

Implementation of Public Transport Pool Zoning Determination in Medan City

Ardhani Syahputra^{1*}, Subhilhar², Heri Kusmanto³

Magister of Development Studies, Universitas Sumatera Utara, Indonesia

Corresponding Author: Ardhani Syahputra syahputraardhani@gmail.com

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ABSTRACT

The public transportation pool, various types of public vehicles usually have predetermined routes and destinations. They operate on a schedule according to the predetermined departure schedule. The transportation pool is basically used to facilitate the mobility of its users, but the transportation pool is not a place to pick up and drop off passengers. The phenomenon that occurred in the city of Medan today, especially on Jalan Sisingamangaraja, found that there were still public transportation pools that carried out activities to pick up and drop off passengers or not in the terminal, and often used the shoulder of the road to stop, causing congestion. This study aims to analyze how the implementation of the determination of public transportation pool zoning in the city of Medan and analyze what factors inhibit the implementation of the program. In its implementation, this study uses a qualitative method. The results of this study indicate that the implementation of the determination of public transportation pool zoning in the city of Medan is still not going well. Based on the results of the study, the inhibiting factor in the process of implementing the determination of public transportation pool zoning is at the point of communication, where at that point an imbalance was found in the regulations so that this is the inhibiting factor in the arrangement of public transportation pool zoning in the city of Medan.

INTRODUCTION

Transportation comes from the Latin word *transportare*, where *trans* means across or on the other side and *portare* means to transport or carry. So transportation means to transport or carry or move (something) to the other side or from one place to another. The movement in question can be done using various means or modes, using various sources of energy, and is done for a specific purpose. The transportation process is a movement from the place of origin, namely where the transportation activity begins and to the destination, namely where the transportation activity ends. Transportation can also be interpreted as a service provided to help goods or people to be carried from one place to another. In line with what was expressed (Salim, 2000) transportation is the activity of moving goods (cargo) and passengers from one place to another.

The introductory section is here; You can provide logical and phenomenological reasons for conducting your research. You are also required to provide a clear explanation of the contribution of your paper to knowledge enrichment. It could be present in the description of a niche sample (capturing a unique sample), theory enrichment, or an interesting result (novelty if available). A brief and direct introduction to the subject matter is very important in this research. (Papacostas, 1987) also defines it as a system consisting of certain facilities along with flows and control systems that allow people or goods to move from one place to another efficiently at any time to support human activities.

Transportation or public transportation is also a very important field of activity in people's lives, especially in Indonesia. Public transportation in urban areas is part of the urban transportation system that plays a very important role in supporting community mobility. This role makes urban public transportation a very strategic aspect and is expected to be able to accommodate all community activities. The purpose and existence of public transportation is to provide good and decent transportation services for the community. The measure of good service is safe, comfortable, cheap and fast service.

Regarding the development of transportation today, especially in Indonesia, all of this can be influenced by the increasing population growth, (Simbolon, 2003) states that public transportation has a very important role for the movement of local or regional traffic flows and this is also one of the factors that determines the social and economic development of an urban or rural area. The tendency to move is one of the characteristics of human life to meet their needs such as carrying out activities to other cities, schools, markets, jobs and others. In addition, the existence of public passenger transportation can also open up employment opportunities, so in determining the choice of transportation type, people consider various factors, such as the purpose of the trip, distance and travel time, cost and level of comfort and safety.

Transportation of a large number of people by public transportation is usually done using buses or passenger cars that serve trips with fixed or regular routes and not on routes. Basically, the main purpose of the existence of public passenger transportation is to provide good and decent transportation services for the community. Public transportation provides wide accessibility to the

community, especially for those who do not have private vehicles. This allows individuals from various levels of society to reach their destinations more easily and affordably. By providing alternative transportation for road users, public transportation is expected to help reduce the number of private vehicles on the road, so that it is also expected to reduce traffic congestion and travel time spent by all road users. According to (Hadihardjaja, 1997), activities carried out by public transportation are activities that cannot be separated from the interests of the community, therefore activities carried out by public transportation modes must run regularly or systematically so that chaos does not occur. In the process of running these activities, a facility called a public transportation pool and a public transportation terminal is arranged.

