

Analysis of Public Service Development Strategies of the Transportation Department of Kampar District

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Abstract

This study aims to determine the most appropriate strategy for developing public services of the Department of Transportation of Kampar Regency. The sample of this study amounted to 10 people, including echelon III and echelon IV officials and functional officials of the Kampar Regency Transportation Office who have 5-10 years of experience and knowledge or more related to the Kampar Regency Transportation Office. Research data processing was carried out by SWOT Analysis (*Strenght, Weakness, Opportunity, Threat*), namely by analyzing internal factors (*Internal Strategic Factors Analysis Summary / IFAS*) and external factors (*External Strategic Factors Analysis Summary / EFAS*) of the Kampar Regency Transportation Office. The results showed that the strategic position map of the Kampar Regency Transportation Agency is in Quadrant I with a value of +0.89 on internal factors and a value of +0.50 on external factors, meaning that the agency can establish aggressive policies because it has great potential in improving public services by taking advantage of existing opportunities or by implementing the right strategy, namely using the SO strategy. These strategies include utilizing the right management and organizational structure to implement local government programs, coordinating well with ministries, provinces and other districts to improve Human Resources (HR), utilizing the development of Information Technology, especially in terms of public services to all existing departments and Technical Implementation Units (UPT), increasing the income of Regional Original Revenue (PAD) with the support of other stakeholders and utilizing the role of the private sector through *Corporate Social Responsibility* (CSR) funds to support public services to the wider community.

Keywords: Strategy, SWOT Analysis, IFAS, EFAS, Public Service.

JEL Codes: M1, M11, M48

1. Introduction

Public service is one of the things that needs attention today in Indonesia. The President of the Republic of Indonesia said that public services are the concrete face of the state's presence in people's daily lives. The state is said to be present if it is able to organize excellent, fast, professional, and equitable public services. The President also asked all levels of government, both central and regional, to continue to improve public services to the community in a results-

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oriented manner (Wijaya & Senen, 2024).

Public Services in Indonesia are contained in Law Number 25 of 2009 concerning Public Services, which is a mandate of the 1945 Constitution of the Republic of Indonesia. Public Service is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers. Article 5 paragraph 2 reads the scope of services

Public sectors include education, teaching, employment and business, housing, communication and information, environment, health, social security, energy, banking, transportation, natural resources, tourism, and other strategic sectors.

The Department of Transportation of Kampar Regency is a regional apparatus that has the main task of assisting the Regent of Kampar in carrying out government affairs in the field of transportation which is the regional authority and assistance tasks assigned by the Regional Head of Kampar Regency (Regulation of the Regent of Kampar Number 50 of 2016). The main tasks of the Kampar Regency Transportation Office in the field of transportation are policy formulation, policy implementation, evaluation and reporting in the fields of traffic and road transportation, railways, shipping, and aviation.

As in the Strategic Plan (Renstra) of the Kampar Regency Transportation Office for 2023-2026, the Kampar Regency Transportation Office in carrying out its duties refers to the vision of the Kampar Regency region, namely "Realizing Kampar Regency as a Cultured, Empowered Country in an Agamis Community Environment in 2025". The agency's mission is to carry out the 5th (fifth) mission of the Kampar Regency region, namely "Realizing balanced regional development that can ensure the quality of life in a sustainable manner". To carry out the vision and mission, the Transportation Department of Kampar Regency has one of the development goals and objectives, namely "Improving Land Transportation Performance" with the development target "Improving the Performance of Land Transportation Facilities and Infrastructure Services".

The performance indicators of the Kampar Regency Transportation Office are the Number of Public Transportation Kir Tests, the Number of Terminals/Airports/Stations managed, the Percentage of Land Transportation Services, the Number of Road Equipment Installations, the Ratio of Road Length per Number of Vehicles, the Number of General Passenger Flows and the Number of People / Goods Through Terminals / Airports / Stations. The performance achievement of the Kampar Regency Transportation Agency in 2022 was 56.8% and increased in 2023 by 62.6%, but has not yet reached the target at the end of the 2023-2026 Strategic Plan, which must reach 100%.

The Kampar Regency Transportation Office has several types of public services located at the Kampar Regency Public Service Mall (MPP), the types of services include motor vehicle testing services, urban and rural transportation route permit services, parking information, traffic impact analysis recommendations and public street lighting information.

