

## THE EFFECTIVENESS OF THE WORK OF TRAFFIC OFFICIALS IN THE TRANSPORTATION AGENCY IN HANDLING BANDUNG CITY CONGESTION

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### Abstract

In this research, there is a phenomenon about the ineffectiveness of handling traffic problems which are the authority of the Bandung City Transportation Service. The ineffectiveness can be seen from the road arrangements, both the direction of traffic flow and the handling of problems with lights and traffic signs as well as the number of bad road vehicles that still pass on the highway. In connection with this phenomenon, the purpose of this study is to determine: 1. The effectiveness of the work of employees at the Bandung City Relations Office and 2. The factors that influence the work effectiveness of employees at the Bandung City Transportation Service. This research took place at the Department of Transportation of Bandung City. The research method used was descriptive qualitative. Data obtained from interviews the data sources were obtained from documents and informants. Research informants are the head of the Bandung traffic service and the community. Data analysis was carried out using interactive analysis techniques, which included data collection, data presentation, data reduction, and drawing conclusions. The results of the study concluded that: 1. The work effectiveness of the Bandung transportation service employees was quite good, seen from the work and implementation, the implementation of sudden tasks, the creativity of employees, job satisfaction of employees and users of community satisfaction. 2. The factors that affect work effectiveness are employee job satisfaction, sudden assignments, communication and coordination between technical implementing units, cooperation in team work and between implementing units or between sections, employee creativity in completing work, facilities and infrastructure that accommodate and in accordance with needs, as well as community support in the form of road use in accordance with the rules and regulations.

### Introduction

The Ministry of Transportation has the task of organizing affairs in the field of relations in the government to assist the president in organizing the government of the country. In carrying out its duties, the ministry of transportation performs functions:

1. Formulation, determination, and implementation of policies in the field of transportation..

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2. Management of state property / wealth that is the responsibility of the ministry of transportation.
3. Supervision of the implementation of duties within the ministry of transportation.
4. Implementation of technical guidance and supervision over the implementation of the affairs of the ministry of transportation in the region, and
5. Implementation of technical activities that periodically nationwide..

The transportation agency is the main driver of the realization of development as well as the need for facilities, facilities and facilities with the priority of smoothness and safety of implementation through coordination of development in the implementation of transportation. Motor vehicle testing is one of the public service sectors that plays an important role in supporting the smooth mobility of people to do activities in other sectors.

Bandung city that has been very developed and advanced that can be seen from the increasingly dense vehicles on the streets of Bandung, this has been very common in various streets of Bandung ranging from shopping places, offices, even in places of study such as schools are already very crowded with vehicles that have exceeded capacity and made pa ra vehicle owners inevitably have to park their vehicles in places that are not supposed to and even park in places that are in fact already clearly accommodated traffic signs are prohibited from parking.

Public awareness is needed in making Bandung city a city that avoids congestion, but public awareness will only make Bandung free from congestion in a matter of 30%. But what makes Bandung city even better is the agency that struggles in the field of transportation or rather the relevant agency is the Bandung city transportation agency.

The position of the transportation office in the city of Bandung is a regional technical institution as a supporting element of the local government. Bandung city transportation agency serves as a support in creating the implementation of transportation that ensures safety, security, smoothness, order and comfort and environmental sustainability.

But before we go further we must know first what the congestion really is. Congestion itself is a situation or situation where traffic is choked or even stopped due to the large number of vehicles exceeding the capacity of the road. Congestion occurs in many major cities, especially those that do not have good or adequate public transportation is also unbalanced road needs with population density.

In Undang-undang No. 22 of 2009 on LLAJ (road transport traffic) is defined as the movement of vehicles and people in road traffic spaces, while the road traffic space is an infrastructure intended for moving vehicles, people and goods in the form of roads and supporting facilities. The government aims to realize safe, safe, fast, smooth, orderly, and orderly, convenient and efficient road transport.

(Gibson & Barnes, 2000) reveal three approaches regarding effectiveness, namely:

1. Approach the goal

The goal approach to defining and evaluating effectiveness is the oldest and most widely used approach. According to this approach, the existence of an organization is intended to achieve a specific goal. The goal approach emphasizes the central role of goal achieving as a criterion for assessing effectiveness and having a strong influence on the development of management theories and practices and behaviors of organizations, but it is difficult to understand how to do them. An alternative to this approach is system theory.

