

## **THE SUPERVISORY FUNCTION OF PT ASDP OVER FERRY SERVICE PROVIDERS AT KOLAKA PORT**

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**Abstrak.** *This research aims to analyze the supervisory function of PT ASDP regarding the services of ferry companies at Kolaka Port. This research uses an inductive qualitative analysis. Inductive analysis is an approach that begins with field facts, analyzes them based on relevant theories and arguments, and ultimately yields a conclusion. The results show the discrepancies between theoretical and practical aspects of PT ASDP supervision, particularly in direct versus indirect supervision within social and economic interactions on ships, notably concerning ongoing mat rental practices despite existing reprimands and routine inspections. Additionally, the lack of regulation for mat rental practices creates legal uncertainties and potential disturbances, suggesting a more comprehensive supervisory approach encompassing preventive, repressive, and internal and external elements to address these issues. The presence of mats in outdoor areas causes passenger discomfort, and interactions between the government and related parties in resolving these issues underscore the necessity for evaluating and refining existing supervision mechanisms. Therefore, it is recommended that PT ASDP enhances the effectiveness of both direct and indirect supervision of ferry services at Kolaka Port by integrating a more comprehensive supervisory approach, including preventive aspects to anticipate potential issues and repressive measures for violations. It necessitates reviewing and refining ship regulations to incorporate clear rules regarding mat rental practices and ensure strict supervision of these regulations' enforcement. Related government agencies are advised to collaborate closely with PT ASDP to develop effective policies and supervisory mechanisms and conduct public awareness campaigns to underscore the importance of regulatory compliance. NGOs could play a role in monitoring the implementation of supervision and providing constructive feedback for improvements. The community is also encouraged to monitor and report discrepancies to support collective efforts to enhance future ferry service quality.*

**Keywords:**  
Ferry Service Provider;  
Port;  
Supervision.

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## **INTRODUCTION**

Indonesia, the world's largest archipelago, comprises over 18,000 islands stretching from Sabang to Merauke, covering an area of 735,400 square miles. Two-thirds of this area is water, positioning Indonesia as a strategically located maritime country between two continents and flanked by two major oceans. Consequently, sea transportation is crucial in inter-island connectivity within Indonesia and national and international trade (Handoko et al., 2020).

Sea transportation not only connects the islands of Indonesia but also serves as an integral part of the National Transportation System, playing a strategic role in the mobility of passengers, goods, and services (Kadarisman, 2017). This role is vital in supporting various sectors of life, including the economy, social, cultural, defense, and security aspects, especially in an archipelagic country like Indonesia (Sayful, 2020). Therefore, developing maritime infrastructure and services is essential to enhance the community's welfare across the archipelago.

The port sector holds a significant strategic role in supporting trade activities and passenger services within the national transportation system (Qiu & Lam, 2018). The regulation and supervision of port activities are strictly governed by related regulations, such as those outlined in the [Minister Regulation Number PM 50 of 2021](#). The minimum service standards for ferry ships set crucial aspects like safety, security, comfort, convenience, and equity, as regulated in the [Minister Regulation Number PM 62 of 2019](#).

Port services, managed by port operators or Port Business Entities (BUP), play a significant role in connecting regions in Indonesia (Duyo, 2020). For example, PT ASDP Indonesia Ferry (Persero), a State-Owned Enterprise, provides public transportation access to areas without ferry ports and connects islands in Indonesia. In setting fare proposals, PT ASDP must consider various aspects, such as public service interests, service quality improvement, and service user interests, under the [Minister Regulation Number PM 84 of 2018](#).

