



Increasing Port Service Fees in The Sangihe Archipelago Regency: The Performance of The Department of Transportation

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ABSTRACT

The purpose of this study is to identify and examine the Department of Transportation's performance in increasing port service fees in the Sangihe Islands Regency. This study employs a qualitative descriptive research design. Primary and secondary data were used. The following people were interviewed: the Head of the Sangihe Islands Regency Transportation Service; the Head of the Sea Transportation, Port, Shipping, and Shipping Safety Section; the Head of the Program, Finance, and Reporting Section; Transportation Service Staff; and Port Service Users. The organizational theory of Agus Dwiyanto was applied by the researchers in this study, which took 3 (three) indicators. The study's findings show that there has been a failure to meet the target for transportation service fees because the Covid-19 Pandemic will occur in 2021, the community is still dissatisfied with the current Pananru Crossing Port infrastructure facilities, and the provision of false data from these services must be supported by research. It has not been improved in terms of supervision, particularly at Nusantara Tahuna Port, where there are no policemen watching clients who purchase boat tickets in addition to port entrance tickets. In terms of community unhappiness with the present infrastructure at the Pananaru Ferry Port, they complain to the high payment of fees, but the infrastructure facilities they use, as well as the service quality mechanism at the port, are not commensurate to what they pay for. This refers to the timing of invoicing and payment.



INTRODUCTION

Bureaucracy is meant to arrange a work that must be done on a regular basis by enlisting a big number of employees who are intended to do administrative chores on a large scale (Afrizal et al., 2021). The smoother the job and the better the monitoring, the more successful the work. Employees will be more active at work and do better work if they are well-supervised, especially if they finish their task in high spirits (Benawan et al., 2018). It always executes a program targeted at attaining a goal in an organization or agency, which is one of the conditions for accomplishing a goal in an organization or agency, namely finding and monitoring performance.

Performance is a function of ability, which means the ability to complete the tasks assigned to you (Khoerunnisa et al., 2019). Good performance is a necessary step in achieving corporate goals. As a result, efforts must be taken to increase performance. However, this is not straightforward because numerous things influence a person's high and low performance (Purnawati et al., 2017). Because of the numerous complaints from service users, the performance of public organizations is under scrutiny (Kiaking et al., 2021). Performance consists primarily of mental attitudes and behaviors that maintain the belief that the work being done at the time must be of higher quality than the implementation of previous work in order for the future to be of higher quality than the present (Daddy et al., 2021). Employee performance and organizational performance are two facets of the idea of performance. Employee performance is the outcome of people in an organization, whereas organizational performance is the sum of an organization's labor results (Lumettu et al., 2021). Organizational performance is heavily influenced by the performance of its people; if employees perform well, so will organizational performance (Sembiring, 2017).

Assessing the performance of the public bureaucracy should not stop with indicators inherent in the bureaucracy, such as efficiency and effectiveness, but must also include indications associated with service users, such as service user satisfaction, accountability, and responsiveness (Tuidano et al., 2021). To meet expectations, the Department of Transportation must have a competitive advantage, which can only be obtained through productive, innovative, creative, always enthusiastic, and loyal human resources (Wardhana et al., 2016).

Indonesia is one of the world's largest archipelagic countries, with 17,504 islands, the majority of which are small islands scattered throughout the archipelago. Indonesia's unique and strategic position is indicated by the variety and abundance of potential resources that synergize with various government programs for development and sustainability in the field of marine transportation (Moniaga, 2018). Sangihe Islands Regency is a part of North Sulawesi Province, with the capital city Tahuna located approximately 142 nautical miles from Manado, the provincial capital of North Sulawesi (Kumaseh et al., 2020). Sangihe Islands Regency is one of the regencies that has a marine boundary with the Philippines (Pusparini et al., 2019), these archipelagic locations have the ability to develop and compete with other regions in terms of government administration development.