2. Approach to system theory

System theory emphasizes the defense of the basic elements of input-process-spending and adapts to the broader environment that sustains the organization. This theory echoes the organization's relationship to the larger system in which it is a part. The organizational concept of a part of a system relating to a larger system introduces the importance of its feedback as information reflects the outcome of an action or series of actions by a person, group or organization. System theory also soothes the importance of information feedback. The core of system theory is:

- a. Effectiveness criteria should reflect the input-process-output cycle, not the simple output; and
- b. Effectiveness criteria should reflect the relationship between the organization and the larger environment in which it resed.

So the effectiveness of the organization is a concept with a wide scope including a number of concept components; and managerial tasks are to maintain an optimal balance between the components and their parts.

- Multiple constituency approach.

This approach is a perspective that emphasizes the importance of relative relationships between group and individual interests in the relative relationship between group and individual interests within an organization. With this approach allows the importance of groups and individuals in an organization. This approach enables combining system objectives and approaches to obtain a more appropriate approach to organizational effectiveness.

(Nurcahya, 2018) Provide the following definition: "effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously set in advance to produce a number of goods for the services carried out. Efektivitas shows success in terms of achieving the goals that have been set. If the result of the activity is closer to the target, means the higher the effectiveness.

(Nurussyfa & Panggiarti, 2020) "effectiveness is the placement of resources, facilities and infrastructure in a certain amount that is consciously set in advance to produce a number of jobs on time. From some of the opinions of the experts above, it can be concluded that a work can be carried out appropriately, effectively, efficiently if the work is carried out appropriately as planned.

(Putra & Tukiman, 2019) stating effectiveness is doing the right thing, whereas efficiency is doing the right thing, or effectiveness is the extent to which we achieve goals and efficiency is we mix all resources carefully.

Effectiveness is generally seen as the level of achievement of operative and operational goals. Thus basically effectiveness is the level of achievement of the appropriate organizational goals or objectives set. Effectiveness is how well the work is done, the extent to which a person produces output as expected. This can be interpreted, if a job can be done well as planned, can be said to be effective regardless of time, energy, and others.

In Bandung, the congestion rate is very high, many people are violating traffic so that it creates congestion that makes this traffic jam mostly public transportation that stops (ngetem) carelessly so as to disturb other motorists (Saputra, 2015). Service employees should manage traffic every day so as to reduce the congestion in the city of Bandung. So that people who do not obey the rules of this road will feel afraid or self-aware with the presence of employees who are opinionated or regulate traffic. The

majority of people or motorists obey traffic when there are employees who are regulating traffic only, when not regulating community traffic again do not comply with road rules. And these traffic employees should be regulating traffic every day so that the public complies with road rules. So that Bandung city is free from congestion even though it can not eliminate congestion but at least reduce the number of congestion. Pegaeai Dinas does its job well and the community complies with the road rules. So there is a cooperation between Service and Community employees (Nugroho, 2010).

## Method

This research uses a qualitative approach. Qualitative approach is a process of research and understanding based on a methodology that investigates a phenomenal. According to Jane Richie (Auliya & Suminar, 2016) Qualitative research is an effort to improve the social world and its perspective in the world, in terms of concepts, behaviors, perceptions and problems about human beings are meticulous.

The method that researchers used in this study are a descriptive method. The descriptive method according to Nawawi (Bernat et al., 2014) can be interpreted as a problem-solving procedure that is investigated by describing or describing the state of the subject or object of research (a person, institution, society, and others) at this time based on facts that appear or as is. According to (Arikunto, 2010) Deskriptif research method is research that is intended to investigate the circumstances, conditions, or other things already mentioned, the results of which are presented in the form of research reports.

Scientific methods are used to obtain data with specific purposes and use. Based on this, there are four keywords that need to be considered, namely scientific means, data, purpose, and usefulness. The reason the author uses qualitative methods that are deskriptif because qualitative method is not to look for some of the influence of a variable on other variables, but the research that the author did is to explore, find and explain how the problem of congestion in the city of Bandung can be handled to the maximum.

## Results and Discussion

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**a. Goal**

The purpose is the realization of a specific mission that is specific and can be carried out in the short term the purpose is a statement of the circumstances in which the organization or company intends to realize and as a statement of the circumstances in the future in which the organization as collectivity tries to give rise to it.

**b. Organization**

Organization is a form of alliance between two or more people who work together and are formally bound in order to achieve a goal that has been determined in a bond where there is a person / several people called superiors and a / group of people called subordinates.

Organization is a form of coordination of all rational activities by a number of people to achieve goals through division in the work and functions of the hierarchy of authority and responsibility of each member.

Organization is the arrangement and arrangement of certain parts to become one unity, rules and arrangements of various parts so that it becomes an orderly unity and a combination of cooperation to achieve a specific goal.