To achieve excellence in port services, both the Central Government, Local Governments, and PT ASDP must focus primarily on supervising the services of passenger and cargo ship companies (Qammaddin, 2017). Maximizing port performance is the responsibility of PT ASDP, and a collective commitment among stakeholders to ensure that the community's needs for sea transportation are met efficiently and safely. On the other hand, ferry ships are a popular means of sea transportation in Indonesia, as they transport people and goods by sea (Sophian, 2021). The demand for ferry ships increases with affordable fares, making them popular (Riyanto et al., 2021). However, challenges arise in maintaining ferry ships due to minimal maintenance costs resulting from low fares (Rappe & Nardilla, 2019).

In Kolaka Regency, a ferry port is managed by PT ASDP, with several ferry companies, including the Passenger Motor Ship (KMP) Kota Bumi, connecting Kolaka Regency with Bone Regency. Despite having a regular operation schedule (Diskominfo, 2022), initial observations indicate specific individuals renting mats for ferry passengers (Zulfikar & Rachim, 2019). This mat rental practice violates Minister Regulation Number PM 50 of 2021 and creates discomfort for passengers entitled to facilities that should not be rented out.

Based on the description above, this research aims to analyze the supervisory function of PT ASDP regarding the services of ferry companies at Kolaka Port. Thus, this research is expected to provide deeper insights into the effectiveness of PT ASDP's supervision over practices not in line with regulations, such as mat rentals by ferry companies. Consequently, this study contributes significantly to enhancing the supervision and enforcement of rules in the operation of ferry ships in Indonesia, particularly at Kolaka Port.

## **METHOD**

This research uses a qualitative approach to understand groups of people, objects, situations, conditions, ongoing events, and even thought systems (Whitney, 1960). This research is conducted at Kolaka Port and Bajoe Port in Bone. This research utilized both primary and secondary data sources. Data was collected through interviews with key informants, field observations, literature study techniques, and document analysis concerning the supervisory functions of relevant agencies over ferry service providers at the ports. The acquired data was then analyzed using inductive qualitative analysis. Inductive analysis is an approach that begins with field facts, analyzes them based on relevant theories and arguments, and ultimately yields a conclusion (Neuman, 2003).

## **RESULTS AND DISCUSSION**

The results presented illustrate the role of PT ASDP as a provider of port infrastructure and ferry ship facilities, bearing significant responsibility for ensuring the smooth and efficient movement of passengers and goods between islands. This role aligns with the Minister Regulation Number PM 154 of 2016, which establishes the Land Transportation Management Agency (BPTD) as the manager and organizer of ferry ports, one of whose functions oversee various aspects, including port security, fare monitoring, and ship scheduling. PT ASDP and BPTD's supervision encompasses a variety of methods and approaches, including direct and indirect, preventive and repressive, as well as internal and external measures. This supervision aims to prevent potential misappropriation or deviation from set objectives and ensure planned policies are effectively and efficiently implemented (Yafid & Muzakkir, 2020).

Through supervision, PT ASDP and BPTD strive to evaluate the extent to which work has been carried out under plans, orders, objectives, or established policies. This evaluation includes determining and evaluating the implementation of leadership policies and detecting any deviations that may occur in the execution of tasks. Thus, supervision is crucial in ensuring alignment between program or activity execution and prior planning.

Furthermore, the supervision conducted by PT ASDP and related parties also aims to eliminate opportunities for anyone potentially acting outside the governing regulations. As such, this supervision controls performance and serves as a means to maintain adherence to established rules and policies (Ha et al., 2017). Therefore, in the context of ferry company services at Kolaka Port, the types of supervision conducted by PT ASDP and related parties will be detailed to ensure the smooth and safe operation of the port.