According to the Big Indonesian Dictionary (KBBI), a bus pool or public transportation pool is a place for storing and repairing motor vehicles. Public transportation pools can be used as a resting place for drivers, conductors, and assistants. Vehicles that are about to depart need to be checked and repaired first. In a public transportation pool, various types of public vehicles usually have predetermined routes and destinations. They operate on a schedule according to the predetermined departure schedule. One of the advantages of the public transportation pool system is increased efficiency in vehicle use and route management. By uniting several types of vehicles in one pool, operational management such as fleet maintenance, schedule management, and operational supervision can be carried out centrally, thus allowing optimization of resource utilization and efficiency in the provision of transportation services.

Transportation pools are basically used to facilitate the mobility of their users, but transportation pools are not places to pick up and drop off passengers. In the Regulation of the Minister of Transportation number PM 15 of 2019, Concerning the Implementation of People with Public Motorized Vehicles on Routes in Article 91 it is explained that every public transportation company must have facilities for storing and maintaining motor vehicles, but these facilities may not be used as a place to pick up and drop off passengers. The places for picking up and dropping off passengers have been regulated in Article 38 paragraph 2, which states that there are 3 places that are permitted for picking up and dropping off passengers, namely: Terminals, Bus Stops, and Public Motor Vehicle Stop Signs.

Although often seen as just a place to get on or off a bus or other public transportation, public transportation terminals have a much more important role in regulating and facilitating mass movement within and between cities. (Hadihardjaja, 1997). In a terminal, passengers can easily switch from one mode of transportation to another, such as from one bus to another, taxi, or public transportation. This is what makes public transportation terminals an important mobility center, because it allows for efficient and coordinated travel.

The city of Medan as the capital of North Sumatra is located in a strategic position because it is a transit area passed by the strategic route of the Trans-Sumatra highway. Transportation or transportation is a very important field of activity in the lives of people, especially in the city of Medan. Transportation functions as a means of moving people to move from one place to another, which

has many benefits and is also an alternative means of transportation in the city of Medan. The fairly high mobility of people in the city of Medan also causes many brands or types of public transportation modes that have various destinations or routes. This public transportation service has an important role in the sustainability of human activities, because through this transportation service, someone will easily reach from one area to another to meet their needs.

In supporting the effectiveness of public transportation activities, there are two types of locations that facilitate public transportation activities and mobility, namely public transportation pools and public transportation terminals. Public transportation with various brands basically has a place that is only allowed as a stop, storage or rest area called a pool, while the terminal is generally used for passengers to get on and off using public transportation services.

For the government, the terminal functions to organize urban traffic, as well as a central point and controller of the flow of public transportation, while the function of the terminal for passengers is a place to wait for the transfer from one mode to another which is equipped with several public facilities such as a comfortable waiting room, adequate information boards, neat and comfortable toilets and other public space facilities. For the Government as the manager, the terminal has an important meaning in carrying out government duties. Law No. 22 of 2019 concerning LLAJ requires the government to provide public transportation facilities for the public in traveling.

The phenomenon that occurred in the city of Medan today, especially on Sisingamangaraja Street, found that there are still public transportation pools that carry out activities to pick up and drop off passengers or not in the terminal, plus many other problems such as the many shadow terminals that erode the existence or presence of existing terminals and also because of the lack of driver awareness to use the terminal as a place to pick up and drop off passengers and for loading and unloading activities.



Figure 1. Area Terminal

In addition to the problem of pools that are still picking up and dropping off passengers, another fairly crucial problem is the occurrence of congestion due to public transportation vehicles stopping on the shoulders of the road while picking up and dropping off passengers, of course this is a problem, especially if it occurs when traffic is busy. The reason that causes public transportation to use

the shoulder of the road is also inseparable from the condition of the public transportation pool which does not meet standards and is also not in accordance with the regulations set by the government. In the Medan Mayor Regulation no. 61 of 2018 concerning the Implementation of public transportation pools in the city of Medan in Article 6 paragraph 3 it is stated that:

The organizer of the public transportation pool must at least be equipped with the following facilities, Office building/space, Passenger and/or drop-off/pick-up waiting room, Place for parking for pick-up/drop-off vehicles while waiting for departure/arrival, Place of worship, Toilet.

