



PUBLIC TRANSPORTATION SERVICES FROM THE PERSPECTIVE OF NEW PUBLIC SERVICES IN SIDOARJO REGENCY

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Abstract :

This study aims to analyze the implementation of public transportation services in Sidoarjo Regency through the lens of the New Public Service (NPS) perspective to identify barriers and drivers of service quality. Using a qualitative approach with a case study design, data were collected through in-depth interviews with the Transportation Agency, transportation managers, and users, as well as through direct observation and a review of policy documents. The results indicate that the implementation of NPS principles in Sidoarjo Regency remains partial and has not been fully integrated into bureaucratic practices. The local government tends to use a technocratic approach that is reactive and oriented toward administrative control rather than acting as a facilitator of public interest. Empirical findings indicate a lack of a regular public dialogue mechanism, resulting in the needs of specific groups such as students, industrial workers, and the elderly not being equitably accommodated in route and schedule planning. The public currently perceives low service quality due to limited fleet availability, irregular schedules, and a lack of integration between modes, which has triggered a shift in public preference toward private vehicles and app-based transportation. Furthermore, collaboration between stakeholders remains administrative in nature and has not yet reached a deep level of cooperation, while the complaint accountability system has not been implemented consistently and transparently. To improve these conditions, this study recommends a paradigm shift from a bureaucratic model to a participatory model that positions citizens as active partners. The Sidoarjo Regency Government needs to strengthen public deliberation spaces, build cross-sectoral collaborative governance, increase the capacity of human resources with service ethics, and develop a performance assessment system based on user satisfaction and real experiences. This transformation is crucial for creating a transportation system that is sustainable, inclusive, and responsive to the dynamics of Sidoarjo's community mobility.

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INTRODUCTION

Public transportation issues are an important issue in public administration studies related to accessibility, community mobility, and socio-economic welfare. In various urban areas and districts in Indonesia, such as Sidoarjo Regency, population growth, increased economic activity, and urban expansion have driven the need for an efficient, effective, and integrated public



transportation system. Public transportation not only functions as a means of mobility but also as a tool for equitable public services that help achieve sustainable development goals by increasing community access to employment, education, health services, and other social activities. However, the reality in the field shows that public transportation often faces various problems such as limited capacity, schedules that do not meet user needs, routes that do not cover areas with high mobility, and low levels of community satisfaction with the quality of existing services.(bhakti, 2024).

In Sidoarjo Regency, the dynamics of public transportation services are influenced by the characteristics of the Surabaya-Sidoarjo area, which experiences high levels of mobility, both in terms of the number of daily passengers and traffic flow to and from Surabaya and Malang. Although public transportation such as city buses, minibuses, and village transportation are available, access to these modes of transportation is still uneven across sub-districts, especially in the suburbs and rapidly developing settlements.(Primary, 2023)The absence of a user-focused public transportation management system, including real-time service data, affordable fares, and integration of various modes of transportation, has led to an increase in private vehicle use. This presents a challenge for local governments in developing public service policies based on community participation and needs, in accordance with the principles of new public services, which emphasize public participation, intersectoral collaboration, and responsiveness to citizen desires.(Ramadan, 2023). Various previous studies have analyzed transportation services in large cities such as Jakarta, Bandung, and Surabaya, showing that improving the quality of public transportation has a positive impact on welfare indicators, congestion reduction, and public mobility efficiency. The study shows that combining routes and service frequencies tailored to the needs of Trans Jateng Solo Wonogiri Bus users can increase public satisfaction with public transportation services by up to nine to four percent.(Purnandika & Septiana, 2024)A study in the Surabaya region shows that public involvement in the public transportation planning process can increase the legitimacy and effectiveness of service policies. However, empirical research focusing on the context of Sidoarjo Regency is still very limited, especially from the perspective of new public services that emphasize public services as a collaborative process between the government and citizens.(Husada, 2023)The novelty of this research lies in its attempt to identify the application of new public service principles in the management of public transportation services at the district level, which not only presents technical data but also assesses aspects of community participation, collaboration between stakeholders, and policy responsiveness to the mobility of Sidoarjo residents.(Wahyuli, 2024).