### **A. Direct and Indirect Supervision**

PT ASDP and BPTD conduct direct and indirect oversight of activities at the Kolaka Port. Direct oversight involves on-site physical actions, such as direct ship inspections, port facility evaluations, and service process checks (Arianti et al., 2021). Meanwhile, indirect oversight encompasses remote monitoring and evaluation activities, such as financial data analysis and operational report reviews, to identify patterns or signs of irregularities (Bui & Perera, 2021). Furthermore, Djumadi reported that:<sup>1</sup>

*“In Kolaka Regency, PT ASDP acts as the executing unit and is directly accountable to PT ASDP Bajoe Branch. This accountability spans various aspects, from ticket services and port facilities to vehicle parking arrangements. Moreover, PT ASDP manages passengers from the port area to ship boarding.”*

The above information reveals that the PT ASDP Kolaka Unit operates within the Kolaka Regency as a unit, with an organizational structure comprising a manager and several supporting staff members. This structure clarifies that the PT ASDP Kolaka Unit does not function as a branch but as an entity that must coordinate with the PT ASDP Bajoe Branch in executing its duties. Such coordination is crucial for maintaining continuity and consistency in task and function execution (Kim et al., 2018), given the need for policy and strategy synchronization with the PT ASDP Bajoe Branch.

Addressing the issue of mat rental services on passenger ships, Djumadi further clarified:<sup>2</sup>

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<sup>1</sup>Interview Results with the Enterprise Manager of PT ASDP Bajoe Branch, Djumadi, on November 28, 2020.

<sup>2</sup>Interview Results with the Enterprise Manager of PT ASDP Bajoe Branch, Djumadi, on November 28, 2020.

*"Concerning the service facilities involving mat rentals on ships, this practice is illegal according to regulations. Before setting sail, every ship must meet safety standards or be ready for operation. This means a ship only immediately operates after the booking process is complete, as it must first undergo a series of inspections. Various indicators, such as the BKI, KSOP, and SPM, conduct these inspections."*

From the above clarification, the critical role of the Indonesian Classification Bureau (BKI) in determining a ship's operational readiness based on technical assessments of hull construction, machinery, and electrical installations becomes evident. On the other hand, the Port Authority and Harbor Master (KSOP) are responsible for supervising and enforcing safety and security regulations in maritime transport and coordinating government activities in port areas. Meanwhile, Minimum Service Standards (SPM) are benchmarks for evaluating every provided service, ensuring that all services meet or exceed the established legislative standards. These elements interact to create a safe, efficient, and standard-compliant maritime system.

Regarding the same issue, Syahrul explained:<sup>3</sup>

*"Since the operation of ferry ships, the practice of renting mats in the ship's outdoor areas has been structured hierarchically among the ships operating here for a long time. Eliminating this practice is not straightforward, as individuals at the port, identifying themselves as locals, claim the right to conduct activities in port and ship areas. These individuals, more aptly referred to as 'port thugs,' wield a particular influence that makes changing this practice challenging."*

Further, Nurdin stated:<sup>4</sup>

*"Since the ferry service began at this port, renting mats in the outdoor areas of ships has also commenced."*

The explanation regarding the presence of individuals or thugs in port areas, particularly around ferry ships, highlights the challenges in creating a safe and conducive port environment. The long-standing nature of this issue indicates the complexity of enforcement efforts, requiring strong collaboration and support from various stakeholders. This joint effort involves port security and cooperation from the port community and other relevant agencies to eliminate factors that allow such illegal activities to persist.

Regarding the supervision of mat rental practices, Syahrul explained:<sup>5</sup>

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<sup>3</sup>Interview Results with the Service Unit Coordinator of the Land Transportation Management Agency of Kolaka Regency, Syahrul, on November 26, 2020.

<sup>4</sup>Interview Results with the Leader of the Mat Rental Group at the Passenger Motor Ship Kota Bumi, Nurdin, on November 27, 2020.

<sup>5</sup>Interview Results with the Service Unit Coordinator of the Land Transportation Management Agency of Kolaka Regency, Syahrul, on November 26, 2020.