Based on the points outlined in the mayor's regulation, it can be concluded that public transportation pools must have a special area or place for temporary stops for public transportation while in the pool. However, currently there are still public transportation that have pools that do not comply with the regulations, they force makeshift pools such as by making ruko buildings (shop houses) as their public transportation pools, resulting in the unavailability of parking spaces for public transportation vehicles.



Figure 2 Transportation Public Safety Officer

Currently, the Medan City Transportation Agency has also conducted socialization to public transportation regarding this matter, this is done so that all activities of picking up and dropping off passengers as well as loading and unloading activities are only carried out at the integrated terminal type A Amplas, Medan City which has been built very well by the Central Government.



Figure 3 Terminal Amplas

The Medan City Government also conducted socialization to every pool and public transportation counter located along Jalan Sisingamangaraja, Medan City so that they no longer pick up and drop off passengers and do not carry out loading and unloading activities at the counters or pools there, there are even banners in the Jalan Sisingamangaraja area stating that in the area it is prohibited to pick up and drop off passengers and carry out loading and unloading activities. The existence and activities of counters along the road, including on Jalan Sisingamangaraja, Medan City are not a problem, as long as the counters function as they should, namely a place for ticket buying and selling activities. Because the public should be made easier to buy public transportation tickets. The important point of the problem is not related to the existence of counters which are also in public transportation pools which are also prohibited, these counters can still operate but these counters must not misuse their function, because the counters only function for ticket buying and selling activities. Meanwhile, the process of picking up and dropping off passengers and loading and unloading activities can only be done in the terminal.

In 2024, the relevant parties have also taken action against pools that are still picking up and dropping off passengers on Jalan Sisingamangaraja, Medan City, considering that there are quite a lot of public transportation pools standing on this road location and also the road is one of the accesses out or into Medan City, so if the activity of picking up and dropping off passengers is still carried out, there will be congestion because vehicles use the shoulder of the road. The city of Medan has issued regulations regarding zoning that is permitted for public transportation locations or zoning. The following are the locations of the free areas for public transportation pools issued by the Medan City government in accordance with applicable provisions:

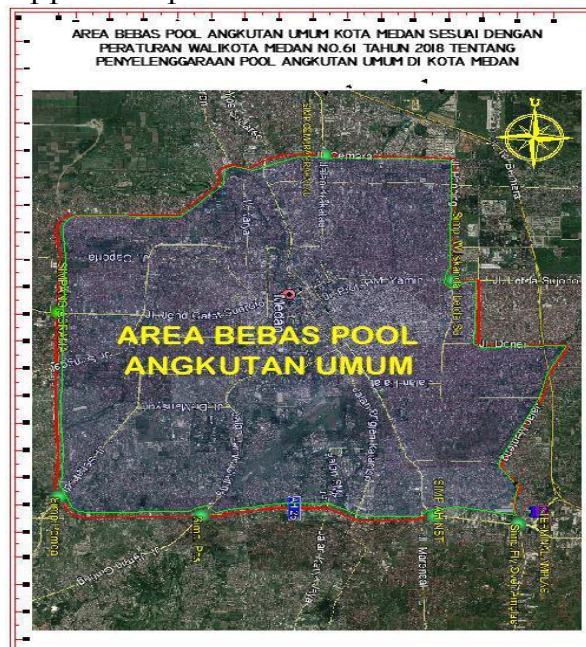


Figure 4 Area Public Transportation
Source: Medan City Transportation Agency

The problem related to public transportation pools along Sisingamangaraja Street is a complex challenge in urban transportation planning in Medan. The hope is that public transportation owners can create an efficient and orderly transportation system, but due to the large number of public transportation that commits violations caused by various factors, problems arise related to applicable regulations, this of course creates a contradiction between regulations and the facts on the ground that are currently happening.

