic direction. This type of intellectual leadership also recognizes and handles uncertainty in building capabilities and moving towards a long-term future. This uncertainty arises in part because the context will create dilemmas or problems -- for example, alternative opportunities (or threats) that must be evaluated for their potential in realizing (or delaying) a long-term strategic vision. These opportunities (or threats) also contain uncertainty because they are not realized (or deflected) automatically; the result contains uncertainty because realizing opportunities (or fending off threats) requires skill and judgment. So, strategic issue management is included in the strategic foresight model.

Strategic management is important because it can change the way public services are run. It involves a two-stage argument. First, contrary to pessimistic views, strategic management can influence the operational management of public services. Secondly, there is a potential in strategic management, or at least certain variants of it, to not only affect public services but even change them. The term 'transformation' may seem redundant and too ambitious for strategic management. However, after two decades of public sector reforms the

answer may be made that being ambitious has become important to the future prospects of a successful public service sector. Indeed, the riskiest thing at this point may be not doing something new (Drucker 1985), or trying to do new things the old way (Hamel and Prahalad 1994). It can be said that strategic planning is not about the effectiveness of public services but rather about transactions between politicians (who allocate budgets and expect compliance with their mandates) and managers who manage public services.

As Expressed by Miesing and Andersen: 'The purpose of strategic planning in public bodies seems to be to legitimize or justify the body and its budgetary demands and meet the requirements mandated by the authorities' (1991: 131). This is the idea that the language of management and strategic planning seems to be about directing and adapting services, but this hides the fact that managers use strategic planning to manage politicians and the use of allocations.

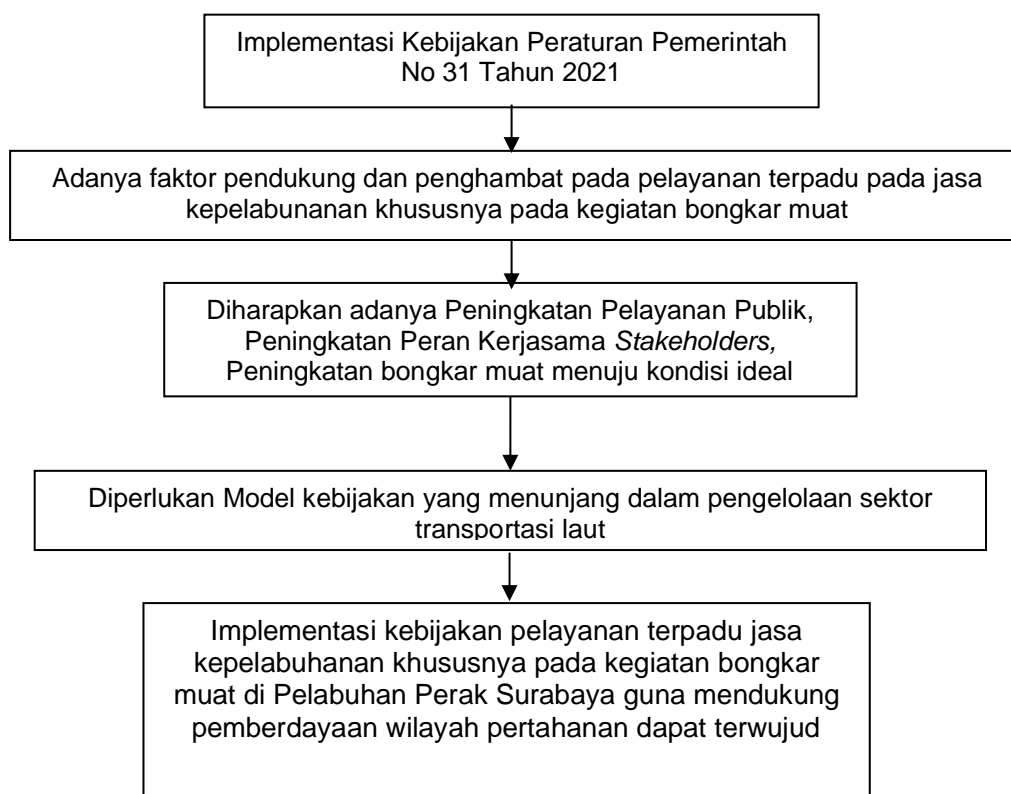


Figure 1. Research Flow

2.3 Sustainable Empowerment of Marine Defense Areas

Principles of sustainable resource management. The relationship between the analysis and management of public policy and the public management sector consists of the processing and management of resources. Each resource has its own 'laws' governing its production, reproduction and utilization. Currently, relatively well-developed knowledge of the discipline exists in the areas of

personnel management ('human resource management'), money ('public finance'), organization ('sociology of organizations', 'learning of organizations') and information ('information systems' management'). The role of sea defense empowerment through binpotmar Lantamal V Surabaya and its staff at Perak Suarabaya Port as a Vital Object in empowering sea defense areas is carried out for the benefit of the national and community.