*"We conduct surprise inspections on ships every month. Indeed, there was a time when we halted the mat rental practice. However, the ship operators reported damage to some of their facilities caused by unidentified individuals. The reported damages include seats being slashed with razors, among others. Overall, the presence of these individuals, both at the port and on the ships, poses a serious concern for everyone, especially for the passengers."*

The implementation of surprise inspections by governmental entities such as the Port Police, Harbor Masters, PT ASDP Kolaka Unit, and BPTD forms a crucial strategy for enhancing oversight quality. This approach aims to promote an improvement in service standards for the public. With regular and unexpected inspections, each service unit is compelled to maintain quality and readiness to provide excellent service, thus consistently meeting the expectations for high-quality services.

Furthermore, Nurdin stated:<sup>6</sup>

*"We are constantly monitored and advised against renting mats in the outdoor areas of ships. However, it is essential to understand that this activity is part of our daily livelihood. Therefore, if there are efforts to regulate this practice, the authorities should also provide alternative solutions that allow us to continue working."*

*"Although the officers often reprimand us, our response remains consistent; we object because this is our daily livelihood. Regarding mat rentals, we do not force anyone to rent them. We serve as a solution for those in need. Moreover, we always tidy up the mats after the ship docks. Our operation lasts from when the first passenger boards, where we offer mats until the ship departs. At this point, we tidy up the mats again."*

The information obtained indicates that despite regular monitoring and advisories from the government and ship operators against individuals selling mats, the activity continues because it is their primary source of livelihood. Furthermore, they assert that mat rental is not coercive and only serves as an alternative for needy passengers. On the other hand, they are committed to maintaining cleanliness and order by tidying up the mats after use, demonstrating their effort to minimize the negative impact of their activities. This activity is limited to the period before the ship's departure, from when passengers begin boarding until the ship is ready to depart, reflecting their effort to minimize disruption to ship operations. The persistence of this practice indicates a gap between the enforcement actions taken and the actual needs of these small business operators. Moreover, the current supervision system seems unable to provide alternatives or solutions that meet fairness aspects, both subjectively and objectively, necessitating a more holistic and inclusive approach.

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<sup>6</sup>Interview Results with the Leader of the Mat Rental Group at the Passenger Motor Ship Kota Bumi, Nurdin, on November 27, 2020.

Based on the overall interview results, it is evident that direct supervision manifests through surprise inspections conducted by officers on ships periodically. Although this enforcement effort appears effective on the surface, responses from those involved in mat rentals indicate dissatisfaction and tension. They view this activity as their daily livelihood, suggesting that the sanctions and reprimands are insufficient to halt the practice of renting mats in the outdoor areas of ships.

On the other hand, indirect supervision is observable from the social and economic aspects associated with this mat rental practice. The mat renters present themselves as a solution for passengers in need of additional facilities on ships. Despite being unwanted by officers and management, this activity becomes integral to the passenger experience. The response from the renters, who tidy up the mats after use and operate only at specific times, shows an effort to minimize disruption and maintain order on ships.

Thus, there needs to be more consistency between the direct enforcement efforts by officers and the indirect supervision realities occurring within the ship's social and economic interactions. Despite regular admonitions and inspections, the existence and persistence of mat rentals continue, indicating a need for a more holistic approach to supervision. This approach should consider the social and economic aspects and seek solutions allowing mat renters to find alternative livelihoods that do not disrupt ship order and safety.

Overall, a collaboration between direct and indirect supervision is necessary to address the complexity of the mat rental issue on ferry ships. This approach involves rule enforcement and inspections and a deep understanding of the social and economic dynamics influencing the practice. Thus, a comprehensive and inclusive supervision strategy can be developed, focusing on regulation and finding creative solutions that benefit all stakeholders (Liolita et al., 2019).

## **B. Preventive and Repressive Supervision**

PT ASDP and BPTD have implemented both preventive and repressive supervisory approaches. The preventive approach aims to deter violations through education and disseminating existing regulations (Riyaadhotunnisa et al., 2022), while the repressive approach is enacted through legal actions against committed violations (Fitrah et al., 2021). The combination of these approaches is intended to foster a safe and orderly operational environment, reduce the risk of violations, and ensure compliance with established regulations and standards. Furthermore, Djumadi reported that:<sup>7</sup>

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<sup>7</sup>Interview Results with the Enterprise Manager of PT ASDP Bajoe Branch, Djumadi, on November 28, 2020.