**c. Organizational Cooperation**

Cooperation is an important factor if you take the best workforce for the organization in the company or organization. Performance and results are assessment factors that are in the top share of management's priorities.

The author conducted an interview with mr. syahroni as head of traffic department of transportation:

With the cooperation of the organization because here concerns the existence of transportation with congestion with the cooperation with the parking UPTD with the police and pp police where in the traffic there are obstacles termed side obstacles. With the side obstacles caused by parking on irregular road bodies, there must be coordination with the parking UPTD. then cooperation with pp satpol where sometimes there are beggars and street vendors who are in the intersections that inevitably have to cooperate with the PP satpol. Furthermore, cooperation with the police with the problem of traffic congestion of road users or the public who inevitably have to cooperate between relevant agencies because here stekholder it must be implemented for the effectiveness of cooperation. So in every cooperation there must be coordination. Cooperation there is already a form of attachment of two or more parties in terms of addressing the problem of congestion on the road

The author's response regarding the interview with Mr. Syahroni as head of traffic in Bandung city transportation office of Bandung city regarding organizational cooperation as follows:

Dishub party must increase cooperation with the relevant agencies in order to implement good cooperation by communicating and improving work and coordinating in every activity such as regulating traffic in the city of Bandung.

The author conducted an interview with Mr. Sukiman as a road user regarding the cooperation of the organization as follows:

The author conducted an interview with Mr. Sukiman as a road user regarding the cooperation of the organization as follows:

The author's response to an interview with a road user in Bandung:

Dishub parties should be able to work with the community and socialize about good and correct driving because there are still many people who do not understand about road regulations. So that the comfort and safety of driving continues to run smoothly and well so that the congestion in the city of Bandung can at least be reduced.

#### **d. Organizational Cohesiveness**

The author conducted an interview with mr. syahroni as head of traffic in Bandung city relations office about the cohesiveness of the organization as follows:

Cohesiveness is a condition on which the name of the compact must exist because to set the way the task itself must be compact because it is a condition that the work can be done in the presence of compactness, coordination, cooperation and if the compactness is not there then it will not run.

The author's response to the interview with DISHUB Bandung city is as follows:

For the compactness that the author sees about the cohesiveness in the transportation service is good enough because each member encourages each other so that each activity runs smoothly:

The author conducted an interview with mr. sukiman as a road user about the cohesiveness of the organization as follows:

Road users say and hope that the cohesiveness of traffic officers is always maintained and always compact to conduct activities to organize the road so that the community feels served and comfortable in driving.

The author's response to the response to the interview with road users about the cohesiveness of the organization is as follows:

The author's response to the interview to the community about the cohesiveness of the organization is not much different from the response of the interview with the transportation

agency. That is, hopefully the work of the traffic officers improve again and maintain the cohesiveness to carry out each activities.

**e. Performance responsibilities**

The author conducted an interview with the father of syahroni as the head of traffic field in the transportation office in Bandung city regarding the responsibility of performance as follows:

For the responsibility of all members have done well because in every activity or task must be accounted for properly because if in each task no one is responsible it will be a problem.

The author conducted an interview with mr. sukiman as a road user regarding the responsibilities as follows:

Responsibility is very important because it is already a responsibility for all members or officers in carrying out their duties because as proof that the community feels well served by the responsibility of the officer.

The author's response to the responsibilities is as follows:

That responsibility is an obligation because in every job it must be accounted for for example such as LPJ (accountability report) because in any agency whose name is responsible it must exist.

**1. Effective Organization**

A successful organization can be measured by looking at how far it can achieve a set goal. The concept of Effectiveness expressed by organizational and management experts has different meanings, depending on the frame of reference used. In fact (Stoner, 1982) emphasized the importance of organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an organization.

Effectiveness is the achievement of an activity according to the plan. A job done by a person, will support the achievement of goals in a group. This is because each organization is divided into several parts or groups. Meanwhile, achieving the group's objectives will support the achievement of the organization's overall goals. Therefore, the effectiveness in an organization can be described as follows:

That relationships individual effectiveness, group effectiveness, and organizational effectiveness. The effectiveness of the individual will support the effectiveness of the group, and the effectiveness of the group will support the effectiveness of the organization. Thus, the achievement of the objectives of the organization depends on the effectiveness of the group. Similarly the effectiveness of the group depends on the effectiveness of the individual.

**a. Unity of functions**

The author conducted an interview with mr. syahroni as head of traffic regarding the unity of functions as follows:

The unity of the function itself must be fused can not walk alone. in the organization there is a sectariat, there are areas of course each work unit has a different function - different. And each unit it must unite is impossible to walk alone.