In order for services to run well, the need for community participation in the services that are running, the Kampar Regency Government prepares a Community Satisfaction Survey (SKM) in electronic form (e-SKM) to be used by all regional apparatus that carry out public services.

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The Community Satisfaction Survey (SKM) is made to determine the community's assessment of public service delivery as measured based on 9 (nine) elements of service indicators such as Requirements (U1), Systems, Mechanisms and Procedures (U2), Completion Time (U3), Costs / Tariffs (U4), Product Specifications Type of Service (U5), Executor Competence (U6), Executor Behavior (U7), Facilities and Infrastructure (U8) and Handling Complaints, Suggestions and Feedback (U9) as contained in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (Permenpanrb) Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys (SKM) for Public Service Delivery Units.

The element that has the highest value in 2022 and 2023 is the 9th element (U9) Handling of Complaints, Suggestions and Feedback with a value of 3.99 and 4.00 while the lowest element value is in the 4th element (U4) Cost / Tariff with a value of 3.00, followed by the next lowest value in the 3rd element (U3) Completion Time, which in 2022 received a value of 3.05 and in 2023 received a value of 3.01.

Based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017, it explains that what is meant by Handling Complaints, Suggestions and Feedback is the procedure for implementing complaint handling and follow-up. Then the Cost / Tariff is the cost imposed on service recipients in managing and / or obtaining services from the organizer, the amount of which is determined based on an agreement between the organizer and the community (Wijaya, Waspada, et al., 2024). Furthermore, what is meant by Completion Time is the period required to complete the entire service process of each type of service.

The SKM score of the Kampar Regency Transportation Agency has not yet reached the set target, namely the Very Good (A) performance target. In 2022 the realization of the SKM value was

83.00 and in 2023 the SKM value decreased to 82.25. This means that the community considers the public service of the Kampar Regency Transportation Office to be running well but must continue to improve services, especially at the time of service completion.

Facilities and Infrastructure are an integral part of an organization. In Permenpanrb No. 14 of 2017, Facilities are everything that can be used as a tool in achieving goals and objectives. Infrastructure is everything that is the main support for the implementation of a process (business, development, project). Facilities are used for moving objects (computers, machines) and infrastructure for immovable objects (buildings).

The condition of the infrastructure of the Kampar Regency Transportation Agency is quite good, but all infrastructure must be improved. Improvements are intended so that infrastructure can make employees as service providers and the community as service recipients feel comfortable and safe while at the Kampar Regency Transportation Agency.

Facilities at the Kampar Regency Transportation Agency consist of office equipment such as computers and printers that function to assist in administrative service tasks, motor vehicle testing equipment for technical services, besides that there are also cars, buses and official motorbikes that are used to provide services in the field.

In the increasingly complex conditions of public services in providing excellent service to the

community, the right service strategy balanced with integrated steps is very necessary, including policies that utilize the right management and organizational structure, coordinate well with the Ministry, Governors and other Regents / Mayors, maximize information technology, increase the income of Regional Original Revenue (PAD) and Corporate Social Responsibility (CSR) funds of private companies, all of which aim to implement a public service development strategy (Wijaya, Rahayu, et al., 2024).

The data and conditions described above show that the Kampar Regency Transportation Office's performance is not optimal, so the authors are interested in conducting research titled "Analysis of Public Service Development Strategies of the Kampar Regency Transportation Office."

2. Literature Review

2.1 Strategy

According to Chitpin, (2021), and Steinerowska-Streb et al., (2024) Strategy is a continuous and adaptive response to external opportunities and threats, as well as internal strengths and weaknesses, that can affect the organization.

The definition of strategy according to (Siagian, 2004) is a large-scale plan that is oriented towards the far future and determined to enable the organization to interact effectively with its environment in competitive conditions. It is directed at optimizing the achievement of the organization's goals and objectives.

Strategy describes how the company aims to create value for stakeholders, customers and society. Strategy is not a stand-alone management process, it is one step in a logical continuum that moves an organization from a high-level mission statement to the work done by front- and back-office employees (Kaplan, 2024). Strategies are developed and evolve over time to meet the changing conditions posed by the external environment and internal capabilities.

Hamel et al., (2022) said that strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the perspective of what customers expect in the future. Meanwhile, Chandler (Rangkuti, 2015) defines strategy as a tool to achieve corporate goals in relation to long-term goals, follow-up programs, and resource allocation priorities.