*“Regarding the issue of mat rentals in outdoor ship areas, we, as the authority holders, have indeed regulated this practice. Because this practice is not under the rules and could cause passengers discomfort. On the other hand, ship operators need to be more cooperative and always position themselves as protectors of the mat renters.”*

The above information reveals that PT ASDP has taken steps to regulate the practice of mat rentals in outdoor ship areas, considering that the practice violates rules and potentially harms passenger comfort. However, challenges exist in implementing this regulation, particularly from ship operators who tend to protect the mat renters, citing the practice as a source of livelihood. This situation indicates a dilemma between rule enforcement and socio-economic considerations, necessitating a solution that combines regulatory firmness with an approach that considers the welfare of affected communities (Sari & Sudarti, 2021).

On the other hand, Syahrul explained:<sup>8</sup>

*“There is no basis for renting mats in outdoor ship areas, as mat renting is illegal and not included in our service standards, except for mattresses inside the ship. Moreover, mats often inconvenience passengers. For example, sometimes renters spread mats over every open space on the ship, leaving no room for passengers to occupy without renting a mat. If a passenger sits down without paying, the renter becomes angry. The question remains: why does this still occur? The renters always ask, ‘Why is this only regulated here, not in Bajoe?’ This is the problem; ultimately, they comply with the applicable rules.”*

The above information reveals that renting mats in outdoor ship areas needs a legal basis and contradicts established service standards, except for mattresses inside the ship. This practice often causes discomfort for passengers, where renters place mats over all open areas, forcing passengers to rent if they wish to use the space. When passengers use the space without renting, renters display unacceptable behavior. Despite this, the practice continues because renters use the lack of uniform rule enforcement as a defense.

Meanwhile, Muhammad Alwi reported that:<sup>9</sup>

*“Clear, written regulations do not govern the mat renting practice. It is based on an agreement between certain ship personnel and mat owners, where the rental proceeds are shared. For example, if the rental price is IDR 60,000, the mat owner receives IDR 40,000, and the ship personnel receives IDR 20,000.”*

In line with the above information, Nurdin said:<sup>10</sup>

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<sup>8</sup>Interview Results with the Service Unit Coordinator of the Land Transportation Management Agency of Kolaka Regency, Syahrul, on November 26, 2020.

<sup>9</sup>Interview Results with the Second Officer of the Passenger Motor Ship Kota Bumi, Muhammad Alwi, on November 27, 2020.

<sup>10</sup>Interview Results with the Leader of the Mat Rental Group at the Passenger Motor Ship Kota Bumi, Nurdin, on November 27, 2020.



*“Regarding the number of mat rental personnel, each ship has its mat manager, and I am responsible for the KMP Kota Bumi ship. As for permits, it entirely depends on the ship's policy and could be a direct agreement or just a verbal discussion, meaning there are no explicit regulations binding us.”*

The above information reveals that the mat rental practice operates based on informal agreements between certain ship personnel and mat owners, with the rental proceeds being shared between the two parties. This problem is further confirmed by the fact that each ship typically has its mat manager, and often, the licensing process for mat renting relies on verbal agreements or internal ship policies without official documentation. This situation reflects practices in an area not explicitly regulated by law or formal rules.