As border areas, underdeveloped areas, and archipelago areas, with a total of 105 islands, 26 of which are inhabited and 79 of which are uninhabited, and a coastline length of + 297 kilometers (Mudeng et al., 2015). Sangihe Islands Regency has 736.98 km² and is split into 15 sub-districts. Aside from being a border location, two more features that set this Regency apart from other Regencies or Cities are that it is an archipelago and prone to natural catastrophes (Wuaten et al., 2018). Because of this, it serves as a gateway to the Northeastern region of Indonesia in the tourist, fishing, trade, and services sectors, among others (Budiman et al., 2018). The regency region is divided into three clusters: Tatoareng, Sangihe, and the Border Cluster, which has international marine borders with the Philippines' province of Davao del Sur (Arifin et al., 2019).

Increasing regional revenue sources is one of the goals of optimizing development (Susanto & Anggraini, 2019). One way to expand the source of local revenue is to improve the efficacy of collecting taxes and fees, especially by developing current potential and continuing to investigate new sources of income with collection potential, such as regional fees (Yunita & Suwarni, 2022). Certain sorts of services supplied by the regional government might be taxed as retaliation. Only specific services, based on socioeconomic concerns, are eligible



to be employed as retributive objects. A person or individual who uses government services is the subject of the tax (Abdullah et al., 2020).

One way the Sangihe Islands Regency Transportation Service contributes to the growth of the Sangihe Islands Regency's Regional Original Revenue (ROR) area is through port service fees. Regional Own Revenue (ROR) through regional levies is not only a source of revenue for regional governments, but it also plays an important role in promoting regional development.

According to Article 1 Number 64 of Law Number 28 of 2009 about Regional Taxes and Regional Levies, regional levies are defined as payment for services or granting certain permissions explicitly given and/or granted by the Regional Government for the benefit of the persons personal or entity (Andani & Kusumaningsih, 2022). Regional retribution is one source of local money that enables regional development. The Parking Fee, which is one of the regional fees controlled by the Department of Transportation, is one of these services/facilities (Munaiseche et al., 2018).

Regional levies are not just a source of money for regional governments; they also play an important role in promoting regional development. Port service costs are one of these expenses. Even though port service fees are not the primary source of revenue, they play an important role or have a good potential as a contributor to receiving regional fees, as stipulated in "Law Number 23 of 2014 concerning Regional Government," which states that "the regional government has the authority to regulate and manage its own government affairs in accordance with the principle of autonomy and co-administration."

An area is expected to be one of the main sources of increasing regional income in regional development efforts, the Sources of Regional Original Income (ROR) include regional taxes and regional levies where regions are given an authority in collecting various types of regional taxes and regional levies designated to increase regional income in meeting the needs of the region itself. The purpose of regional fees is to improve services and governance and at the same time strengthen regional autonomy, because what is determined by these results is to maintain the continuity of work, property and community services, in addition to ensuring that the facilities and infrastructure of service units can be improved and developed as well as possible according to the development of society.

Port service fees are levied on port service fees for other facilities within the port environment provided, owned and or managed by the Regional Government. In more detail, the object of port service fees as referred to in "Regulation Number 5 of 2011 concerning Business Service Charges in article 13 J paragraph 2 is port services, including other facilities within the port environment provided, owned and/or managed by the local government "The source of meaningful revenue for routine and development financing in an autonomous region is Regional Original Revenue (ROR), the amount of regional tax service revenue and regional levies is strongly influenced by the many types of regional taxes and regional levies on the acquisition of Regional Original Revenue (ROR). We can see an increase in port service fees in 2020 exceeding the predetermined target amounting to Rp. 408,451,500 with the realized amount amounting to Rp. 414,092,000 occurred over target, after entering 2021 there were obstacles in increasing port service fees in achieving the target which amounted to Rp. 625,500,000 and the realized amount is Rp. 498,622,000 did not reach the target amount that had been targeted. Thus, the amount of the Port Service Retribution provided, owned and managed by the Regional Government is determined as follows:



Table 1. Port Service Retribution Rates

| No | Dock Users | Cost | Enter Vehicle/ Person | Cost | Raising/Lowering the Vehicle | Cost |
|----|-----------------------------------|-------------------|--|--------------|--|-----------------|
| 1 | Grost Tonage (GT) 1 s/d 10 | Rp. 1.000,- /hour | Heavy equipment | Rp. 25.000,- | Heavy equipment/Tractor / driver added assistant to a driver | Rp. 1.000.000,- |
| 2 | Grost Tonage (GT) 11 s/d 30 | Rp. 1.500,- /hour | Big Bus Truck / driver added assistant to a driver | Rp. 10.000,- | Big Bus Truck / driver added assistant to a driver | Rp. 250.000,- |
| 3 | Grost Tonage (GT) 31 s/d 50 | Rp. 2.000,- /hour | Mini Bus, Pick Up, Jeep, Super Kijang and Sedan / Driver | Rp. 7.000,- | Mini Bus, Pick Up, Jeep, Kijang Station, Moderate/ driver | Rp. 100.000,- |
| 4 | Grost Tonage (GT) 51 s/d 100 | Rp. 2.500,- /hour | Everyone enters once | Rp. 1.000,- | Motorbike ride/driver | Rp. 10.000,- |
| 5 | Grost Tonage (GT) 101 s/d 200 | Rp. 3.000,- /hour | | | | |
| 6 | Grost Tonage (GT) 201 s/d 500 | Rp. 3.500,- /hour | | | | |
| 7 | Grost Tonage (GT) 501 s/d 1000 | Rp. 4.000,- /hour | | | | |
| 8 | Grost Tonage (GT) 1001 to the top | Rp. 4.500,- /hour | | | | |

Source: Sangihe Islands Regency Transportation Service (2022)

The Transportation Service manages the location point for carrying out port service fees, as stipulated in Regional Regulation Number 5 of the 2011 Sangihe Islands Regency.

Table 2. Executor Locations

| No | Location | Port Name |
|----|-----------------|------------------------|
| 1 | Tahuna District | Tahuna Crossing Port |
| 2 | Tamako District | Pananaru Crossing Port |

Source: Sangihe Islands Regency Transportation Service (2022)



Table 3. Types of Retribution Billing

| No | Type of Retribution | Ticket Price | Ticket Color |
|----|---|--------------|--------------|
| 1 | Port Retribution | Rp. 1.000 | White |
| 2 | Pananaru Port Entrance Fee | RP 1.000 | Green |
| 3 | Motorbike Pananaru Port Entrance Fee | Rp. 2.000 | Yellow |
| 4 | Pananaru Pick-Up Port Entrance Fee, etc | Rp. 7.500 | Red |
| 5 | Entry Retribution for Pananaru Port for Goods Trucks | Rp. 10.000 | Red |
| 6 | Pananaru Port Retribution | Rp. 10.000 | Yellow |
| 7 | Pananaru Port Retribution | Rp. 100.000 | Green |
| 8 | Pananaru Port Retribution | Rp. 250.000 | Blue |

Source: *Sangihe Islands Regency Transportation Service (2022)*

The table above shows the types of levy billing along with ticket prices and ticket colors sold to port service users for fees for port services that have been provided, owned, and or managed by the local government which are carried out at Nusantara Tahuna Port and Pananaru Crossing Port.

According to preliminary observations made by researchers visiting the Sangihe Archipelago Regency Transportation Service office, there were barriers discovered, and the quantity of port service charge earnings did not meet the local government's aim. The increase in port service fees is not proportional to the increase in the number of vehicles going in and out of the port as well as getting off and on from port crossings, that is, there are still people who buy tickets for passenger ships outside of the ticket sales counters that have been provided, even though there is one ticket for the individual has been included with the payment of port service fees as stipulated in the Sangihe Islands Regency Regional Regulation No. 5 of 2011 concerning Business Services Retribution. As well as the lack of socialization from the Department of Transportation to the public about the importance of port service fees in increasing Regional Original Income (ROR), causing no contribution between the community and the local government, the community seems to ignore and do not care about the importance of fees, conditions like this hinder performance government in supporting government programs that have been made. As well as in the discipline and supervision of implementing officers at the ferry port when entering incomplete ships who come on duty or supervise the process of implementing levy billing in raising vehicles to ships or unloading vehicles from ferry boats. Based on the background that the author wrote above, the writer is interested in examining this problem by raising the research title "Performance of the Transportation Service in Increasing Port Service Retribution in Sangihe Islands Regency."

