Implementation of the Suroboyo Bus transportation policy paying with plastic bottle waste

R L Fitriana¹, D G Suharto² and R D Wahyunengsih²

¹Magister of Public Administration, Faculty of Social and Political Science, Jl Ir. Sutami 36A, Surakarta, Indonesia
²Departement of Public Administration, Faculty of Social and Political Science, Jl Ir. Sutami 36A, Surakarta, Indonesia

Corresponding author: riskhalailafitriana@student.uns.ac.id

Abstract. In collaboration with the Department of Cleanliness and Green Open Space of the City of Surabaya, the Department of Transportation launched a new means of transportation, namely the Suroboyo Bus. Uniquely, the Suroboyo Bus is paid for with plastic bottle waste. The purpose of this Suroboyo Bus is to reduce plastic waste and congestion in the city of Surabaya. The type of research is descriptive with a qualitative approach. The focus of this research uses policy implementation, according to Edward G. III, namely, communication, resources, disposition, and bureaucratic structure. The results of this study are that implementing the Suroboyo Bus is considered quite good, there is support from the public, and has a real impact. On the other hand, there are still obstacles in implementing the Suroboyo Bus, which has not been properly integrated in waste contribution procedures.

1. Introduction
Transportation is very important in a big city like Surabaya. Some people also still rely on public transportation to meet their mobility needs. The condition of transportation in big cities in Indonesia is still very worrying. Many public transportations are far from the standard of feasibility. To realize good and proper transportation, the central and local governments are required to improve public transportation. The central government gives authority to local governments to improve transportation, one of which is the city of Surabaya. The City of Surabaya through the Surabaya City Transportation Service as the executor and has authority in the field of transportation in the City of Surabaya in accordance with the duties, principles, and functions that have been regulated in the Surabaya Mayor Regulation Number 60 of 2016 concerning the position, organizational structure, job descriptions, and functions as well as the work procedures of the Office Transportation of the City of Surabaya Article 11 paragraph 2b regarding the transportation sector has the role of implementing the preparation of route networks and determining the need for vehicles for transportation needs whose service area is within the city [1].

The city of Surabaya has many public transportations such as city buses, city transportation, multipurpose transportation, and rickshaws. The mainstay of transportation in Surabaya is buses. Buses are public transportation that can load more passengers than other public transportation. The gradual improvement carried out by the Surabaya City Transportation Service in transportation, especially public transportation, is the primary focus so that the people of Surabaya can switch from...
private transportation to public transportation. By switching people to public transportation, it can reduce congestion in the city of Surabaya [2].

The Surabaya City Transportation Service made an innovation, namely the Suroboyo Bus. This innovation is regulated in the Surabaya Mayor Regulation Number 67 of 2018 concerning the contribution of waste in using Surabaya bus services [3]. The Suroboyo Bus innovation was inaugurated by the Mayor of Surabaya Tri Rismaharani on April 7, 2018. In implementing this Suroboyo Bus, the Department of Transportation collaborates with the Surabaya City Cleanliness and Green Open Space Office. Suroboyo Bus is a transportation that is intended for local people and immigrants. This Suroboyo Bus payment method is unique, namely using plastic bottle waste [4]. This Suroboyo Bus transportation can reduce congestion and reduce plastic waste in the city of Surabaya, given that the city of Surabaya is also the largest producer of plastic waste in Indonesia. The plastic waste will later be recycled into more valuable goods.

Suroboyo Bus is the only bus whose payment method uses plastic waste. Suroboyo Bus has 8 bus fleets operating from the Purabaya terminal and the Rajawali bus stop for its routes, namely the State University of Surabaya to the Ten November Institute of Technology. Suroboyo Bus operates from 06.00 to 22.00, the capacity provided by this bus consists of 67 seats. The plastic waste used in boarding the Suroboyo Bus is 3 1.5 liter plastic bottles, 5 500 ml plastic bottles, and 10 glasses of mineral water [5]. In implementing the Suroboyo Bus innovation, they received a good response from the people of the City of Surabaya. They were very enthusiastic about riding the Suroboyo Bus. However, there are still obstacles in implementing the Suroboyo Bus innovation, namely the lack of a bus fleet. The implementation has not been well integrated related to the waste contribution procedures. From this background, this study investigated the implementation of the Suroboyo Bus transportation policy paying with plastic bottle waste.