Based on these problems, it is important to conduct an in-depth analysis of how the public transportation system in Sidoarjo Regency is implemented within the new public service framework, as well as what factors are the obstacles and drivers of these services. This study also aims to produce policy recommendations that can be implemented by local governments to improve

the quality of public transportation services that are sensitive to community needs. Thus, the focus of research in this study is the Application of new public service principles in public transportation services in Sidoarjo Regency and What factors influence the quality of public transportation services in Sidoarjo Regency from the perspective of users and policy makers.(Dendi Rachmatsyah et al., 2022).

RESEARCH METHOD

This study applies a qualitative approach with a case study design. This study aims to understand in depth the implementation of public transportation services in Sidoarjo Regency from a new public service perspective.(Ismail, 2024)The research location was determined in Sidoarjo Regency by considering public transportation service providers, particularly the Sidoarjo Regency Transportation Agency, as well as the locations of public transportation services used by the community. The data collection process was carried out through in-depth interviews with key informants including Transportation Agency employees, transportation managers, and public transportation passengers, direct observation of public transportation service procedures and conditions, and review of documentation related to regulations, regional policies, and performance reports related to public transportation. Informants were selected purposively by paying attention to participation and understanding of service implementation.(Daruhadi & Sopiati, 2024). Data analysis was conducted interactively through the process of data reduction, data presentation, and drawing conclusions, by applying new public service principles such as focusing on public interest, community participation, collaboration, and service responsiveness as the main analytical framework. To ensure the validity of the data obtained, this study used triangulation of sources and methods, with the hope that the results of the study can present a comprehensive empirical picture and appropriate policy recommendations to improve public transportation services in Sidoarjo Regency.(Liang & Irawan, 2023).

FINDINGS AND DISCUSSION

Implementation of New Public Service Principles in Public Transportation Services in Sidoarjo Regency

The research results show that the implementation of new public service principles in public transportation services in Sidoarjo Regency is still partial and not fully integrated into service practices. The basic principle of new public service, which treats the public as citizens and not simply customers, is not yet fully reflected in the design and management of public transportation services. Public transportation services are still often understood as the administrative responsibility of local governments, namely as a means of democratic interaction between the government and the community to jointly determine the mobility needs of the community. This is evident in the lack of a regular public dialogue mechanism in the planning of routes, schedules, and types of transportation services provided.(Putri et al., 2024).

From a public interest perspective, the research findings indicate that public transportation policy in Sidoarjo remains largely reactive and focused on technical aspects, such as route planning, transportation permits, and traffic monitoring. The principle of new public services, which emphasizes service over control, has not been fully achieved, as local governments still play a more policy-oriented role than as facilitators of public interests. As a result, the needs of certain groups, such as students, industrial workers, the elderly, and low-income communities, have not been a primary focus in the provision of fair and equitable public transportation services. (Jamal et al., 2024).

The principle of public participation from a new public service perspective has not been fully implemented. Interviews with public transport users indicate that the majority of the public admits to never having been involved in the planning or evaluation process of public transport services. Existing channels for participation are sporadic and indirect, for example through private complaints, without a regular public consultation forum. Public participation is a crucial factor in creating responsive and legitimate public services, as public policy must emerge from a deliberative process involving citizens as primary stakeholders. (Idrus et al., 2024).

Furthermore, the principle of collaboration between stakeholders in the new public services also faces structural barriers. Research shows that collaboration between the Transportation Agency, transportation managers, village/sub-district governments, and community groups has not been well established. Existing cooperation remains administrative in nature and has not yet transitioned to deeper collaboration in service management. From an NPS perspective, efficient public services require a collaborative network between the government, the private sector, and civil society to generate joint solutions to complex public issues, including those related to transportation. In terms of responsiveness and accountability, public transportation services in Sidoarjo Regency have shown limited progress. The local government has established a public complaints mechanism, but follow-up on these complaints has not been consistent and transparent. Some public transportation users reported that complaints regarding delays, comfort, and safety often go unanswered. This indicates that the principle of public accountability in the new public services, which emphasizes the government's responsibility to the people, has not been fully and substantively implemented. (Faradiba & Agung, 2023).