METHOD

The author conducts research utilizing qualitative approaches and a naturalistic approach in order to discover and comprehend occurrences in a given context (Moleong, 2017). Naturalistic research techniques are always used to describe qualitative research methods since the study is conducted in natural settings with the researcher as the primary instrument. As a result, it is highly required that researchers have mastery of theory and comprehensive insights into what they wish to investigate in order to evaluate, describe, establish social circumstances there, and ask critical questions in order to gain the true meaning (Sugiyono, 2016).

The following are the data gathering methods: 1. Literature research, which is the process of gathering information by reading several references from diverse sources such as books, journals, and related articles. 2. Interviews were done by directly questioning the subject about the facts or information sought. 3. Observations acquired by watching the location of the region where the problem of employee absenteeism in the field frequently happen (Romzi et al., 2019) and the documentation method, which was analyzed using the Miles and Huberman model in 3 stages, namely: data reduction, data display, data verification and drawing conclusions (Razak et al., 2021).



Researchers use data reduction to identify the goals that will be created, so that the major aim in qualitative research is what is discovered. If an improper or foreign procedure is discovered throughout the data reduction phase, it will become one of the focuses of the researcher's attention during the data reduction stage. Data presentation is the act of carefully gathering data so that it may be simply comprehended and gives opportunity to reach acceptable findings in a study (Sugiyono, 2017). The third stage of qualitative research analysis involves conclusion and verification. This technique is designed to determine the meaning of obtained data by looking for relationships, similarities, and differences, and then drawing conclusions based on the problems discovered. This study was carried out in October 2022.

Researchers employed a purposive sampling strategy to recruit informants, which is the selection of informants based on the depth of knowledge possessed and if it fits the information required by researchers (Umam & Rusli, 2021). The number of informants in this study were 8 informants, consisting of:

1. Head of the Sangihe Islands Regency Transportation Service.
2. Head of Sea Transportation, Port, Shipping and Shipping Safety Section.
3. Section Head of Program, Finance and Reporting.
4. Transportation Service Staff.
5. Port Service Users.

The theoretical triangulation approach was employed in this study, which included the utilization of theoretical data, primary and secondary data, and the author's perceptions. According to Chart 3, the triangulation approach is carried out by examining, re-checking, and cross-checking the facts gathered as well as the theory. Field data on the Performance of the Transportation Service in Increasing Port Service Levies in the Sangihe Islands Regency, as well as the author's judgments based on theory and data collected in the field. The triangulation approach is used to ensure the process's efficacy and the author's desired results. This approach is repeated throughout the data collecting and analysis phase, until the author is certain that there are no more inconsistencies and nothing further to confirm with the informants. The performance theory of Agus Dwiyanto was employed in the preparation of this research, which comprises of productivity, service quality, and responsiveness. The writers used the facts discovered throughout the research with the authors' perspectives to create the three indicators proposed by Agus Dwiyanto.

RESULT AND DISCUSSION

In this scenario, productivity is not just setting the degree of efficiency, but also boosting the efficacy of a service. The productivity ratio is the ratio of process input to output. The General Accounting Office (GAO) attempts to build a measure of productivity by broadening it and include the number of public services that can provide the desired results, so that it can become an essential performance indicator. Because of the Covid-19 Pandemic, productivity performance from the Department of Transportation, performance productivity indicators are less productive in terms of delivering an unsatisfactory and not in line with anticipated or goal outcome. This is due to the government's policy of physical distancing (Social Restrictions), which has been continued with the government's Large-Scale Social Restrictions (LSSR) policy, which has had a broad impact on the production process, distribution, and other operational activities, ultimately disrupting economic performance. The LSSR program to prevent the spread of the Covid-19 epidemic has curtailed people's movement and activities, resulting in a drop in domestic demand, making economic stability a condition of the economy that is not functioning as intended. Because of the pandemic's impact on people's income, most business sectors have reduced or closed their operations. As a result, the attainment of the port service levy aim in 2021 falls short of the target. As well as dishonesty from field collectors. In terms of data provision from the Department of Transportation to the RAFMA (Regional Asset Financial Management Agency), the amount of the port service retribution budget does not match the number of incoming passengers and vehicle ups and downs at the Nusantara Tahuna Port and the Pananaru Ferry Port.