2. Research methods
In this study, the researcher used descriptive research with a qualitative approach regarding the Suroboyo Bus Transportation Policy Paying With Plastic Bottle Waste by using Edward G. III's theory, namely, communication, resources, disposition, and bureaucratic structure. According to Sugiyono [6] qualitative research methods are based on the philosophy of postpositivism, used to examine the condition of natural objects, where the researcher is the key instrument, combined data collection techniques, qualitative data analysis, and the results of qualitative research emphasize generalization meaning. Data collection techniques used are observation, interviews, and documentation [7].

3. Theoretical basis
The view is that policy implementation is influenced by four variables [7]: communication, resource disposition, and bureaucratic structure.

3.1. Communication
The success of policy implementation requires the implementor to know what to do, where the goals and objectives of the policy must be transmitted to the target group so that it will reduce the distortion of implementation.

3.2. Resource
The contents of the policy have been communicated clearly and consistently. If the implementor lacks the resources to implement it, then the implementation will not be effective. These resources can be in the form of human resources, such as implementor competence and financial resources.

3.3. Disposition
The character and characteristics possessed by the implementor such as commitment, honesty, and democratic nature.
3.4. Bureaucratic structure
The organizational structure that implements the policy has a significant influence on the implementation of the policy. Aspects of the organizational structure are standard operating procedures and fragmentation.

4. Discussion

4.1. Communication
In implementing a policy, policymakers must have good communication to achieve a goal. Therefore, the Surabaya City Transportation Service communicates with executing parties such as the Surabaya City Cleanliness and Green Open Space Service to discuss the objectives of the program and policy targets. In addition to communicating between policy implementers, policy implementers also socialize the community as policy targets regarding bus boarding procedures, payment procedures, operating hours, bus routes, and bus stops. In carrying out the implementation of the Suroboyo Bus, the Surabaya City Transportation Service gave authority to the Surabaya City Cleanliness and Green Open Space Service in managing plastic waste [5].

4.2. Resource
The human resources that run the Suroboyo Bus Program are the Surabaya City Transportation Service in collaboration with the Surabaya City Sanitation and Spatial Planning Service. Human resources to implement the Suroboyo Bus are good. The Suroboyo Bus operational division of the Surabaya City Transportation Service handed over to the Transportation Sector to manage Suroboyo Bus operations, the plastic waste management section, namely the Surabaya City Sanitation and Spatial Planning Service, which has full authority in the management of bus and driver assistant (kernet). In addition, the Surabaya City Transportation Service also has some own drivers and assistants. Meanwhile, the financial resources provided to implement the Suroboyo Bus program allocated by the Surabaya City Transportation Service amounted to Rp. 2,000,000,000, which was obtained from the Surabaya City government. The funds were used to procure 8 Suroboyo Bus fleets and also the maintenance costs [8]. In financial resources, there are obstacles, namely the lack of bus fleets. The people's enthusiasm makes Suroboyo Bus crowded with passengers, causing many people to queue up to wait their turn to board the bus. The operating hours of this Suroboyo Bus are very punctual, so passengers don't have to wait long. In addition, the lack of garbage shelters, so that plastic waste is not contributed properly.

4.3. Disposition
The parties involved in implementing the Suroboyo Bus program positively responded from both program implementers and program targets. Support and positive responses from various parties will later be able to achieve the goals of the Suroboyo Bus program. The officers also have a good commitment to carrying out their duties [2].

4.4. Bureaucratic structure
In implementing the Suroboyo Bus program, standard operating procedures have been made as good as possible. In carrying out the program, it is not complicated and can be implemented clearly. Each related party knows the duties and responsibilities according to their respective divisions. The clarity of duties and responsibilities of each can minimize the obstacles that occur [8].

5. Conclusion
The implementation of the Suroboyo Bus went well and received a good response from the community and the program implementers. The Suroboyo Bus program, besides reducing congestion, can also reduce plastic waste in the city of Surabaya. The communication carried out by the implementers also went well. The implementers also disseminated this program to the community to
know the program and get enthusiasm from the community. Human resources in implementing the Suroboyo Bus are adequate, but there are obstacles related to financial resources. The obstacles are the lack of a bus fleet prepared by the implementers and the lack of garbage shelters. Each of the implementers of the Suroboyo Bus program knows their duties and responsibilities and carries them out well.

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