LITERATURE REVIEW

Public Policy

Public policy as stated by Dye states that public policy is what else the government chooses to do or not to do (Agustino, 2008). Meanwhile, according to Carl Friedrich in interpreting public policy as a series of actions or activities proposed by a person, group, or government in a particular environment. Public policy in the opinion of (Fredrich, 1963) "Policy is an action that leads to the goals of a person, group or government in a particular environment in relation to the existence of certain obstacles while seeking opportunities to achieve goals or realize desired targets".

Public Policy Implementation

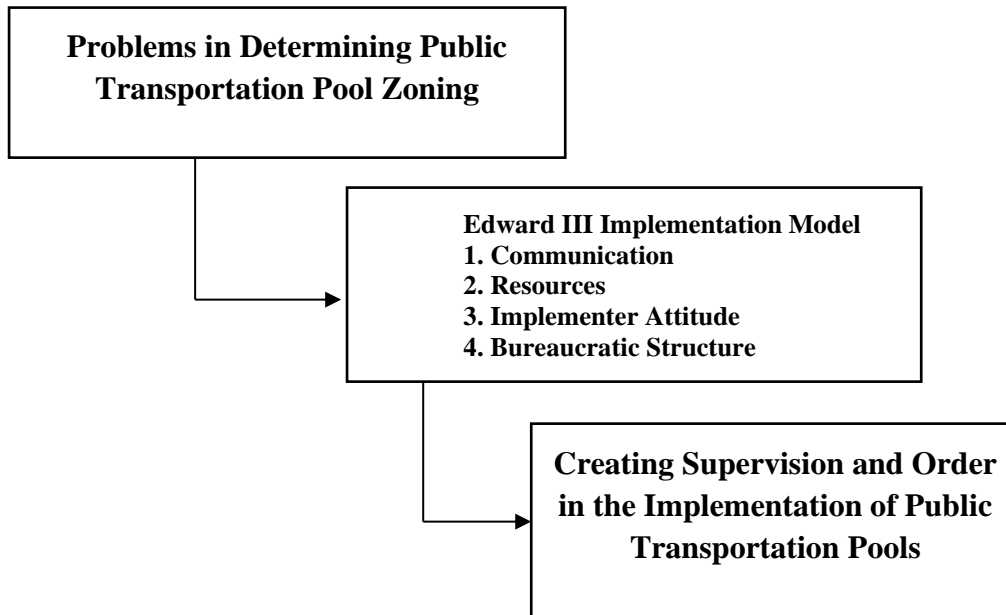
Implementation can be linked to a policy product. Policy products can be laws or regional regulations that are deliberately made by the parties authorized to make them. Implementation is used as a measure of how a law or regional regulation applies in society. Implementation of public policy is one of the important stages in the policy cycle that determines the success of the desired goals. Public policy itself is a series of actions designed by the government or related institutions to solve certain problems or achieve desired results in society. After the policy is formulated and ratified, the implementation stage becomes the key to realizing the vision that has been designed into reality.

Policy implementation is in principle a way for a policy to achieve its goals. Lester and Stewart as quoted by Winarno, explain that policy implementation is: "Policy implementation is seen in a broad sense as a legal administration tool where various actors, organizations, procedures and techniques work together to implement policies in order to achieve the desired impact or goals". (Winarno, 2002).

Conceptual Framework

According to (Notoadmojo, 2018), a conceptual framework is a derivative of the discussion that has been previously compiled in the literature review. A conceptual framework is a visualization of the relationship between various variables, which is formulated by researchers after reading various existing theories and then compiling their own theory which they use as a basis for their research. Another definition of a research conceptual framework is a framework of the relationship between concepts that are measured or observed through the research conducted. A good conceptual framework will enable researchers to identify the topics they want to study clearly, help researchers in choosing the components they want to focus on, limit the relationship between known and

unknown information and provide guidelines for research in selecting suitable respondents. The conceptual framework in this study is as follows:



METHODOLOGY

This study uses a qualitative approach to describe the problems and focus of the study. According to (Sugiyono, 2013), qualitative methods are social research steps to obtain descriptive data in the form of words and images. The data collected in qualitative research are in the form of words, images, and not numbers. A qualitative research approach is an approach that does not use a statistical work basis, but is based on qualitative evidence. Provide clear and concise versions of your methods of conducting research, population and samples, and data analysis tools.