Table 4. Port Service Retribution Revenue in Sangihe Islands Regency in 2021

| No | Description | Total Budget | Until this month | | Remaining Unrealized Budget |
|----|--------------------------|--------------------|------------------------|-----------------------|-----------------------------|
| | | | Realized Budget Amount | Amount of Budget Paid | |
| 1 | Port Service Retribution | Rp. 652.500.000 | Rp. 498.622.000 | Rp. 498.622.000 | Rp. 153.878.000 |

Source: Sangihe Islands Regency Transportation Service (2022)

According to table 6, the results of port service fees in Sangihe Islands Regency did not meet the specified goal amount. The target amount for 2021 is Rp. 652,500,000, but it was not realized or did not reach the target, so there was still an amount that had not been realized in the amount of Rp. 153,878,000, this was due to the presence of Covid-19, so the port service retribution mechanism process did not run as usual at the time before the Covid-19 Pandemic entered Indonesia.

Table 5. Number of Alighting/Aboardng Vehicles at the Pananaru Ferry Port in 2021

| No | Month | Group | Number of units |
|----|----------|-------|-----------------|
| 1 | January | II | 20 Units |
| | | IV | 42 Units |
| | | V-VII | 102 Units |
| | | VIII | 4 Units |
| 2 | February | II | 20 Units |
| | | IV | 25 Units |
| | | V-VII | 97 Units |
| | | VIII | - |
| 3 | March | II | 15 Units |
| | | IV | 71 Units |
| | | V-VII | 124 Units |
| | | VIII | 1 Units |
| 4 | April | II | - |
| | | IV | 35 Units |
| | | V-VII | 84 Units |
| | | VIII | 1 Units |
| 5 | May | II | 25 Units |
| | | IV | 70 Units |
| | | V-VII | 157 Units |
| | | VIII | 1 Units |
| 6 | June | II | 10 Units |
| | | IV | 71 Units |



| | | | |
|-----------|--------------|-------|-------------|
| | | V-VII | 104 Units |
| | | VIII | 1 Units |
| 7 | July | II | - |
| | | IV | 68 Units |
| | | V-VII | 119 Units |
| | | VIII | - |
| 8 | August | II | 45 Units |
| | | IV | 60 Units |
| | | V-VII | 155 Units |
| | | VIII | - |
| 9 | September | II | 20 Units |
| | | IV | 81 Units |
| | | V-VII | 121 Units |
| | | VIII | 1 Units |
| 10 | October | II | 15 Units |
| | | IV | 70 Units |
| | | V-VII | 43 Units |
| | | VIII | 3 Units |
| 11 | November | II | 20 Units |
| | | IV | 88 Units |
| | | V-VII | 142 Units |
| | | VIII | 3 Units |
| 12 | Desember | II | 10 Units |
| | | IV | 60 Units |
| | | V-VII | 91 Units |
| | | VIII | 7 Units |
| | TOTAL | II | 200 Units |
| | | IV | 741 Units |
| | | V-VII | 1.339 Units |
| | | VIII | 22 Units |

Source: Sangihe Islands Regency Transportation Service (2022)

The table above shows that Group V-VII (Mini Bus, Pick Up, Jeep, Kijang Station and Sedan) is very dominant with a total of 1,339 Units, while Group II (Tractor) 200 Units, Group IV (Large Truck) 741 Units, and Group VIII (Motorcycles) 22 Units.

The performance of public service organizations, as measured by the quality of their services, is becoming increasingly significant. This is because the quality of public services serves as a baseline for society in determining whether or not the services supplied are satisfactory. As a result, the degree of community satisfaction may be used to evaluate the performance of public organizations. Because information regarding community happiness with public services is easily acquired (through mass media or public conversation), it becomes an advantage in measuring community satisfaction and can be an easy-to-use indicator of public organization performance. The degree of community satisfaction can be used to assess the functioning of public



organizations. Thus, public satisfaction with services may be used to assess the functioning of government agencies. The fundamental advantage of utilizing community satisfaction as a performance measure is that data on community satisfaction is frequently quickly and cheaply available. Information on customer satisfaction with service quality is frequently gathered through the media or public debate.