This role is carried out by Lantamal V Surabaya as a strategy or way to get support from the community in the field of defense with their respective interest. The role is also used as a communication tool to obtain information about maritime potentials in the Lantamal V work area while fulfilling the rules of an informative approach in coaching theory. However, the guidance carried out is more of a participatory *approach* by inviting directly to the target object in utilizing the maritime potential in the Lantamal V work area by prioritizing not disturbing the perspective Relevansi the role of empowering the sea defense area through binpotmar to the realization of the defense area that rests on the port as a vital object so that all activities can be takes place on a sustainability basis.

3. MATERIALS AND METHODS

3.1 Data Collection

The data in this study consists of primary data and secondary data. Primary data is data obtained directly by means of measurements, observations and interviews. Primary data collection was chosen because researchers need to obtain data directly. While secondary data is data obtained indirectly. This data is obtained from literature studies and supporting documents in the institutions that play a role.

3.2 Interview

Conducting meetings with informants to share information and other matters related to research. This is done by question and answer. Question and answer is carried out with the aim of obtaining and understanding the meaning behind the problem under study. Data collection by interview is carried out if the researcher wants to get data for the introduction and can also be done to deepen the data sought.

Interviews can be conducted to deepen data about participants in interpreting the situation

and symptoms that occur. This certainly cannot be obtained by means of an interview. However, in conducting this interview, researchers can also perform an observation at once. Conversely in making observations, researchers can also conduct interviews with the people involved.

3.3 Observations

According to Marshall, observation is "*through observation, the researcher learns about behavior and the meaning attached to those behaviors*". By making observations, researchers can research and learn about the behavior and meaning of research. Observation consists of structured observation, unstructured observation, participant observation, and nonparticipant observation (Cresswell, 2009:266).

Data analysis from Miles and Huberman in Sugiyono (Sugiyono, 2014: 247) was carried out after completing data collection. Activities in qualitative data analysis are carried out interactively and take place continuously. until it is complete, so that the data is saturated (Sugiyono, 2014: 246). A qualitative data analysis can obtain regularity and systematic (Sugiyono, 2014: 246), then three lines of activities will be carried out, all three of which are interrelated as shown below:

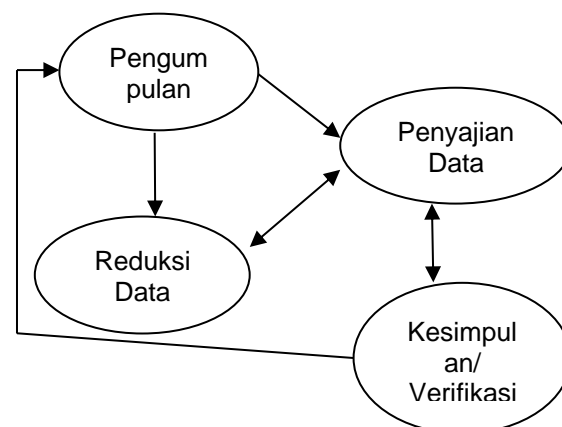


Figure 2. Interactive Model Data Analysis

4. RESULT AND DISCUSSION

4.1 Interview Results with Pelindo Regional III Perak Surabaya

PT. Port of Indonesia III or abbreviated as Pelindo III is a State-Owned Enterprise (BUMN) engaged in port services. The company's duties, authorities and responsibilities are to manage public ports in several Indonesian provinces, namely East Java, Central Java, South Kalimantan, Central Kalimantan, Bali, West Nusa Tenggara, and East Nusa Tenggara. To see the effectiveness of the implementation of the Port Services Integrated Service Policy from the existence of Government Regulation No. 31 of 2021 at Pelindo Regional III Perak Surabaya, it can be seen in the results of the interviews that have been conducted, namely, the implementation of the policy of implementing integrated services in port services, especially loading and unloading activities at Tanjung Perak Port Surabaya can run optimally from the support of policymakers.