From the passengers' perspective, Andi Hasbi expressed:<sup>11</sup>

*“When I first arrived and boarded this ship, I was offered various facilities, including renting a mat in the outdoor area. However, I opted for a mattress inside the ship for better comfort and protection from the weather in case of rain. Nevertheless, this required an additional mattress rental fee.”*

Lutfi stated:<sup>12</sup>

*“Mat owners only offer options with a rental price of IDR 50,000 or sometimes IDR 60,000 for a slightly better quality mat. Those interested accept the offer. However, not all lower economy-class passengers can afford to rent. Regarding safety, what else can they do? All spaces are already filled with mats, and they have no choice but to find another place, even if it compromises their safety. Therefore, it is necessary to reevaluate and improve the service arrangements on ships for more effective management.”*

From the passengers' perspective, there are varying responses to the outdoor ship mat rental facilities. Some passengers choose mattresses inside the ship for comfort and weather protection, despite this meaning an additional cost. Meanwhile, others opt for mat rentals at varying prices. However, not all passengers, especially those from lower economic classes, can afford to rent, leading to overcrowding and a lack of safe spaces for non-renters, risking their safety. This situation indicates the need for a review of the ship service system to ensure accessibility and safety for all passengers without exception.

Lutfi further stated:<sup>13</sup>

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<sup>11</sup>Interview Results with a Passenger of the Passenger Motor Ship Kota Bumi, Andi Hasbi, on November 27, 2020.

<sup>12</sup>Interview Results with a Passenger of the Passenger Motor Ship Kota Bumi, Lutfi, on November 27, 2020.

<sup>13</sup>Interview Results with a Passenger of the Passenger Motor Ship Kota Bumi, Lutfi, on November 27, 2020.

*"I have no issue because I assumed it was a rule on this ship. However, I need to determine whether it is an official ship rule. Since we are still determining, I follow along. It is better to comply than to potentially face problems. Besides, I am on a long journey, so I naturally prefer to enjoy the trip rather than face difficulties. Therefore, I opt for comfort and safety."*

The above information reveals his acceptance of the mat rental practice on the ship, assuming it to be part of the ship's rules, even though he is still determining the official status of such rules. The lack of clear information regarding ship policies leads passengers to follow existing practices as a precaution against potential problems (Surajiman & Surajiman, 2021). This attitude is also driven by the desire to maintain comfort during the journey, especially on long trips, highlighting the importance of clarity and communication about ship rules and facilities to ensure a comfortable experience for all passengers.

Regarding solutions to the issue, Septian Ridayat expressed:<sup>14</sup>

*"We are also disturbed by the mat rental practice in outdoor ship areas. It can provoke disturbances and other problems for passengers and the ship's crew. Our advice to mat renters who once took the initiative to provide this service is to avoid spreading mats in outdoor areas immediately. It would be better to store the mats somewhere and wait for interested passengers to rent them. This way, there would be no coercion in renting mats."*

One solution to the issue of mat rentals in outdoor ship areas emphasizes the need to reduce the potential for disturbances and conflicts that could harm both passengers and the ship's crew. The suggested solution is to change the mat rental method from immediately spreading mats in open areas to storing them in a specific location until passengers express interest in renting. This approach eliminates coercion in mat renting and creates a more orderly and comfortable environment for all involved parties. This solution reflects the importance of adapting and being flexible in service methods to address the emerging problem dynamics.

Based on the overall interview results, it is evident that the mat rental practice needs to be officially regulated by ship rules, leading to legal uncertainty and the potential for disturbances. Informal agreements between the ship's crew and mat renters indicate a mutual understanding of profit sharing despite needing a clear legal basis.

From the passengers' perspective, there are mixed reactions to mat renting. Some find it helpful as it provides a resting place during the journey, while others feel disadvantaged because mats spread everywhere restrict their seating space, even posing safety threats. Some passengers consider mat renting an unwritten

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<sup>14</sup>Interview Results with the Third Officer of the Passenger Motor Ship Kota Bumi, Septian Ridayat, on November 27, 2020.

rule and choose to comply to avoid problems, even though they still need to understand its legitimacy fully.

In terms of supervision, preventive actions are necessary to avoid discomfort and potential conflicts. More precise and definite arrangements regarding mat renting could be established to clarify rules for all parties. Adequate supervision must be enhanced to ensure that mat renting practices do not infringe on other passengers' rights and do not pose safety risks.

