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Effectiveness Of Management Of Terminal Services Type A Latenrisessu Pekkae In Realizing Order At Terminals In Barru Regency

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ABSTRACT

This study aims to evaluate the effectiveness of service management at the Type A Latenri Sessue Pekkae Terminal in promoting order and discipline in terminal operations in Barru Regency. The research employs a qualitative descriptive method, collecting data through interviews, observations, and documentation. The analysis focuses on indicators such as service quality, facility management, security implementation, and stakeholder coordination. The findings reveal that although basic services are provided, several challenges remain, including limited infrastructure, lack of supervision, and low compliance among terminal users. However, efforts have been made by terminal authorities to improve service delivery and enforce regulations. The study concludes that the effectiveness of terminal management is still moderate and requires strategic improvements in human resources, infrastructure, and stakeholder engagement to achieve a more orderly and efficient terminal environment.

Keywords: terminal service, public transportation, service management,



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A. INTRODUCTION

The terminal is a vital component in the land transportation system that serves as a node for vehicle traffic and passenger services. As regulated by the Indonesian Ministry of Transportation, Type A terminals are expected to provide high-standard services for intercity, interprovincial, and cross-regional transportation (Ministry of Transportation, 2021). Effective terminal management contributes significantly to public transportation

efficiency and urban mobility. However, many terminals in Indonesia still face problems related to order, service quality, and infrastructure management (Sari & Yuliana, 2022).

Latenri Sessue Pekkae Terminal, as a Type A terminal located in Barru Regency, plays a crucial role in supporting regional transportation. The terminal connects South Sulawesi with other regions, making it a hub for both passengers and logistics. However, reports and observations indicate the presence of disorder, such as unregulated parking, poor sanitation, and weak enforcement of terminal rules (Rahmawati et al., 2023). These conditions raise concerns about how well terminal services are being managed to support order and comfort.

The concept of service management in public transportation includes planning, organizing, directing, and controlling services to meet user expectations (Kotler & Keller, 2021). Effective management not only improves service delivery but also enhances user satisfaction, safety, and operational efficiency. According to Nugroho and Fitriana (2022), orderly terminal environments result from strong coordination between service providers, regulators, and users. Therefore, evaluating the effectiveness of management becomes crucial to assess performance and identify improvements.

Disorder at terminals often stems from managerial shortcomings, including lack of supervision, untrained personnel, and inadequate infrastructure (Putri & Handayani, 2022). Public perceptions of terminal services are shaped by tangible and intangible factors, such as cleanliness, security, access to information, and responsiveness of officers. A study by Prasetyo et al. (2021) highlights that service quality significantly influences public satisfaction and willingness to use terminal facilities. Thus, a structured approach to evaluating terminal performance is necessary.

Moreover, stakeholder involvement plays a significant role in maintaining order. Local government, police, transportation agencies, and users must collaborate to create a clean, safe, and organized terminal environment (Suhartono & Mulyani, 2023). Coordination failures can lead to overlapping authority and ineffective enforcement of rules. Community participation also contributes to monitoring and reporting terminal violations. The involvement of all parties ensures a shared responsibility model in terminal management.

Technological integration has also become an important component in improving terminal services. Digital ticketing systems, CCTV surveillance, and automated announcements can significantly reduce human error and improve accountability (Yuliani & Hasanah, 2022). Unfortunately, many regional terminals have not fully adopted digital technology, making them less efficient and more prone to disorder. The adoption of smart terminal concepts should therefore be part of terminal development strategies.

Environmental management at terminals is another indicator of order. Waste management, green space availability, and proper drainage systems contribute to user comfort and health. Research by Andriani and Saputra (2023) shows that environmental cleanliness in terminals is positively correlated with user satisfaction. Latenri Sessue Pekkae Terminal reportedly faces issues with waste buildup and lack of maintenance, further emphasizing the need for effective service management.

From a policy perspective, regional autonomy gives local governments the authority to manage public service units, including terminals. However, weak supervision from the central government sometimes causes inconsistencies in service standards across regions (Firmansyah & Wahyuni, 2023). This autonomy must be balanced with strict performance monitoring and evaluation mechanisms. Barru Regency must ensure that terminal management complies with national service quality standards.

The purpose of this study is to analyze the effectiveness of terminal service management at Latenri Sessue Pekkae Type A Terminal in promoting order and discipline. The study applies service effectiveness indicators such as facilities availability, staff responsiveness, security implementation, and user satisfaction. It also identifies internal and external challenges that affect terminal performance. The research findings are expected to contribute to transportation service development in Barru and similar regions.