The location of this research is in the city of Medan which is the capital of North Sumatra Province, Indonesia, precisely on Sisingamangaraja Street. Medan City is the fourth largest city in Indonesia and the largest on the island of Sumatra. Medan City has a total area of 265.10 km² with a total population of 2,494,512 people. Geographically, Medan City is located at 3 ° 30 ' - 3 ° 43' North Latitude and 98 ° 35' - 98 ° 44' East Longitude. For this reason, the topography of Medan City tends to slope to the north and is at an altitude of 2.5-37.5 meters above sea level. Administratively, the boundaries of Medan City are North: Malacca Strait, East: Deli Serdang Regency, South: Deli Serdang Regency, West: Deli Serdang Regency.

Research Informants

Research informants are sources who refer to someone who understands the object of research and is able to provide a brief explanation of the research topic. According to (Sugiyono, 2013), research informants are people who are selected to be observed and interviewed according to the researcher's objectives to obtain various information needed during the research process. In this study, the determination of informants for sampling is adjusted based on certain criteria that are determined based on the research objectives.

The informants in this study were the main and additional informants totaling 6 people.

1. Head of the Regional Law Enforcement Division of the Medan City Civil Service Police Unit
2. Head of the Traffic and Land Transportation Division of the Medan City Transportation Service
3. Entrepreneurs / Owners of Public Transportation
4. Passengers / Users of Public Transportation Services

Data Collection Techniques

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data. To complete the research data, researchers will take primary data and secondary data.

Data Analysis Techniques

According to (Sugiyono, 2013), data analysis is the process of systematically searching and compiling data obtained from interviews, field notes and documentation, by organizing data into categories, describing them into units, synthesizing, compiling them into patterns, choosing what is important and what will be studied, and making conclusions so that they are easily understood by oneself and others. According to (Miles, 1994), data analysis consists of three simultaneous activities, namely data presentation, data reduction, verification or drawing conclusions.

RESEARCH RESULT AND DISCUSSION

Implementation of Zoning Determination of Public Transportation Pools in Medan City

One of the public problems that has emerged along with the development of urban society is the management of public transportation. Almost all major cities in Indonesia experience complex transportation problems, including Medan. In fact, public transportation pools are one of the important elements in the transportation system or public transportation in various cities and regions, including Medan. This place basically functions as an operational center for public transportation fleets.

A public transportation pool is a place for storing and repairing motor vehicles. Public transportation pools can be used as a resting place for drivers, conductors, and assistants. Vehicles that are going to depart need to be checked and repaired first and in the public transportation pool, various types of public vehicles usually have routes and destinations that have been previously determined.

Public transportation always operates on a schedule according to the predetermined departure schedule. Transportation pools are basically used to facilitate the mobility of their users, but transportation pools are not places to pick up and drop off passengers. But problems also arise related to public transportation in the city of Medan, where it is still found that there are still public transportation pools that are still operating and carrying out activities to pick up or drop off passengers in the wrong place, causing traffic jams because

the public transportation picks up passengers right on the shoulder of the road. In 2024, the authorities in the city of Medan have also carried out control related to public transportation pools that still violate these regulations. Below is a list of the names of public transportation fleets that still violate and are being controlled:

NO	NAMA PERUSAHAAN ANGKUTAN UMUM	NO	NAMA PERUSAHAAN ANGKUTAN UMUM
1	PARADEP TAXI	16	PT. MTS
2	NICE TRANS GROUP	17	PT. MARTABE TAXI
3	CV. TAXI KITA BERSAMA	18	CV. SIMPON TRAVEL
4	PT. TRAVEL KITA BERSAMA ABADI	19	PT. SARTIKA SOALA GRUP
5	PT. MUTIARA MANDIRI TRANSPORT	20	PT. PUTRA MELAYU
6	PT. SIBULUAN INDAH PRATAMA	21	PT. KUPJ TOUR
7	PT. KARVA ACUNG TRANS	22	TIOMAZ TRANS
8	DOMESTIC MANDIRI TRAVEL	23	CV. TAPANULI TRANS TRAVEL
9	CV. TRANS 88	24	PT. SIMTOREX
10	CV. TAXI SIBOLGA NAULI	25	PT. MARISI JAYA
11	PT RAPI TRANSPORT	26	PT. BASAMOMCK
12	CV. BUNGA PINTER TRAVEL	27	PT. GOPANS JAYA
13	CV. ANB TRAVEL	28	PT. KBT
14	AMANAH BARUS TRANS	29	PT. SIMATANIARI PUTRA JAYA
15	BENGAWAN TAXI TRAVEL	30	CV. SAHABAT TAPANULI SELATAN INDAH

Figure 5

The author analyzes using the Implementation theory proposed by Edward III. This theory explains that in analyzing the implementation of public policy, it is necessary to pay attention to 4 main focuses, namely, Communication, Bureaucratic Structure, Resources, Disposition.

Communication is a process of exchanging information or ideas and understanding between individuals or groups. In the context of government, communication plays an important role in ensuring effective governance and responsiveness to public needs. Communication in government includes aspects such as internal communication which includes government agencies and officials and also external communication which includes interaction with the community and non-governmental institutions. Communication is not only limited to conveying information, but also includes efforts to listen, understand and respond to various needs that exist in the public or community. In government, communication does not always run smoothly, there are several challenges that must be faced such as the inability to convey messages clearly, lack of coordination between agencies or resistance from the community regarding decision-making made by the government.

Bureaucratic structure, namely indicating that the bureaucratic structure is important in policy implementation. This aspect of the bureaucratic structure includes two important things, namely the basic work procedures or what is called Standard Operating Procedures (SOP), and the implementing organizational structure. The bureaucratic structure also has a very important role in the implementation of public policy. Bureaucracy, as an organizational system consisting of hierarchies, rules, and formal procedures, is tasked with

ensuring that policies formulated by policy makers can be translated into real actions that have a direct impact on society. In this context, the bureaucratic structure not only functions as a technical implementer, but also as a guarantor of the success of the policy through planned resource management, coordination, and supervision. One of the main functions of the bureaucratic structure in policy implementation is to provide a clear framework for the division of tasks and responsibilities. In a bureaucratic organization, each unit or individual has a predetermined role, so that there is no overlap or gap in responsibility in implementing the policy. With a clear division of tasks, each part of the bureaucracy can focus on their specific functions, which will ultimately increase the efficiency and effectiveness of policy implementation. This also allows the bureaucracy to ensure that available resources are used optimally to achieve policy objectives.

Resources are a very important element in the process of implementing public policies. Simply put, resources can be defined as all forms of assets, both physical and non-physical, that are used to support the implementation of a policy in order to achieve the stated goals. In the context of policy implementation, resources include various aspects such as manpower, budget, technology, information, and available time. Steps such as good planning, use of technology, and strict supervision can help optimize the use of resources and increase the positive impact on policies. Good and planned management can produce effective resources, so that public policies can provide greater benefits to the community and support the achievement of overall development goals.

The disposition or attitude of the implementer in implementing a policy is one of the key elements that determine the success of a public policy. In the context of policy implementation, disposition refers to the attitude, perception, commitment, and orientation of the implementers towards the policy. Basically, public policy is designed to answer the needs of society and create positive changes in various aspects of life. However, the policy implementation process does not only depend on the policy design itself, but also on how the implementer understands, accepts, and implements the policy. Policy implementers, be they government officials, bureaucratic employees, or other parties involved, have a strategic role in translating the vision and objectives of the policy into concrete actions. In carrying out this role, the attitude of the implementer is a very determining factor, because this attitude influences how they interpret policies, make decisions, and interact with the various parties involved.