Repressively, enforcement actions should be taken against committed violations. It includes actions against mat renters who violate established rules, such as forcing passengers to rent mats or spreading mats in inappropriate places. Such actions are crucial to ensure fairness and comfort for all passengers.

Overall, insights from various parties regarding the mat rental practice on ships indicate the need for more transparent regulations and adequate supervision to ensure passenger safety and comfort. Thus, a balance between the needs of economy-class passengers who require additional facilities and other passengers' rights to enjoy their journey without disturbances can be maintained.

### **C. Internal and External Supervision**

Government officials specifically handle internal supervision to ensure compliance with established regulations and operational standards (Asadi et al., 2021). Conversely, external supervision involves entities outside the government structure, working through partnerships or collaborations to provide additional perspectives in operational assessment and monitoring (Mardalena & Asmarita, 2019). This dual supervision approach aims to create a transparent and accountable system, enabling more effective problem identification and resolution. Further, Djumadi informed that:<sup>15</sup>

*“On board, there is a restoration facility. The mentioned restoration involves cooperation with a third-party team that also collaborates with the ship under regulations set in the Ministerial Regulation. Therefore, the ship only has restoration facilities besides other amenities. It is important to emphasize that, although this is not a direct initiative of the ship's party, the third party can be considered a partner to the ship under a profit-sharing contract. Indeed, there is an exceptional management that oversees this arrangement.”*

The above information reveals that the restoration facility on board is part of a collaboration between PT ASDP and a third-party team conducted under provisions in the Ministerial Regulation. This collaboration is structured as a profit-sharing contract, where the third party operates as a partner to the ship in providing restoration services. Exceptional management is assigned to oversee

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<sup>15</sup>Interview Results with the Enterprise Manager of PT ASDP Bajoe Branch, Djumadi, on November 28, 2020.

this operation and collaboration, indicating a clearly defined organizational structure to ensure efficient and regulatory-compliant provision of restoration services. This approach underscores the importance of collaboration between the ship's party and its partners in enhancing passenger service quality.

Regarding the mat rental issue, Syahrul explained:<sup>16</sup>

*“The issue of mat rentals in outdoor ship areas has garnered attention from Commission 3 of the Kolaka Regency House of Representatives. Additionally, we have coordinated with various parties, including the Port Security Police, PT ASDP Kolaka Unit, Commission 3 of the Kolaka Regency House of Representatives, and the Harbor Master, regarding our measures. In coordination meetings, we have proposed the elimination of mat rentals, typically used in outdoor areas. However, despite being addressed, the practice of mat rentals continues.”*

The explanation above highlights that the issue of mat rentals in outdoor ship areas has received serious attention from various parties, including Commission 3 of the Kolaka Regency House of Representatives and other relevant entities such as the Port Security Police and the Harbor Master. Coordination has taken place in efforts to address this issue, and the cessation of outdoor mat rentals has been proposed. Despite these proposals being discussed in coordination meetings, mat rentals persist, indicating a gap between decisions made in coordination meetings and field implementation. This situation underscores the challenges in policy enforcement and the need for more effective enforcement strategies.

On the other hand, Ali stated:<sup>17</sup>

*“A review of mat rentals is necessary, particularly from a feasibility standpoint. This observation is important because, especially at night, we need help accessing the toilet due to mats placed in pedestrian pathways, which is highly inconvenient for all of us as passengers.”*

Further, Syahrul stated:<sup>18</sup>

*“Recently, a proposal by an NGO emphasized that the BPTD, as the government representative, and PT ASDP, as the ship operator, can only fully resolve the existing issues with the direct involvement of security officers on the ship. However, this raises another dilemma regarding who will bear the operational costs of these officers, considering that these costs are not included in the ship's passenger fares.”*

The statements above indicate an urgent need to review the practice of mat rentals on ships, particularly concerning feasibility and its impact on accessibility, such as difficulties accessing toilets due to mats placed in pedestrian pathways.