In conclusion, terminal service effectiveness is an essential component in ensuring an orderly, comfortable, and reliable public transportation system. Evaluating the Latenri Sessue Pekkae Terminal allows stakeholders to measure performance and formulate appropriate improvements. This research provides empirical data and analysis to support

policy formulation, public service enhancement, and user-oriented terminal management strategies in Barru Regency.

B.RESEARCH METHOD

This research uses a qualitative descriptive approach aimed at analyzing and describing the effectiveness of terminal service management in creating order at the Type A Latenri Sessue Pekkae Terminal, Barru Regency. The qualitative method is suitable for understanding complex social phenomena, including public service delivery, through in-depth exploration of perceptions, behavior, and organizational processes (Creswell & Poth, 2018).

1. Research Location and Time

The study was conducted at the Type A Latenri Sessue Pekkae Terminal located in Barru Regency, South Sulawesi Province. Data collection was carried out over a period of two months, from March to April 2025, in accordance with the terminal's operational schedule and accessibility of relevant stakeholders.

2. Data Sources

This research utilizes primary and secondary data.

- Primary data were obtained through interviews, field observations, and documentation at the terminal site.
- Secondary data were collected from government reports, official regulations, terminal performance reports, and relevant literature.

3. Data Collection Techniques

Several techniques were applied to obtain comprehensive and credible data:

- In-depth Interviews: Conducted with key informants including the terminal manager, terminal officers, local transportation agency officials, and terminal users (drivers

and passengers). A semi-structured interview guide was used to explore service effectiveness indicators and perceived challenges.

- Observation: Non-participatory observations were conducted to assess the terminal's physical condition, traffic flow, passenger management, sanitation, and enforcement of terminal rules.
- Documentation: Collection and review of relevant documents such as terminal operation guidelines, service standard procedures (SOP), organizational structure, and terminal development plans.

4. Data Analysis Techniques

Data were analyzed using Miles, Huberman, and Saldana's interactive model (2014), which consists of three stages:

- Data Condensation: Selecting, focusing, simplifying, and transforming raw data into relevant categories related to service effectiveness and terminal order.
- Data Display: Presenting the data in the form of descriptive narratives, tables, and matrices to facilitate interpretation.
- Conclusion Drawing and Verification: Drawing conclusions by identifying patterns, linkages, and meanings from the collected data, followed by validation through triangulation.

5. Validity and Reliability of Data

To ensure the credibility of findings, this study applies triangulation techniques, including:

- Source Triangulation: Comparing information from various sources (terminal managers, staff, and users).
- Technique Triangulation: Using interviews, observations, and documentation to examine the same phenomena.
- Time Triangulation: Data collected at different times and operational conditions of the terminal to capture dynamic situations.

6. Research Focus

The focus of this study is on the effectiveness of service management based on four main indicators:

- (1) Availability of facilities and infrastructure;
- (2) Responsiveness of terminal staff;
- (3) Enforcement of order and terminal rules;
- (4) Stakeholder involvement and coordination.



Figure 1. Framework diagram of thinking

C.RESEARCH RESULTS AND DISCUSSION

➤ Research results

The research findings indicate that the service management at Latenrisessu Type A Terminal, Pekkae, Barru Regency, has been generally effective. Key indicators of effectiveness such as productivity, efficiency, satisfaction, adaptability, and sustainability have been met in the terminal's operations. The presence of various intercity and interprovincial routes reflects strong productivity, fulfilling the transportation needs of the wider community.

In terms of efficiency, terminal management appears to be relatively optimal. The facilities are utilized effectively, despite a limited number of personnel. Observations show that waiting rooms, ticket counters, and parking areas are accessible and functioning

properly. This demonstrates resource efficiency in both infrastructure and human resource utilization.

User satisfaction is a critical factor in measuring service effectiveness. Most terminal users reported satisfaction with the services provided. As expressed by Mr. Syukur (39), a local entrepreneur: “The presence of this terminal is quite satisfying. Apart from being a center of trade, it also makes it easier for people to travel out of town, as vehicles frequently enter and exit the terminal to pick up and drop off passengers.” This illustrates that the services align with user expectations.