In general, the findings of this study indicate that the implementation of new public service principles in public transportation services in Sidoarjo Regency still faces challenges, both conceptually and practically. Public transportation services have not yet been fully oriented as a public service sector based on the principles of democracy, participation, and shared interests. The findings indicate that changes in public services require not only policy revisions but also a shift in the bureaucratic paradigm to view the community as active partners in providing public services. (Sitorus et al., 2025).

Factors Influencing the Quality of Public Transportation Services in Sidoarjo

Regency from the Perspective of Users and Policy Stakeholders

Research shows that the quality of public transportation services in Sidoarjo Regency is influenced by a combination of structural, institutional, and social factors. From a user perspective, service quality is strongly influenced by fundamental factors such as fleet availability, route accessibility, punctuality, comfort, and safety. Some users stated that limited fleet availability and uncertain schedules make public transportation less reliable for daily mobility needs, especially for students and workers. This situation has driven a shift in public preference toward private vehicles and app-based transportation. (Anton, 2023).

The institutional capacity of local governments is a key factor determining service quality. Studies show that limited human resources, budgets, and public transportation management authority impact the ability of transportation institutions to improve service quality. From a public administration perspective, low institutional capacity will negatively impact the quality of policy implementation. This is in line with the new public service perspective, which states that good public service requires personnel who are not only technically proficient but also committed to service values for the benefit of the community. From a regulatory and policy perspective, research findings indicate that the public transportation policy framework in Sidoarjo Regency is still not fully responsive to changing community needs. Existing policies still focus on administrative transportation arrangements, rather than on developing an integrated and sustainable public transportation system. From a new public service perspective, public policy should function as a means to implement public values, not merely as a tool of administrative control. The mismatch between policy and user needs contributes to the low service quality ranking. (Irawati & Yogi, 2022).

User behavior and preferences significantly impact the quality of public transportation services. Research shows that low levels of public trust in public transportation are a major factor hindering service quality improvement. Many users perceive public transportation as less safe, comfortable, and less prestigious. In the context of new public services, this public perception is crucial because service quality is assessed not only by technical standards but also by the level of public trust and satisfaction as users of public services. Furthermore, collaboration between stakeholders also impacts service quality. Limited collaboration between local governments, transportation service providers, and the public results in siloed public transportation services and operational interruptions. However, new public service theory emphasizes the importance of collaboration as an approach to improving public service quality by leveraging shared resources and knowledge. The absence of an efficient collaboration forum results in delays in service improvements and a lack of responsiveness to changing community needs. (Lailatul Fitri & Cikusin, 2023).

From these findings, it is concluded that the quality of public transportation services in Sidoarjo Regency is influenced not only by technical aspects, but also by management, public service values, and the relationship

between the community and the government. The new public service perspective offers an important analytical framework for understanding that improving the quality of public transportation services requires a shift in the service paradigm, from a bureaucratic and technocratic approach to a participatory and collaborative approach focused on the public interest. Therefore, improving the quality of public transportation services in Sidoarjo must be an agenda for public service reform based on democratic values and service to the community..

Policy Recommendations for Improving Public Transportation Services from a New Public Service Perspective

Based on the research results, the first policy recommendation that must be taken by the Sidoarjo Regency Government is to change the paradigm of public transportation services from a bureaucratic and technocratic approach to a new approach based on public services that make citizens partners in the service. Denhardt and Denhardt emphasize that public services need to prioritize the creation of public value through citizen participation in the service process, not just administrative efficiency. Therefore, the design of public transportation policies must focus on the mobility needs of the community, including students, industrial workers, the elderly, and low-income residents. This change is very important to ensure that public transportation is not considered an additional service, but rather a fundamental service that plays a strategic role in guaranteeing the community's right to mobility.(Nurhaliza & Rahman, 2025).