2.2 SWOT Analysis

According to (Oswald et al., 2019) SWOT compares strengths, weaknesses, opportunities and threats. Strengths and weaknesses are reviewed to determine current and future opportunities and threats. The clearer the knowledge of strengths and weaknesses, the smaller the opportunities that are not achieved. Good opportunities can be used to counter threats, and weaknesses can be overcome through the company's strengths.

According to Wijaya & Teny, (2022), SWOT analysis is one of the powerful analytical instruments if used properly. As for the division of strategic factors in SWOT analysis, such as factors in the form of strengths, what is meant by the strength factors possessed by a company including business units therein are, among others, special competitions contained in the organization which result in the possession of comparative advantages by business units in the market. Weakness factors are limitations or deficiencies in terms of resources, skills and abilities that are a serious barrier to the appearance of satisfactory organizational

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performance. Opportunity factors are various environmental situations that are favorable for a business unit. Threat factors, meaning threats are the opposite of the notion of opportunities, namely environmental factors that are not favorable to a business unit.

According to Rangkuti, (2015), SWOT analysis is a systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths (*Strengths*) and opportunities (*Opportunities*), but can simultaneously minimize weaknesses (*Weaknesses*) and threats (*Threats*). The strategic decision-making process is always related to the development of the Company's mission, goals, strategies and policies.

According to Rangkuti, (2015) the process of preparing strategic planning in SWOT analysis through 3 stages of analysis, namely the data collection stage, this stage is not only data collection activities, but also classification and pre-analysis activities. At this stage the data is divided into two, namely external data (obtained from the environment outside the company) and internal data (obtained within the company itself). The analysis stage, after collecting all the information that affects the survival of the company, the next stage utilizes the information in quantitative models. The tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly illustrate how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce 4 (four) sets of possible strategic alternatives. The decision-making stage, at this stage, reviews the four strategies that have been formulated in the analysis stage. After that, a decision is made in determining the most profitable, effective and efficient strategy for the organization based on the SWOT Matrix.

Research shows that a combination of internal and external factors can determine company performance. Both factors must be considered in a SWOT analysis. SWOT analysis compares external factors *Opportunities* and *Threats* with internal factors *Strengths* and *Weaknesses*. Rangkuti, (2015). The analysis results are placed in several quadrants, such as Quadrant 1 is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive *growth policy (Growth oriented strategy)*. Quadrant 2 means that despite facing various threats, company still has internal strengths. The strategy that must be applied is to use strengths to take advantage of long-term opportunities by means of a diversification strategy (product / market). Quadrant 3 means that the company faces enormous market opportunities, but on the other hand, it faces several internal constraints/weaknesses. The focus of this company is to minimize the company's internal problems so that it can seize better market opportunities. Quadrant 4 is a very unfavorable situation, the company faces various threats and internal weaknesses.

2.3 Public Service

Public Service consists of two words, namely service and public. According to the Big Indonesian Dictionary (KBBI), the meaning of the word service is in the Indonesian dictionary as an effort to serve the needs of others. Meanwhile, in the Oxford Dictionary (2000) service is defined as "a system that provides something that the public needs, organized by the government or a private company" or service will function as a system that provides what is needed by the public, organized by the government or private companies.

According to Groonros in (Wijaya & Adib, 2019) that service is an activity or a series of

activities that are invisible (not palpable) that occur as a result of interactions between consumers and employees or other things provided. by service delivery companies that are intended to solve consumer/customer problems.

According to Law Number 25 of 2009 concerning Public Services, public services are activities or a series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers. Public services must be based on public interest, legal certainty, equal rights, balance of rights and obligations, professionalism, participation, equality of treatment / non- discrimination, openness, accountability, facilities and special treatment for vulnerable groups, timeliness, and speed, convenience, and affordability. In Article 5 of Law Number 25 of 2009 concerning Public Services, there are 3 (three) scopes of services, including services for public goods, services for public services and administrative services. In Article 6 of Law Number 25 of 2009 concerning Public Services, in order to ensure the smooth implementation of public services, a coach and person in charge are needed. The coach has the task of providing guidance, supervision and evaluation of the implementation of the duties of the person in charge. Supervisors consist of leaders of state institutions, leaders of ministries, leaders of non-ministerial government agencies, leaders of state commissions or similar institutions, and leaders of other institutions. Governors at the provincial level, Regents at the regency level and Mayors at the city level.