Implementation of Zoning Determination of Public Transportation Pools in Medan City by the Medan City Civil Service Police Unit

The same question was submitted to the Head of the Regional Legislation Enforcement Division of the Medan City Civil Service Police Unit because the Civil Service Police Unit, hereinafter referred to as Satpol PP, is a regional apparatus formed to enforce Regional Regulations and Regional Head Regulations, maintain public order and security, and provide protection for the community.

The Medan City Civil Service Police Unit (Satpol PP) conducted a socialization of the determination of public transportation pool zoning by involving various parties, such as the North Sumatra Provincial Satpol PP, the Medan Provincial and City Transportation Agency (Dishub), and the police, namely the North Sumatra Police Traffic Directorate and the Medan Police Traffic Unit. This socialization aims to ensure that public transportation pool business owners understand the importance of this regulation for the sake of traffic order. Although most business owners welcomed this regulation, some rejected it because they were worried about losing passengers. To overcome this obstacle, a persuasive approach is the main strategy so that entrepreneurs understand the good intentions of this policy.

In implementing the policy, Satpol PP emphasizes ethical communication so that the message is easily received. Communication barriers arise due to a lack of understanding from the transportation business, but a persuasive approach is still prioritized to avoid excessive resistance. Coordination between agencies is carried out intensively, especially with the Transportation Agency as the main policy holder. The SOP for taking action against violations is also adjusted to the duties and functions of each party. In terms of human resources, Medan City Satpol PP ensures that the number of personnel involved in enforcing this regulation is sufficient, with periodic evaluations if deemed lacking. The implementers on duty have been equipped with a deep understanding of regional regulations, especially in the field of road transportation. On the other hand, the provision of infrastructure by the government is an important element so that this policy runs optimally and supports traffic order.

The attitude of the policy implementers shows a strong commitment to supporting and socializing this zoning regulation periodically. The local government strives to provide understanding to the community in order to create awareness of the importance of this regulation. This commitment is also manifested through routine supervision in the form of patrols to take action against public transportation pools that still violate the provisions.

However, the major challenge faced is the lack of synchronization between the mayor's regulation (Perwal) and the Minister of Transportation's regulation (Permenhub). The disharmony of this regulation is an obstacle to enforcement in the field. Therefore, evaluation and addition of points to the Perwal are solutions that need to be considered so that the zoning policy for public transportation pools in Medan City can be implemented more effectively and have a positive impact on traffic order in the area.

Implementation of Zoning Determination of Public Transportation Pools in Medan City for Owners of Public Transportation Pools

Public transportation pools are facilities specifically designed to accommodate, organize, and operate public transportation vehicles such as buses, public transportation, taxis, and other modes of transportation. This facility functions as an operational center where public transportation vehicles are parked, maintained, and scheduled for transportation services. The definition of a public transportation pool is not only limited to a parking lot, but also includes various operational aspects that support the efficiency and smoothness

of public transportation services. Basically, public transportation pools play a vital role in the city's transportation system, so strategic locations need to be determined for the sake of smooth and orderly traffic. In the implementation process, the determination of zoning of public transportation pools in Medan City involves various parties including the owners of public transportation pools.

The Medan city government has stipulated that in its operation including picking up and dropping off passengers must be at the terminal that has been provided, namely the Amplas terminal, considering that if picking up and dropping off passengers remains in the pool, there will be congestion on the highway because the average public transportation pool in Medan is on the side of the highway. An example of the public transportation pool located along Sisingamangaraja Street can be taken, when public transportation picks up or drops off passengers, there will be congestion, especially at critical hours such as the afternoon when traffic is also heavy.

The government took steps by imposing sanctions and also prohibitions on public transportation owners not to pick up and drop off passengers in the pool, the activity of picking up and dropping off passengers may only be carried out at the terminal and also at the stop signs that have been provided. In the research process, public transportation was still found to be violating such as Tiomaz public transportation.