The author conducted an interview with mr. sukiman as a road user regarding the unity of functions as follows:

The author conducted an interview with mr. sukiman as a road user regarding the unity of functions as follows:

The author's concern about the interview about the unity of functions as follows:

The unity of that function must be integrated can not run alone because there are already individual parts or individual tasks that must be done to achieve the same goal because in each organization has a vision and mission that must be realized.

**b. Individual relationships**

The author conducted an interview with Mr. Syahroni as the head of traffic in Bandung city transportation office regarding individual relationships as follows:

Individually it forms, like a compact so there is a horizontal relationship and there is also a vertical relationship if the horizontal relationship alone is no relationship then it is not compact even if the compact is also not maximal. similarly, vertical relationships such as commando not running or disconnected will not be carried out. So that's where the function of the leadership how to understand the relationship between members in order to move subordinates and superiors so that individual relationships can run well.

The author conducted an interview with mr. sukiman as a road user regarding individual relationships as follows:

According to the father sukiman about the individual relationship must be maintained because with the existence of individual relationships can improve the performance of the officer if the individual relationship does not go well then the existing in each activity will not run smoothly.

The author's response to the interview of individual relationships is as follows:

In an organization whose name is individual relationships must exist because it greatly affects performance results with the presence of individual relationships itself can improve good performance smoothly.

What factors hinder the effectiveness of the work of traffic officials in handling congestion in the city of Bandung.

Factors that inhibit the effectiveness of traffic officers' work in dealing with traffic jams in the city of Bandung

1. With the presence of illegal parking that is not regular so that it eats up the body of the road that results in the volume of roads that are through the buser becomes narrower and still.
2. The number of pedicabs that are stuck on the side of the road resulting in a delay in the flow of traffic resulting in prolonged congestion
3. there are also still some street vendors (street vendors) who sell on the shoulders of the road that result in congestion.
4. And there are still many road users who do not obey the rules as well as stop at prohibited places that have been marked in the ban stop and still remain stopped. and that is often complained by the community.
5. With the existence of public transportation that stops at will to find passengers where there are already visible signs on the stop that cause congestion.
6. lack of public knowledge about existing traffic regulations, and how to drive well and correctly.

With these obstacles, hopefully the traffic officers and the Bandung city government can solve this problem and further improve its performance so that the congestion problem in the city of Bandung can be resolved at least can be reduced so that people can feel comfortable while driving.

Any efforts to overcome the problems of the effectiveness of the work of traffic officers in handling congestion in the city of Bandung



As discussed by the author at the discussion at the beginning that Overcoming problems in the effectiveness of the work of traffic officers in handling congestion in the city of Bandung in handling the problem, the authorities must improve performance requires good readiness and enforce the rules are always agile in carrying out their duties. The efforts that must be carried out by traffic officers in solving this problem are as follows:

1. Maintain and establish good communication between the Bandung city government and the transportation agency and with the relevant agencies to coordinate or manage the smooth traffic.
2. The preparedness of the traffic officers in monitoring any traffic jams that often occur in the city of Bandung.
3. Bandung city government must provide solutions for decent or neat parking lots so as not to eat road bodies that cause the road to become narrower to pass.
4. Bandung city government should improve services such as completing traffic signs and maintaining all traffic facilities in Bandung city.

### **Conclusion**

The effectiveness of transportation department staffing is less effective because there are still many people who violate traffic so as to create congestion in the city of Bandung, the community violates road regulations due to the lack of supervision of the traffic service so that the community feels free and violates traffic, such as illegal parking, public transportation that is not on its part or disturbs other motorists let alone the awareness of the community is so decreased that they are accustomed to the violations they commit. If the officers comply in regulating traffic or the officers are always on standby in the field the community will also be afraid so as not to violate the traffic.

The conclusions that can be submitted during the research of the Bandung Transportation Agency are as follows:

To overcome the growing congestion even to overcome the occurrence of total congestion, the whole community and also the government must immediately think about the way out from now on. The government must be able to control the rate of urbanization and must also be able to take the birth rate seriously. The government immediately built a one-way street, as well as improving the safety and comfort of public transportation from now on. In addition, the government should also improve the enforcement of laws on traffic rules. The community can also help the government in reducing congestion, such as by obeying traffic rules, raising legal awareness about traffic and can also be done by complying with all traffic regulations. If all that can be done well, maybe the traffic jams will be slightly reduced. Traffic discipline of road users is still very low. This is one of the problems that cause traffic jams. And it is very detrimental to the community because macertan can cause fuel waste, waste of time and can cause air pollution.

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