According to Aher, (2019) every service must have service standards which become a benchmark for service providers (service providers) to service recipients, service standards include predetermined service procedures, completion time when submitting applications to service completion including complaints, costs and service delivery budgets. Results or products according to the service provisions that have been applied. Adequate service facilities and infrastructure and the competence of dedicated and qualified officers both in terms of knowledge, skills, attitudes and behavior.

Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Delivery Units. Public service providers are required to conduct periodic Community Satisfaction Surveys at least 1 (one) time a year, to obtain a Community Satisfaction Index. In carrying out community satisfaction surveys, it is carried out by paying attention to principles such as transparency, participation, accountability, sustainability, fairness and neutrality. The Community Satisfaction Survey must contain elements of requirements, systems, mechanisms, and procedures, completion time, costs/tariffs, product specifications of service types, executor competence, executor behavior, handling complaints, suggestions and input, and facilities and infrastructure.

3. Research Methods

In this study, researchers used a qualitative approach, where the data collected was not in the form of numerical data, but data derived from interview scripts, field notes, personal documents, notes or memos and other supporting official documents. The purpose of the qualitative approach is so that researchers can describe the empirical reality behind the phenomena that occur related to the role of the Kampar Regency Transportation Office in improving public services in the transportation sector.

The population in this study were echelon III and echelon IV officials and functional officials. who have 5-10 years of experience and knowledge or more at the Kampar Regency Transportation Office with a total population of 10 people, namely, the Secretary of the Office, Head of Division, Head of Section and Functional Officials. All populations were used as research samples.

Primary data used through interviews were recapitulated or grouped, then scoring was carried out on the research data. In the SWOT analysis, the *Strength* (strength) and *Weakness* (weakness), *Opportunity* (opportunity) and *Threats* (threat) were weighted. The amount of weight is determined based on the scoring of the research results with the maximum weight for each factor being 1 (one). The weighted value is determined by the researcher with the consent of the respondent.

The way the factors are weighted is that each factor variable has a different importance value for the Kampar Regency Transportation Agency. This value is obtained through an assessment of qualitative data which is converted into numbers using a Rensis Likert scale of 1-5, namely very small = 1, small = 2, medium = 3, large = 4, very large = 5.

Determining the weight of each factor variable is calculated from the results of dividing the importance value that has been determined for that variable divided by the number of importance values on internal / external factors.

Table 1. Internal Strategic Factor Analysis Summary (IFAS) Weighting Matrix

IFAS	Weight	Rating	Weight x Rating
Strength			
1.			
2. etc			
Weakness 1.			
2. etc			
Total	1,00		

Table 2. External Strategic Factor Analysis Summary Weighting Matrix (EFAS)

IFAS	Weight	Rating	Weight x Rating
Strength			
1.			
2. etc			
Weakness 1.			
2. etc			
Total	1,00		

To be able to see the position of the placement of the analyzed agency conditions, it can be depicted in a *Cartesian* diagram.

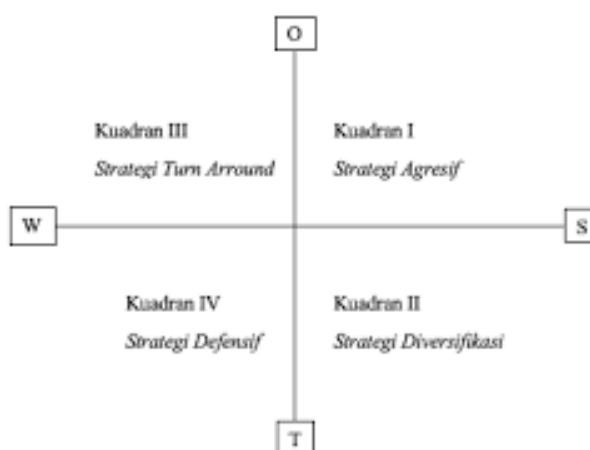


Figure 1. Cartesian diagram

Source: Freddy Rangkuti, 2014:20

Description:

Quadrant 1: In this position the Kampar Regency Transportation Agency has opportunities and strengths so that it can take advantage of existing opportunities, the strategy that can be applied in this condition is an aggressive policy.

Quadrant 2: In this position the Kampar Regency Transportation Agency faces various threats, but still has internal strengths.

Quadrant 3: In this position the Kampar Regency Transportation Agency has enormous opportunities, but on the other hand, it can face several internal constraints / weaknesses.

Quadrant 4: In this position the Kampar Regency Transportation Agency faces various internal threats and weaknesses.