The government's seriousness in the successful implementation of the policy of implementing integrated services in port services at Perak Port of Surabaya Based on the results of an interview with Mr. "Dodik Eko Saputra" as *Dept. Head* of Regional Head Service III stated that the implementation of the policy of implementing integrated services on port services, especially loading and unloading activities at Tanjung Perak Port, Surabaya has been carried out in accordance with existing conditions from government support.

The level of compliance of the implementers in implementing the policy of implementing integrated services in port services at the Port of Perak Surabaya Based on the results of an interview with Mr. "Dodik Eko Saputra" as *Dept. Head* of Regional Head Service III stated that in the implementation of the policy of implementing integrated services on port services, especially

loading and unloading activities at Tanjung Perak Port Surabaya has had consistent compliance.

4.2 Port Services Integrated Service Policy Model

So far, the implementation of integrated port services at Tanjung Perak Port, Surabaya, still has some shortcomings and has not been fully implemented. Based on the findings described above, the right Port Services Integrated Service Policy Model applied to Tanjung Perak Port Surabaya is to apply the **"High Technology-based Port Area Synergy Team La si Model to support the security and comfort of Tanjung Perak Port services and facilities "** which proposes the creation of legislation that refers to Government Regulation No. 31 of 2021 concerning the Implementation of the Shipping Sector. This policy model is proposed to maximize the Port Services Integrated Service policy that has been applied to the Tanjung Perak port of Surabaya. The things that will be addressed from the implementation of this policy model are to maximize *the inaportnet* system by integrating the system in all relevant institutions. This aims to make it easier for logistics and shipping companies that will deliver goods to be able to fill in licensing data in just 1 filling and on 1 system only (*inaportnet*) so that the delivery process can run faster, effectively and efficiently.

System maximization also includes adding time estimation information to the loading and unloading process accurately. This is so that the ship's captain can understand when and how long it takes in the loading and unloading process. In addition, this policy model also focuses on maximizing the flow of ship shipping. The application of the LBS-13 state rule and the shipping channel that still depends on tidal conditions of seawater causes the inaccuracy of the process of berthing or leaving the port. This policy model will apply more efficient shipping rules and maximize

shipping flows by *sounding* and dredging so that shipping flows do not depend on sea tides.

This policy model will also maximize shipping lanes by mapping shipping lanes that are safe from sea mines left by war. The government will coordinate with the TNI, especially Lantamal V, in securing the shipping channel. Furthermore, the thing that will be addressed by the application of the policy model, namely **"Model of The Teamlasi Synergy of Port Areas based on High Technology In order to support the security and comfort of tanjung perak port services and facilities"** is the appointment of the highest agency as *the leader*, coordinator and decision maker. This aims to help other agencies to facilitate the implementation of a policy or regulation in each agency in one voice so that there will be integration in the application of the policy or regulation. In addition, the appointment of the highest agency can provide maritime security strengthening of inter-agency activities that integrate and synergize with each other. Then, the application of the policy model, namely **the "High Technology-based Port Area Synergy Team Model in order to support the security and comfort of Tanjung Perak Port services and facilities"**, also serves to maximize the regulations on the basis of the duties of port agencies so that they can synergize with the implementation of the Integrated Service Service policy Port in Government Regulation No. 31 of 2021 concerning the Implementation of the Service Sector. As is the case in the Class I Navigation District of Surabaya which is still implementing the KM policy. 30 years 2006 as the cornerstone of the task of the Navigation District caused the inexperience of the process of integrating the Port Services Integrated Service policy. So with the maximization of this regulation, it can support port agencies in implementing these policies. The next thing that was improved was regarding the planning of the location of the container stacking depot inside

the port. This aims to maximize the process of loading and unloading ships so that it can be done quickly and on schedule.

Currently, the location of the container stacking depot is outside the port, which is quite far away. The government will discuss with logistics and shipping companies to determine a strategic location as a container stacking depot. Furthermore, the policy model, namely **"Model of The Teamlasi Synergy of Port Areas based on High Technology In order to support the security and comfort of Tanjung Perak Port services and facilities"** will maximize the use of *the inaportnet* system at all ports including privately managed ports. The government can discuss with the private sector about providing certain concessions so that the logistics delivery process can be recorded starting from the origin of the logistics being sent, making it easier for the destination port to *cross-check* data. In addition, the implementation of *the inaportnet* system implemented at all ports can help the government in collecting data on the number of logistics loading and unloading both globally and at each port. Then finally, this policy model will make regulations regarding the maximization of Human Resources in charge of ports. This policy model will require personnel to attend training and certification that supports their respective jobs. In addition, it will also be mandatory to train national insights on port personnel to increase the sense of nationalism of personnel and strengthen the port security system from the participation of port personnel

4.3 Pengembangan Implementasi Pelayanan Terpadu Jasa Kepelabuhanan

Increasing the service productivity of Tanjung Perak Port Surabaya as a port that implements integrated services, all existing systems need to be developed and the weaknesses that occur must be corrected. The development that can be done is the maximization of inaportnet system integration to all

authorized institutions. This is so that logistics and shipping delivery companies can be facilitated in sending logistics and shipping data to several port institutions with only 1 time filling in the data. Of course, this increases work efficiency and reduces the risk of inequality of data filled in each port institution.

