

THE EFFECTIVENESS OF SCHOOL BUSES IN SUPPORTING THE SAVE OUR STUDENT (SOS) PROGRAM IN SURABAYA CITY

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Abstract. As a public servant, the government is obliged to provide services to the community, including service delivery. One of the essential public services the community requires is the provision of public transportation. Transportation is crucial in daily life, impacting the economic, social, health, and educational sectors. Surabaya, as one of the most densely populated cities in Indonesia, needs to provide public transportation services that facilitate accessibility to various sectors, especially education. The school bus service is specifically designed for students who are legally ineligible to drive, thus enabling them to reach school safely and efficiently. The School Bus in Surabaya is a public transportation service dedicated to students in support of the Save Our Student (SOS) program. This study employs a qualitative research method with a case study approach, aiming to provide an in-depth description of the school bus service in Surabaya. Data collection techniques include observation, interviews, and documentation. This study uses purposive sampling, where the researcher selects respondents most likely to provide relevant information on the discussed topic. The research findings indicate that the school bus service provided by the Surabaya City Transportation Department has not been effective in terms of target accuracy, goal achievement, and tangible changes. However, regarding program understanding and timeliness, the Surabaya City Transportation Department has provided good service to students, such as through socialization and the regularity of responsible staff. Therefore, it can be concluded that the effectiveness of the school bus service in Surabaya is not yet optimal.

Keywords: effectiveness; school bus; students

I. INTRODUCTION

Public policy is one of the government's instruments for addressing various public issues that arise and develop within society, aiming to achieve good governance or effective and accountable administration. As the creator of public policy in the realm of good governance, the government is obligated to provide quality public services to its citizens. However, the public services provided by the Indonesian government have been unsatisfactory thus far, as they are perceived not to align with the principles of good governance, characterized by the absence of clear service procedures, perceived service complications, and a lack of transparency in bureaucracy ([2], [3], [4]).

Regulations governing public services in Indonesia are stipulated in the Republic of Indonesia Law (UU RI) Number 25 of 2009. Article 1, paragraph (1), defines "Public service as activities or a series of activities aimed at fulfilling service needs in accordance with statutory regulations for every citizen and resident concerning goods, services, and/or administrative services provided by public service providers". According to reference [6], one type of public service provided by the government is service in the form of transportation. Transportation services encompass various forms of services needed by the public, such as the provision of transportation. Transportation is vital infrastructure supporting societal life and daily needs in social, economic, health, and educational

domains; hence, transportation is essential for unhindered societal functioning ([6], [7], [8], [13]). However, transportation services continue to face various issues commonly encountered in Indonesia, such as insufficient transportation service facilities, operational management challenges, inadequate facilities leading to public discomfort, lack of certainty in public transportation schedules, and an increase in the number of private vehicles resulting in traffic congestion and wasted time ([7], [15]).

Surabaya is classified as a metropolitan city and is the second most densely populated city in Indonesia, with a population of approximately 2.88 million (2022) and a population density of 8,633 people/km² [9]. Therefore, transportation plays a crucial role in the daily lives of its residents. However, in a densely populated and bustling city like Surabaya, traffic congestion poses a complex urban issue. Private motor vehicles dominate the traffic flow compared to public transportation [8].

The Surabaya City Transportation Department, as a governmental agency, is tasked with providing innovation, facilitating, and managing public transportation in Surabaya. Public transportation is expected to serve as an alternative mode of transportation to alleviate traffic congestion in Surabaya. Currently, the Surabaya City Transportation Department operates various public transportation modes such as *Suroboyo Bus*, *Wirawiri Suroboyo*, and *School Buses* of Surabaya City.

Surabaya City School Buses represent a facet of the Save Our Student (SOS) program in Surabaya. The objective of the SOS program is to reduce traffic violations committed by students, instill a sense of lawfulness and compliance among students while on the road, and mitigate traffic accidents commonly involving underage students ([12], [14]). Surabaya City School Buses are accessible to students from elementary schools (SD), junior high schools (SMP), to senior high/vocational schools (SMA/K) free of charge [10].

However, with only five routes and ten school bus units available, this poses a challenge for the Surabaya City Government, particularly the Surabaya City Transportation Department, in executing public transportation services. With these five school bus routes, a significant gap exists when comparing schools affected by these routes and those not covered by the Surabaya City School Bus routes. Additionally, the zoning system in Surabaya mandates that students attend schools based on their place of residence, coupled with an increase in the number of school dropouts in Surabaya, raising questions for the Surabaya City Government regarding the effectiveness of the Surabaya City School Bus public transportation service.

II. RESEARCH METHODS

The research method employed in this study is a qualitative method with a case study approach aimed at providing an in-depth understanding of school buses in Surabaya City. The focus of this research is on program understanding, target accuracy, timeliness, goal achievement, and tangible changes, as proposed by Sutrisno (2007) in reference [1]. Data collection methods utilized in this study include observation, interviews, and documentation. Both primary and secondary data sources are utilized, with data analysis techniques encompassing four methods: data collection, data reduction, data presentation, and data verification. Purposive sampling is employed in this method, whereby the researcher selects informants most likely to provide relevant information regarding the research topic. Data validity is ensured through credibility, transferability, dependability, and confirmability tests.