Because access to information regarding public satisfaction with service quality is relatively high, this can be a measure of the performance of public organizations that is easy and inexpensive to use. Community satisfaction can be a parameter to assess organizational performance. The service quality of the Service in carrying out port service retribution activities is still not good, according to the researcher, because in terms of supervision it has not been tightened at Nusantara Tahuna Port, there are no officers supervising passengers to buy boat tickets together with tickets to enter the port, which is the problem, so that many ship passengers don't buy boat tickets at the ticket sales counter but on ships with cheaper prices but don't get the same service. Then in terms of community dissatisfaction with the existing infrastructure at the Pananaru Ferry Port they object to the high amount of levy payments but the infrastructure facilities they use are not comparable to what they pay for, as well as the mechanism for billing port service fees which is irregular in the sense that there are billing and payment must have a queue number so that those who have paid follow the existing route to raise their vehicle on the ship, so that there is no chaos when raising the vehicle on the ship. Continuing complaints from users of port retribution services at the Pananaru Ferry Port, infrastructure facilities, particularly damaged roads, are also caused because the vehicles they carry are overdimensional and overloaded. Overdimensional refers to a condition in which the dimensions of the vehicle carrier are not in accordance with production standards and regulations regulations, while overload refers to a condition in which a vehicle carries a load that exceeds its capacity.

The capacity of the bureaucracy to know the wishes and/or requirements of the community, to prepare plans or agendas and priority services, and to design service programs in accordance with the demands and voice of the public is referred to as responsiveness. In a nutshell, responsiveness is a measure of a bureaucracy's responsiveness to the people's ambitions, aspirations, wants, and voices, as well as the demands of the people who utilize the bureaucracy's services. Responsiveness is essential in all public services since it is a capacity held by the bureaucracy in recognizing the wishes and/or requirements of the community, in making plans or agendas and priority services, and in developing service programs based on needs. as well as public speaking Responsiveness may also be an indication of service connected to the apparatus's responsiveness to the preferences and demands of individuals who require services as specified by law.

Responsiveness is essential in all public services since it is a capacity held by the bureaucracy in recognizing the wishes and/or requirements of the community, in making plans or agendas and priority services, and in developing service programs based on needs. as well as public speaking Responsiveness may also be an indication of service connected to the apparatus's responsiveness to the preferences and demands of individuals who require services as specified by law. Complaints that are appropriately managed will offer benefits or benefits to the company that is being complained about (Bappenas, 2010). The Sangihe Archipelago District Transportation Service has demonstrated responsiveness by providing input and suggestions to the Central Government to immediately carry out repairs and maintenance of existing infrastructure at the Pananaru Serangan Port so that people who pay port service fees do not object to the amount they pay in balance with the services provided.



CONCLUSION

Based on the results of the research and discussion that have been described, the researchers draw the following conclusions:

Productivity The performance of the Sangihe Archipelago Regency Transportation Service, which was less productive in terms of meeting levy targets, was disappointing and not as predicted owing to the Covid-19 Pandemic, which had a significant impact on the Indonesian economy. Based on a research, the data provided by the Department of Transportation was wrong, resulting in the placement of the amount of the port service retribution budget not matching the number of arriving passengers and vehicle ups and downs at the Nusantara Tahuna Port and the Pananaru Ferry Port.

The Sangihe Islands Regency Transportation Service still has various disadvantages, such as a lack of monitoring, particularly at Nusantara Tahuna Port, where there are no officials overseeing individuals purchasing boat tickets in addition to port entry tickets. In terms of community dissatisfaction with the existing infrastructure at the Pananaru Ferry Port, they object to the high amount of levy payments, but the infrastructure facilities they use are not comparable to what they pay for, as well as the service quality mechanism in billing port service fees, which is irregular in nature. This refers to when invoicing and payment take place.

The responsiveness of the Sangihe Islands Regency Transportation Service has provided suggestions to the Central Government regarding the aspirations of the community as users of port services to repair and maintain existing infrastructure at Serangan Pananaru Port.

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