Similarly, Mr. Ruslan (37), also an entrepreneur, stated: “I am very satisfied with the terminal. When I need to travel from Barru to Morowali, I simply wait for the Morowali route. The same applies to other destinations such as Palu, Mamuju, and Palopo. Additionally, the facilities are quite adequate.” This highlights the terminal’s broad route offerings and facility adequacy as key satisfaction factors. Mr. Andi Aswar (35), a representative from the Department of Transportation, supported this sentiment: “The community is generally satisfied with the terminal, as it supports both local economic activity and facilitates transportation to other regions.” His statement reinforces the dual role of the terminal in both transport and economic development.

This view was echoed by Mr. HMS. (55), the Head of Terminal Operations, who noted: “The community strongly supports the terminal’s presence. This is evidenced by the number of people waiting here for transport to their destinations.” This highlights public endorsement as a factor that ensures terminal sustainability.

The findings also show that the terminal demonstrates adequate adaptability to community needs. For example, route adjustments and scheduling changes are made during peak seasons or holidays. This responsiveness indicates the terminal’s ability to adapt operational strategies to match public demand. In terms of sustainability, the terminal shows long-term planning efforts to ensure continuous service. Although there are some challenges with sanitation and cleanliness, the management is gradually addressing these issues. Routine maintenance and personnel development have become priorities in sustaining long-term service quality.

Nevertheless, several inhibiting factors to effectiveness were identified. The first is inadequate planning. Certain areas within the terminal lack proper layout and guidance signage, such as digital information boards or route maps, which may confuse new or out-of-town users. This reflects a need for more structured planning.

Secondly, there is a gap in policy implementation, particularly in inter-agency coordination. Instances of late vehicle departures due to delays by transport companies reflect a lack of enforcement and monitoring. This points to the need for stronger collaboration between terminal management, transportation authorities, and service operators. Third, the training and development of terminal staff are not conducted regularly. Some personnel lack standardized training on customer service and public interaction. This is concerning, as the quality of personnel interactions significantly affects user satisfaction. Regular training and performance reviews are therefore essential.

Cleanliness is another area of concern. Certain zones within the terminal are not maintained consistently, with insufficient waste bins and poorly maintained toilets. These issues reduce user comfort and satisfaction, indicating the need for improved hygiene and maintenance protocols. Security is also an issue, despite the presence of guards. Limited surveillance over passengers' belongings and vehicles raises safety concerns. The installation of CCTV and other surveillance technologies is recommended to enhance safety and create a secure environment.

Furthermore, enforcement of regulations remains weak. Some drivers still pick up and drop off passengers outside the designated zones, disrupting terminal order. Stricter enforcement is necessary to ensure terminal operations remain in compliance with official regulations.

Public participation in maintaining terminal order and cleanliness also needs improvement. Visual education materials and on-site information officers could help build public awareness and a collective responsibility for terminal maintenance. Community engagement is key to managing public infrastructure effectively. Despite these challenges, the overall effectiveness of terminal management remains promising. Increasing passenger

volumes, economic activity around the terminal, and consistently positive public feedback underscore the terminal's operational success and continued relevance.

This suggests that the terminal functions not only as a transportation hub but also as a symbol of regional development in Barru Regency. Sustaining this success requires continuous improvement strategies and innovation in service delivery. It is vital to align service standards with the evolving needs of a dynamic population. As the face of public transportation, terminals must reflect the values of service excellence, efficiency, and public accountability to retain community trust.

In the long run, optimizing terminal management requires the collaboration of all stakeholders, including local government, transport operators, terminal staff, and the public. Such collaboration is crucial for creating an orderly, safe, and competitive terminal environment. This research recommends strengthening regulations, increasing staff capacity, and allocating specific budgets for facility maintenance. These efforts will improve service effectiveness and support local economic growth and mobility.



Figure 2. Terminal Type A Latenrisessu Pekkae

➤ Discussion

The effectiveness of service management at Latenrisessu Type A Terminal in Pekkae, Barru Regency, aligns well with theoretical indicators of organizational

effectiveness as suggested by Steers (1985), which include productivity, efficiency, satisfaction, adaptability, and sustainability. The terminal demonstrates high productivity through its facilitation of various interregional routes, contributing significantly to the mobility of the community and regional economic activity. Service efficiency was evident in the optimal use of available facilities and infrastructure, despite the limited number of personnel. This finding is consistent with Robbins and Coulter (2018), who argue that efficiency in public service occurs when goals are achieved using minimal resources. The terminal's ability to meet user expectations with modest inputs highlights strong operational performance.