4. Results and Discussion

4.1 Research Results

This research was conducted at the Department of Transportation of Kampar Regency, based on document sources (History of the Department of Transportation of Kampar Regency, 2019) in the Department of Transportation of Kampar Regency a brief history of the department from the first time it was established until now can be explained.

During the New Order era, the authority in the transportation sector, which included transportation, roads, transportation of people and goods, terminals, and parking, was vested in the Department of Transportation. For Level I Riau Province, the Department of Transportation established a Regional Office whose authority covers the entire area of Level I Riau Province. Furthermore, the Regional Office (Kanwil) of Level I Riau Province established an Assistant Regional Office in each Level II Regency. In 1993, the Kampar Regency Level II Region, included in the Region Level I of Riau Province, formed three Assistant Regional Offices, each covering several sub-districts. After the rolling of regional autonomy, the authority of Transportation was given to the Regional Level II Regency. For

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Kampar Regency, the Regional Office changed to the Road Transportation Traffic Office which was led by a Head of Service whose formation was based on regional regulations. The sequence of changes in the names of the Kampar Regency Transportation Office is the Kampar Regency Road Transport Traffic Office, the Kampar Regency Road Transport Traffic Office, the Kampar Regency Tourism and Cultural Arts Transportation Office, the Kampar Regency Information and Communication Transportation Office, and the Kampar Regency Transportation Office (until now).

In general, activities at the Kampar Regency Transportation Agency include supervision and regulation, school bus services, motor vehicle testing, and parking management. All activities are led and carried out by the Head of Service, Secretary of Service, Transportation and Facilities Division, Traffic Division, Development and Safety Division, Infrastructure Division and Technical Implementation Unit.

In this study, researchers collected data by interviewing 10 (ten) employees who have expertise in the field of transportation or Expert Judgment. Primary data obtained through interviews were recapitulated and grouped based on internal factors (strengths and weaknesses) and external factors (opportunities and threats). Furthermore, scoring was carried out on the research data. The amount of weight is determined based on the scoring of the research results with the maximum weight for each factor is 1 (one). The weighted value is determined by the researcher with the consent of the respondent.

The way the factors (internal and external) are weighted is that each variable (strengths, weaknesses, opportunities and threats) has a different importance value for the Kampar Regency Transportation Agency. This value is obtained through an assessment of qualitative data which is converted into numbers using a Rensis Likert scale of 1-5, namely very small = 1, small = 2, medium = 3, large = 4, very large = 5. Determining the amount of weight for each factor variable is calculated from the results of dividing the importance value that has been determined for that variable divided by the number of importance values in the factors (internal and external).

The results of the analysis of the variables included in the internal factors and external factors at the Kampar Regency Transportation Office. Internal factors include strengths and weaknesses while external factors consist of opportunities and threats.

a. *Strenghts*

Strengths that describe all things owned by the Kampar Regency Transportation Agency, where the strengths provide advantages for the agency.

- 1) Availability of management and organizational structure;
- 2) Data and information publication;
- 3) The service is one of the sources of regional PAD income;
- 4) There is good coordination between the Ministry, the Province and other districts/cities; and
- 5) The existence of a Technical Implementation Unit (UPT).

b. *Weakness*

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Weaknesses describe limitations or deficiencies in one or more resources at the Kampar Regency Transportation Agency.

- 1) The number of human resources who have Transportation competence is still small;
- 2) Inadequate agency budget;
- 3) Office facilities and infrastructure are inadequate;
- 4) The vision and mission of the agency are still dependent on the region; and
- 5) Lack of rewards and punishments for employees.

c. *Opportunity*

Favorable situations outside the agency (external) that can be utilized by the Kampar Regency Transportation to assist in achieving its performance.

- 1) Budget support from local government;
- 2) Cross-sector support (PUPR, POLRI, KOMINFO, and others);
- 3) The development of information technology in the field of Transportation;
- 4) Regional cooperation with the Ministry of Transportation; and
- 5) Increased role of private sector (CSR fund) and stakeholders in infrastructure sector

d. *Threats*

- 1) Threats are conditions outside the agency (external) that can be an obstacle for the Kampar Regency Transportation Agency in carrying out its duties and functions,
- 2) Regional disparities in access to transportation services;
- 3) Placement of employees in the agency is not in accordance with competence;
- 4) The development or proliferation of information in the community;
- 5) The ease with which people can own private vehicles, especially motorcycles; and
- 6) The low socio-cultural awareness of traffic safety among the public