The arrangement of public transportation pool zoning in Medan City involves various supporting and inhibiting factors. One of the main supporting factors is the availability of strategic terminals. Terminals function as departure and arrival centers that support efficient public mobility, reduce potential congestion, and become integration points for various modes of transportation. Amplas Terminal in Medan City, for example, is designed to help regulate the flow of public vehicles so that they do not pile up on the side of the road or in areas prone to congestion. In addition, collaboration between agencies is a key element in zoning arrangements. The Transportation Agency plays an important role in regulating public transportation policies, routes, and fares in order to create an orderly and safe transportation system. The Civil Service Police Unit (Satpol PP) is tasked with maintaining order and enforcing regulations so that public transportation operates according to the specified zoning. The police also ensure security, smoothness, and take action against violations, such as drivers who pick up passengers outside the permitted zone.

However, this arrangement also faces various obstacles. One of the main challenges is the imbalance in regulations between the Regulation of the Minister of Transportation No. 15 concerning the Implementation of Public Transportation on Routes and the Regulation of the Mayor of Medan No. 61 of 2018. The Minister of Transportation Regulation emphasizes that the activity of picking up and dropping off passengers may only be carried out at official terminals, bus stops, or stop signs, while the Medan Mayor Regulation allows this activity at transportation pools. This regulatory inconsistency has caused confusion and resistance from public transportation owners, who feel that government regulations are inconsistent and have an impact on their income.

Resistance is getting stronger because many transportation owners consider the location of their pools to be strategic and more effective in attracting passengers than official terminals. In addition, the lack of awareness of transportation owners in maintaining traffic order worsens the condition. Many transportation stops carelessly, picking up and dropping off passengers in places that disrupt traffic flow in order to pursue income. Pools that operate without considering their impact on traffic are also a cause of congestion.

The less strategic location of the terminal also becomes an obstacle. Amplas Terminal, as the only integrated terminal in Medan City, is considered too far by drivers with travel routes to Berastagi or Banda Aceh. As a result, drivers prefer to wait for passengers at their pools or on the side of the road, which makes the terminal less than optimally utilized. This problem requires a solution so that the terminal can function properly as an effective and comfortable transportation management center for the community.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study using the implementation approach proposed by Van Meter and Van Horn, it was concluded that the inhibiting factor in the implementation process of determining the zoning of public transportation pools is at the communication point, where at that point an imbalance was found in the regulations so that this is the inhibiting factor in arranging the zoning of public transportation pools in the city of Medan. Public transportation pools that are not orderly are also a major cause of traffic order problems. Many pools or public transportation parking lots operate carelessly without considering their impact on the smooth flow of traffic. Some pools are not strategically located or too close to the shoulder of the road, so that vehicles leaving or entering the pool hinder the movement of other vehicles passing by. Public transportation business owners do not even have enough space to accommodate all vehicles, so that some public transportation parks on the shoulder of the road or sidewalk and of course this is a problem, especially if it occurs when traffic is busy. The thing that causes public transportation to use the shoulder of the road is also inseparable from the condition of the public transportation pool which does not meet the standards and is also not in accordance with the regulations set by the government.

ADVANCED RESEARCH

Based on the findings of the study using the policy implementation approach proposed by Van Meter and Van Horn, it was identified that the main inhibiting factor in the zoning process for public transportation pools in the city of Medan lies in the aspect of communication among policy implementers. A regulatory imbalance emerged as a dominant issue, significantly hindering the effective organization of transportation pool zones and contributing to urban traffic disorder. Many public transportation pools operate without proper planning, often located in non-strategic areas or too close to road shoulders, causing disruptions to the traffic flow as vehicles enter and exit the facilities. Furthermore, the lack of sufficient space owned by transportation operators results in vehicles being parked along road shoulders or sidewalks, worsening congestion especially during peak hours. The inadequate condition of these

facilities, which often fail to meet government standards and regulations, highlights the weakness in oversight and the low effectiveness of policy implementation. Therefore, to establish a more orderly and efficient transportation system, there is a pressing need for harmonized regulations, improved inter-agency communication, and stricter enforcement in the zoning and management of public transportation pools.

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