User satisfaction is a key determinant of service effectiveness. Interview results confirmed that most users, including traders and local residents, are satisfied with terminal services. This aligns with Zeithaml, Bitner, and Gremler (2020), who emphasize that customer satisfaction results when perceived service performance meets or exceeds expectations. Statements such as "I am very satisfied with this terminal..." reflect high perceived value among users.

In addition to satisfaction, adaptability is also present in how the terminal adjusts schedules and services during peak periods, which demonstrates flexibility in meeting dynamic public demands. According to Daft (2016), adaptability is a core component of effective management in changing environments. This indicates that terminal management is responsive to situational changes and public needs.

Sustainability, as the final indicator, is reflected in the community's ongoing support for the terminal and the management's efforts to improve services despite limitations. The terminal's role in facilitating economic activity supports its long-term relevance. These findings resonate with Drucker (2008), who posits that sustainability in public institutions involves long-term planning and public engagement.

Despite these strengths, several inhibiting factors were identified. The most significant of these is inadequate planning, particularly in the provision of public information tools such as signage and digital maps. This undermines the user experience, particularly for first-time users, supporting the view of Bryson (2018) that strategic planning is critical in

public service design. Furthermore, inconsistent implementation and weak supervision were noted, particularly regarding departure times and passenger discipline. This issue highlights a gap in policy execution, as discussed by Hill and Hupe (2014), who argue that public policies often fail not due to flawed design but due to poor implementation. A lack of continuous oversight reduces terminal order.

Human resource development was also found to be lacking. Staff members were reported to have received minimal training, resulting in suboptimal interactions with the public. This reflects McGregor's (1960) Theory X and Y, which suggests that employee performance improves significantly under supportive leadership and adequate training—elements that should be enhanced in terminal operations. Sanitation and cleanliness emerged as recurring complaints among users. Although the terminal is relatively clean, the limited maintenance of restrooms and waste facilities lowers user satisfaction. This reinforces findings by Parasuraman, Zeithaml, and Berry (1988), who identified cleanliness and tangibles as essential dimensions of service quality (SERVQUAL).

Finally, weak enforcement of rules, particularly regarding informal pickups and drop-offs outside designated zones, threatens terminal order. This challenge could be addressed by stronger coordination with law enforcement and local governments, consistent with Ostrom's (1990) theory on collective action and institutional frameworks for managing public resources effectively. Overall, the research confirms that the terminal's service management is effective but not without challenges. To maintain and enhance its role, strategic improvements in planning, training, supervision, and infrastructure are needed. These align with the SERVQUAL model, particularly in the dimensions of reliability, responsiveness, and assurance.

D. CONCLUSION AND RECOMMENDATIONS

➤ Conclusion

Based on the findings and analysis conducted in this study, it can be concluded that the service management of the Latenrisessu Type A Terminal in Pekkae, Barru Regency has been implemented effectively. This effectiveness is reflected in the achievement of key performance indicators, namely productivity, efficiency, user satisfaction, adaptability, and

sustainability. The terminal plays a vital role in facilitating regional transportation, enhancing local economic activity, and providing reliable access to intercity travel.

Moreover, community feedback and user interviews confirm a high level of satisfaction, particularly in terms of ease of transportation and available facilities. These findings indicate that the terminal is not only functional but also valued by its users. However, the study also uncovered several factors that hinder optimal effectiveness. These include inadequate planning, lack of continuous supervision and implementation, as well as limited staff training and enforcement of operational standards.

➤ Recommendations

1. Improve strategic planning. Terminal management should enhance its planning process by integrating user feedback, conducting regular needs assessments, and adopting a data-driven approach to infrastructure and service improvements.
2. Strengthen implementation and monitoring. Continuous supervision and strict enforcement of terminal regulations are necessary to ensure consistent service delivery and public order. This includes managing traffic flow, pickup/drop-off zones, and operational schedules.
3. Invest in human resource development. Terminal staff should receive regular training on public service, communication skills, and safety protocols to improve service quality and user interaction.
4. Enhance sanitation and facilities. Improvements in cleanliness, restrooms, signage, and information services will directly impact user satisfaction and comfort within the terminal.
5. Collaborate with stakeholders. Establish strong coordination with local government, transportation companies, and law enforcement to support terminal operations and address external challenges effectively.
6. Implement feedback mechanisms. Introducing regular satisfaction surveys or feedback kiosks at the terminal will help management respond quickly to emerging issues and maintain service excellence.

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