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<sup>16</sup>Interview Results with the Service Unit Coordinator of the Land Transportation Management Agency of Kolaka Regency, Syahrul, on November 26, 2020.

<sup>17</sup>Interview Results with a Passenger of the Passenger Motor Ship Kota Bumi, Ali, on November 27, 2020.

<sup>18</sup>Interview Results with the Service Unit Coordinator of the Land Transportation Management Agency of Kolaka Regency, Syahrul, on November 26, 2020.

Meanwhile, the NGO's proposal to involve security officers in addressing the issue reflects a collaborative effort between the government and the ship operator. However, the proposal faces challenges regarding operational financing for security officers, given that these costs are not covered in passenger fares. This issue highlights the complexity of finding practical solutions considering passenger safety and comfort without imposing additional cost burdens.

Based on the overall interview results, it is clear that, in the context of internal supervision, there is a need to review the existence of mat rentals on ships. The presence of mats in outdoor areas causes inconvenience for passengers, especially when they wish to use toilet facilities at night. This issue shows that feasibility and space arrangement must be primary considerations when providing ship facilities (Syafitra & Susilo, 2019). Additionally, a passenger's decision not to rent a mat and instead choose facilities inside the ship indicates that quality and safety are priorities for passengers. This issue underscores the importance of enhancing the ship's internal facilities standards to meet passenger expectations.

From an external supervision perspective, there is an interaction between the Government and related parties, including NGOs and the community, in efforts to resolve the mat rental issue. The proposal to involve security officers in direct supervision on the ship indicates the need for more intensive external supervision. However, financial and operational issues hinder the implementation of this policy. Discussions among government agencies and the coordination that has taken place show a collective effort to find solutions, yet concrete steps are still needed to address the existing problems.

Overall, collaboration between internal and external supervision is required to enhance service quality and ship safety. Reviewing mat rental policies and improving ship facilities are essential initial steps. Additionally, cooperation between the ship operator, the government, and security officers must be strengthened to address operational and financial challenges in ship supervision activities. Integrating and collaborating with related parties will create a safe and comfortable passenger experience.

## **CONCLUSIONS AND SUGGESTIONS**

Based on the results and discussion, the supervisory function of PT ASDP over ferry service providers at Kolaka Port exhibits several discrepancies between theory and practice. This issue is evident from the discrepancy between the direct supervision by PT ASDP and the reality of indirect supervision in the social and economic interactions on the ship, especially concerning the ongoing practice of mat rentals despite existing reprimands and routine inspections. Furthermore, the unregulated practice of mat rentals in the ship's regulations creates legal uncertainty

and the potential for disturbances, indicating the need for a more comprehensive supervisory approach that includes preventive and repressive aspects and internal and external elements to address the issue. The presence of mats in outdoor areas causes discomfort to passengers, and the interaction between the government and related parties in efforts to resolve the issue highlights the need to evaluate and refine existing supervision mechanisms.

Based on the conclusion above, it is recommended that the PT ASDP enhance the effectiveness of direct and indirect supervision over ferry service providers at Kolaka Port by integrating a more comprehensive supervisory approach. This approach should include preventive aspects to anticipate potential issues before they occur and repressive aspects to address violations. This requires a review and refinement of ship regulations to include clear rules regarding mat rental practices and ensure strict supervision of the enforcement of these regulations. Related government agencies are advised to collaborate more closely with PT ASDP in developing effective policies and supervisory mechanisms and to conduct public awareness campaigns to emphasize the importance of compliance with regulations. NGOs can play a role in monitoring the implementation of supervision and providing constructive feedback for improvement. The community is also expected to actively monitor and report any discrepancies encountered to support collective efforts to enhance the quality of ferry service provision in the future.

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