Table 3. Internal Factor Score (IFAS)

No.	Variable Strength	Weight	Rating	Score
1	Availability of management and organizational structure	0,12	4,50	0,53
2	Data and information publication	0,09	3,60	0,34
3	The service is one of the sources of regional PAD income	0,11	4,20	0,46
4	Good coordination between ministries, provinces and other districts/cities	0,12	4,50	0,53
5	The existence of a Technical Implementation Unit (UPT)	0,12	4,40	0,51
Total		0,56		2,38
Variable Weaknesses				
1	The number of human resources who have	0,09	3,60	0,34

	Transportation Competence is still small			
2	Inadequate official budget	0,08	3,20	0,27
3	Inadequate office facilities and infrastructure	0,09	3,50	0,32
4	The vision and mission of the agency is still dependent on the region	0,08	3,20	0,27
5	Lack of rewards and punishments for employees	0,09	3,30	0,29
	Total	0,44		1,49
	Internal Value	1,00		
	Strength Score - Weakness Score			0,89

In Table 3, the weight value of each variable is obtained from the results of dividing the importance value that has been determined for that variable divided by the number of importance values in the internal factors. The value of 0.12 in the Availability of management and organizational structure received an average value of 4.5 from 10 respondents, this value, then divided by the number of importance values in internal factors of 38.

In Table 3, it can be seen that the total value (score) of the internal factors of the Kampar Regency Transportation Office is 0.89 where the strength variable gets a score of 2.38 with indicators of management and organizational structure and the existence of fairly good coordination between the Ministry, Province and other districts / cities has the highest score of 0.53. The weakness variable gets a score value 1.49 with indicators of weakness variables that must be of great concern, namely the number of human resources who have the competence of Transportation is still small and office facilities and infrastructure are not adequate, the factor score value is 0.34.

Table 4. External Factor Score (EFAS)

No.	Variable Opportunity	Weight	Rating	Score
1	Budget support from local and central government	0,12	4,50	0,54
2	Cross-sector support (PUPR, POLRI, KOMINFO, and others)	0,10	3,60	0,35
3	The development of information technology in the field of Transportation	0,11	4,10	0,45
4	Regional cooperation with the Ministry of Transportation	0,11	4,20	0,47
5	Increased role of private sector (CSR fund) and stakeholders in infrastructure sector	0,10	3,60	0,35
	Total	0,53		2,15
	Threat Variables			
1	Regional disparities in access to transportation services	0,10	3,60	0,35
2	Placement of employees in the agency is not in accordance with competence	0,09	3,20	0,27
3	The development or proliferation of bad information in the community	0,08	3,00	0,24
4	society own vehicle	0,10	3,70	0,37

5	especially motorcycles There is still a low socio-cultural awareness of traffic safety.	0,11	4,00	0,43
Total		0,47		1,65
External Value		1,00		
Opportunity Value - Threat Value				0,50

Source: Processed Data, 2024

In Table 4, it can be seen that the total value (score) of the external factors of the Kampar Regency Transportation Office is 0.50 where the opportunity variable gets a score of 2.15 with the indicator Budget support from the Regional and Central Government has the highest score of

0.54. The threat variable gets a score value of 1.65, which indicates a weakness variable that must be of great concern, namely the low level of socialization.

Public culture to be aware of traffic safety with a factor score value of 0.43.

Based on Table 3 and Table 4, the total value (score) of the Kampar Regency Transportation Agency's internal factors is higher (0.89) than the total value (score) of external factors (0.50). This means that the Kampar Regency Transportation Office's existing strengths can take advantage of existing opportunities to improve public services.

The research analysis of the Kampar Regency Transportation Office's public service development strategy revealed the strategic position map of the Kampar Regency Transportation Office in providing public services, which can be seen in the Cartesian diagram image.