The second policy recommendation is to strengthen public participation and deliberation mechanisms in the planning and evaluation of public transportation services. According to the new public service perspective and deliberative democracy theory, the quality of public policy is determined by the extent of citizen participation in the decision-making process. The Sidoarjo Regency Government should organize regular and inclusive public consultation forums, such as public transportation meetings at the sub-district or district level, assessments of community mobility needs, and responsive digital channels for aspirations. With significant participation, it is hoped that public transportation policies will reflect the real needs of the community while increasing the legitimacy and public trust in the local government.

The third recommendation is to strengthen collaboration and networking among stakeholders in the implementation of public transportation services. The principle of cooperation in new public services emphasizes that addressing complex public problems requires collaboration between the government, the private sector, and the community. Oleh karena itu, Pemerintah Kabupaten Sidoarjo harus menciptakan model tata kelola kolaboratif yang melibatkan Dinas Perhubungan, penyedia jasa transportasi, pemerintah desa/kecamatan, dan kelompok masyarakat dalam mengelola pelayanan transportasi umum. Kolaborasi ini dapat diwujudkan melalui skema kemitraan pelayanan, integrasi rute dan moda transportasi, serta pembagian tugas yang jelas dan akuntabel, sehingga pelayanan transportasi umum dapat dikelola secara lebih adaptif dan

berkelanjutan (Rabbani & Hanani, 2025).

The fourth policy recommendation is to strengthen the capacity of institutions and officials providing public transportation services. From the perspective of public administration and new public services, service quality is largely determined by the skills and values of government employees. Local governments must improve the competency of human resources through training focused on participatory public services, improving communication skills with the public, and strengthening ethics in public service. Adequate funding and policy support are also needed to provide opportunities for Transportation Agencies to innovate in developing public transportation services that are responsive to community needs.

The final policy recommendation is to improve the accountability and assessment system for public transportation services, focusing on public satisfaction. In line with the principle of public accountability in new public services, local governments must develop service performance indicators that assess not only technical aspects but also the views and experiences of service users. Public transportation service assessments should be conducted regularly, involving the public as the primary evaluator through satisfaction surveys, feedback forums, and a clear and accessible complaints system. Through an assessment system based on community values, citizen involvement can improve the quality of public transportation services in Sidoarjo Regency sustainably and focus on the long-term public interest.

CONCLUSION

The implementation of public transportation services in Sidoarjo Regency from the New Public Service (NPS) perspective still faces major challenges because its implementation has only been carried out partially and has not been fully integrated into daily service practices. Local governments still tend to use a reactive, bureaucratic and technocratic approach focused on administrative control. Therefore, the basic principle of the NPS, which views the public as dialogue partners, has not been substantively reflected in policy design or operational management. The lack of a regular public dialogue mechanism in planning routes, schedules, and types of services means that the needs of vulnerable groups such as students, the elderly, and low-income communities are not fairly and equitably accommodated. Current service quality is considered low by users due to limited fleet, irregular schedules, and lack of route accessibility, which ultimately triggers public distrust and a shift in public preference toward private vehicles or app-based transportation. Furthermore, structural barriers to collaboration between stakeholders such as the Transportation Agency, service providers, and village governments result in services operating separately without clear integration. Public accountability remains weak, evident in inconsistent and intransparent complaint handling. To address this, a paradigm shift is needed from bureaucratic-oriented services to a participatory approach that emphasizes the creation of public value

through inclusive consultation forums, strengthening human resource capacity, and establishing a collaborative governance model. This reform must also be supported by the development of a performance assessment system based on user satisfaction and real-life experiences to ensure the sustainability of services that are responsive to the mobility of Sidoarjo residents in the long term.

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