In addition, the development of a system that is integrated with all authorized institutions can make it easier for nahkoda and shipping companies to estimate the time needed in the process of loading and unloading goods. This is so that it can be done to schedule the loading and unloading of ships at the dock accurately. In addition, it is necessary to re-develop the location of stacking container containers at Tanjung Perak Port, Surabaya, which is outside and quite far from the port area. The separate stacking location causes more time to be needed to make deliveries from the container stacking depot to the port. This is also exacerbated by container delivery lines that pass through civilian routes so that there are often congestion that causes delays in delivery. It is necessary to plan the construction of a container stacking depot located in the port so that the loading and unloading process can run effectively and efficiently. The government can coordinate with logistics and shipping companies to discuss strategic locations for container stacking. Apart from the location of stacking containers, it is necessary to re-develop regarding the shipping flow that is not optimal. Every ship that will enter and leave the port area needs assistance from the Surabaya Guided Office so that the ship can sail according to the existing shipping lanes safely.

There is a shipping channel that still depends on tidal conditions and still applies the LBS-13 state rule so that it can cause delays in mobilization in and out of ships at the port. So optimization is needed by *sounding* and dredging the shipping channel so that the depth of the sea

can cover the size of the ship draft. In addition, it is necessary to conduct a reassessment in the application of the LBS-13 state rule so that ship mobilization can run more effectively. Then regarding the Surabaya shipping channel, which is partly a relic of war so that there are still sea mines that can risk the safety of the ship. So there is a need for cooperation between Tanjung Perak Port Surabaya and the Indonesian Navy (Lantamal V) to detect zones and map safe shipping lanes. There are several obstacles in implementing Government Regulation No. 31 of 2021 concerning the Implementation of the Service Sector, such as in the Navigation District agencies which are still hampered in their implementation due to the still use of km policies. 30 years of 2006 as a cornerstone of the task of the Navigation District needs to be a concern. In order to implement Government Regulation No. 31 of 2021 to all port *stakeholders*, it needs to be supported by updating the regulation of the work foundation of each institution in order to maximize the application of these government regulations. This can assist relevant institutions in carrying out their duties and functions in accordance with the Integrated Port Services that have been set. The next development that can be done is to appoint the highest institution in charge of being the coordinator and decision maker. Currently, policymakers are still present in each agency with limited authority. This can cause stakeholders to be able to implement different actions according to the decisions taken by each of these institutions so that the services provided are not integrated thoroughly. Therefore, the appointment of the highest institution as coordinator and decision maker can make it easier for other institutions to do things with full integration. In terms of security, what needs to be developed is to conduct state defense training for port workers such as TKBM members and shipping company workers to become comcades and increase the sense of nationalism. This is to improve

the port security system from the participation of all port personnel who have participated in the country's defense training. In addition, it can be improved again regarding the quality of employees, especially in the "alley" of TKBM workers by conducting training and certification so that the loading and unloading process runs more effectively and efficiently according to the specified schedule.

5. CONCLUSION

The most appropriate policy model in supporting the implementation of the integrated service policy for port services is to implement the policy "Model Of The Squadlasi Synergy of Port Areas based on High Technology in order to support the security and comfort of services and facilities of Tanjung Perak Port" . From the implementation of this policy, several existing problems will be maximized, such as maximizing the *Inaportnet* system by integrating data in all relevant institutions and at all ports in Indonesia as well as adding information on the estimated time of the loading and unloading process accurately, maximizing shipping flows, appointing the highest agency as *the leader*, coordinator and decision maker, maximizing regulations that hinder the implementation of policies, planning the location of container stacking depots and maximizing human resources so that the implementation of the integrated service policy for port services can run more optimally.

ACKNOWLEDGEMENT

The researcher would like to thank STTAL who has taught various kinds of knowledge and logistic staff and operations staff Navy Fleet first as a place of research so that this journal can be completed properly.

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