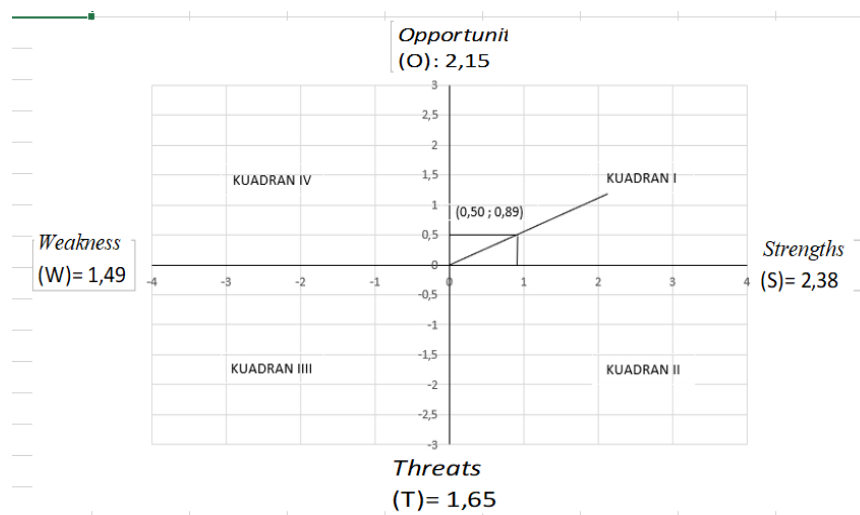


Figure 2. Strategic Position Map of Kampar Regency Transportation Agency
Source: Processed Data, 2024

From Figure 2, it can be seen that the strategic position map of the Kampar Regency Transportation Office is located in Quadrant I. The Department of Transportation of Kampar

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Regency can implement aggressive policies by having great potential in improving public services because it has quite high opportunities.

Alternative strategies with the SWOT matrix are used to answer how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses.

Table 5. Formulation of SWOT Matrix

EFAS \ IFAS	<i>Strengths</i>	<i>Weakness</i>
<i>Opportunities</i>	SO strategy $= 2,38 + 2,15$ $= 4,53$	WO Strategy $= 1,49 + 2,15$ $= 3,64$
<i>Threats</i>	ST Strategy $= 2,38 + 1,65$ $= 4,03$	WT Strategy $= 1,49 + 1,65$ $= 3,14$

Source: Processed Data, 2024

Table 5 explains that the right strategy in this study is the SO strategy, which has a value of 4.53. This strategy uses strengths to take advantage of opportunities.

Table 6. SWOT Matrix Strategy Alternatives

IFAS \ EFAS	<i>Strengths</i>	<i>Weakness</i>
	1. Management and organizational structure. 2. Good coordination between ministries, provinces and other districts/cities. 3. The existence of a Technical Implementation Unit (UPT). 4. Source of regional PAD income. 5. Data and information publication.	1. There are still few human resources who have Transportation Competence. 2. Office facilities and infrastructure are inadequate. 3. Lack of rewards and punishments for employees. 4. Inadequate agency budget. 5. The vision and mission of the agency is still dependent on the region.
<i>Opportunities</i>	SO strategy 1. Utilize appropriate management and organizational structures to implement established local	WO Strategy 1. Utilize regional and ministerial cooperation for the provision of transportation staff. 2. Utilize budget support from

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3. The development of information technology in the field of Transportation. 4. Cross-sector support (PUPR, POLRI, KOMINFO, and others). 5. Increased Role of Private Sector (CSR Fund) and	government programs. 2. Coordinate well with ministries, provinces and other districts to improve the agency's human resources. 3. Utilizing development Technology Information	the Regional Government to provide facilities and infrastructure for the office. 3. Using technological advances to assess employee performance.
stakeholder at infrastructure	especially in terms of public services to all existing departments and UPT. 4. Increase PAD income with the support of other stakeholders. 5. Utilize the role of the private sector through CSR funds to support public services to the wider community.	4. Utilize CSR Funds in providing transportation facilities and infrastructure. 5. Develop a vision and mission by guiding the agency's job description and other sector support.
Threats 1. Low public awareness of traffic. 2. The ease with which people can own private vehicles, especially motorcycles. 3. Disparities regional access to transportation services. 4. Placement of employees in the Office is not in accordance with competence. 5. Growing or the proliferation of bad information in the community.	ST Strategy 1. Maximize management and organizational structure to conduct traffic safety socialization. 2. Good coordination with ministries, provinces and other districts to collaborate to improve public transportation. 3. Utilize existing UPTs in providing services to the community, especially in areas with distant and difficult access. 4. Utilize the increase in the office's PAD revenue as support from the head of the region to improve the competence of human resources. 5. Utilize the publication of data and information to the public to improve the image of the agency to the community.	WT Strategy 1. HR competency level in mastering transportation knowledge, especially in traffic safety. 2. Provide public transportation facilities and infrastructure for the wider community. 3. Improve employee performance according to existing competencies in accordance with applicable regulations, especially for rewards and punishments. 4. Provide a budget to facilitate public services to communities whose access areas are far and difficult to reach. 5. Strengthen the vision and mission of the agency to provide fast, easy and transparent public services, so that later the image of the agency will be good. in the midst of society.

Source: Processed Data, 2024

4.2. Discussion

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Utilizing the right management and organizational structure to implement local government programs that have been set, the response of the Kampar Regency Transportation Agency has carried out each task according to the direction of the regional head, each task is given to the field.

who are responsible for these tasks. One of the tasks that must be carried out is public services, such as motor vehicle testing, traffic supervision and regulation, school bus services, and parking management.

Currently, the Kampar Regency government is also preparing changes to the organizational structure, namely simplifying the existing main tasks and functions so that later regional apparatus organizations can carry out their duties appropriately.

If the task is carried out well, the regional head will help increase the budget for improving public services, such as the provision of facilities and infrastructure. The local government will support any proposed activities.

The Kampar Regency Transportation Office coordinates well with ministries, provinces, and other districts/cities to improve service human resources. Its response is well coordinated with other agencies. Every activity or work in the Kampar Regency area always involves the Kampar Regency Transportation Office.

Likewise, in terms of improving human resources/employees of the Kampar Regency Transportation Office, through the Ministry of Transportation, a Cooperation Agreement has been implemented for the nursery pattern of regional children who can take education at the Ministry of Transportation's official school, which after graduation will work at the Kampar Regency Transportation Office. It is hoped that employees who are graduates of this official school can have a positive influence by providing guidance and teaching to other employees, so that later they can all work optimally, especially in providing public services to the community.

In addition, the Department of Transportation of Kampar Regency collaborates with the Ministry of Transportation regarding Community Empowerment Training to develop and guide human resources and better understand the transportation sector.

While in the Riau Provincial Government, several regions' cooperation related to Pekansikawan agglomeration mass transportation (Pekanbaru, Siak, Kampar, Pelalawan). Coordination and other cooperation in several neighboring districts such as Pekanbaru City and Solok Regency of West Sumatra Province related to people and freight transportation services.

Utilizing the development of Information Technology, especially in terms of public services to all existing departments and UPTs, the response to current technological advances is very important for the Kampar Regency Transportation Agency such as the existence of technology makes it easier to identify accident-prone areas, which later before the incident occurs the government has prepared safety facilities in the area.

The Kampar Regency Transportation Office has also provided CCTV (*Closed Circuit Television*) Roads but currently it is still in several sub-districts, it is hoped that later all sub-districts will have road CCTV. The Kampar Regency Transportation Agency can also improve motor vehicle testing services through SIM (Management Information System)

Motor Vehicle Testing at the Vehicle Testing UPT which makes it easier for the public to receive these services and the test results are in the form of Electronic Test Passing Evidence (BLUe).

Increasing PAD income with the support of other stakeholders, the Transportation Department of Kampar Regency, as one of the agencies that is a source of PAD (Regional Original Revenue), is responding through parking fees. The Department of Transportation of Kampar Regency cooperates with other stakeholders, such as the Civil Service Police Unit (Satpol-PP), the Regional Revenue Agency (Bapenda), and the One-Stop Integrated Investment and Service Office (DPMPTSP) to curb unauthorized parking locations in Kampar Regency. With the increase in PAD, the Kampar Regency Transportation Office can receive appreciation from the Regional Head through a budget used to improve public services.

Utilizing the role of the private sector through CSR funds to support public services to the wider community, the response to the role of companies operating in the Kampar Regency area must be a concern of the Kampar Regency local government, especially the Kampar Regency Transportation Office. CSR (*Corporate Social Responsibility*) Fund assists in the provision of school buses, bus stops, road equipment, and other things in accordance with company rules regarding the use of CSR Funds.

5. Conclusion

The Kampar Regency Transportation Office's public service development strategy is in quadrant I. The Office can establish aggressive policies (strengths and opportunities) because it has great potential for improving public services and quite high opportunities.

Policies that can be implemented by the Department of Transportation of Kampar Regency include (1) Utilize the right management and organizational structure to implement the local government programs that have been set. (2) Coordinate well with ministries, provinces and other districts to improve the agency's human resources. (3) Utilize the development of Information Technology, especially in terms of public services to all existing departments and UPT. (4) Increase PAD income with the support of other stakeholders. (5) Utilize the role of the private sector through CSR funds to support public services to the wider community.

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