III. RESULTS AND DISCUSSION

A. Program Understanding

According to Sutrisno (2007), program understanding refers to the comprehension of how a program enables the involved parties to understand their tasks and responsibilities, while allowing the public to comprehend the program being implemented. Program understanding is interpreted as the extent to which the objectives of the school bus program, established beforehand, are understood by the community, especially students in Surabaya City. The findings indicate that the understanding of the school bus program can be considered achieved/effective, as there are students in Surabaya City who are aware of and comprehend the purpose of the Surabaya City school bus.

The purpose of the school bus is to support the Save Our Student (SOS) program in Surabaya City, such as reducing

motorized vehicle usage, lowering traffic accident rates among school students, saving travel costs to school, and so forth. Although students in Surabaya City may not fully understand the SOS program, they generally comprehend the significance of the school bus service in Surabaya City. The Surabaya City Transportation Department, as the coordinator of the school buses, has employed various socialization methods, such as direct outreach to schools in Surabaya City accompanied by distributing brochures about the school buses, as well as utilizing social media platforms like Instagram, including official accounts such as @bussekolahsurabaya for the school buses, @dishubsurabaya for the Surabaya City Transportation Department, and the official @surabaya account managed by the Surabaya City Department of Communication and Information Technology. Despite the efforts made by the Surabaya City Transportation Department, this socialization has not been conducted comprehensively across all schools in Surabaya City.



Fig. 1 Socialization Through Instagram

B. Target Accuracy

Title According to Sutrisno (2007), target accuracy can be assessed by determining whether the intended outcomes have been achieved or realized. Target accuracy is defined as evaluating whether a program's implementation aligns with its predefined objectives. This aligns with reference [11] view that a policy should be based on the needs and targets of the intended community to be effective and deemed successful.

In this context, target accuracy refers to the extent to which the school bus service meets its goal of encouraging students from elementary to high school levels in Surabaya to utilize the school bus service. The findings indicate that the target accuracy of the school bus service has not been effective or achieved. This is due to the fact that some students' schools are not covered by the school bus service, and the routes set by the Surabaya City Transportation Department do not reach all the schools in Surabaya. Furthermore, there are only four school bus routes, impacting 41 schools at the junior high and senior

high levels out of a total of 649 schools in Surabaya. Additionally, the limited number of school buses, totaling only 10 units with 11 drivers, further illustrates this inadequacy.

TABLE I

NUMBER OF SCHOOLS AND STUDENTS AT THE HIGH SCHOOL (SMP) AND SENIOR HIGH SCHOOL (SMA) IN SURABAYA CITY FOR THE YEAR 2022/2023

Education	Number of Schools	Number of Students
SMP/MTs	378	118,849
SMA/SMK/MA	271	121,457
Total	649	240,306

C. Timeliness

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D. Goal Achievement

According to Sutrisno (2007), the achievement of goals can be measured by the extent to which a program achieves its intended objectives. In terms of program effectiveness, the more beneficial a program is, the more effective it is considered audience [5]. Therefore, in this study, the achievement of goals is interpreted as the extent to which the school bus can fulfill its intended objectives as previously established.

The purpose of the school bus is to support the Save Our Student (SOS) program by ensuring the safety of school children in Surabaya. The school bus was designed to reduce the use of motor vehicles, especially for underage school children, to reduce traffic congestion since parents do not need to drive their children to school, to save costs as students do not need to pay for transportation, to allow students to socialize with peers from other schools, and to decrease the number of traffic accidents involving school students.

However, in reality, the school bus has not fully met the previously established objectives. This is evident from the significant increase in accidents involving students, which has become a serious concern for students, parents, and the Surabaya City government, as illustrated in the table below.

TABLE III

TRAFFIC ACCIDENT DATA FOR THE YEARS 2022-2023 IN SURABAYA CITY BASED ON VICTIM AGE

Victim Age	Year	
	2022	2023
Ages 10-14	36	62
Ages 15-19	221	263
Ages 20-24	283	311
Ages 25-29	159	158
Ages 30-34	98	103
Ages 35-39	100	116

E. Tangible Changes

According to Sutrisno (2007), tangible change can be measured by the extent to which a program provides an effect or impact and a concrete change for the community. A program is considered effective when it results in tangible changes directly experienced by its target audience [5]. Therefore, in this study, tangible change is defined as the extent to which the school bus service can provide real changes or impacts for students in Surabaya.

The tangible change of the school bus service can be assessed by its success in effecting transformation. The school bus is intended to offer numerous benefits to various stakeholders, including students, parents, and teachers in Surabaya. One significant benefit for students is the savings on transportation costs since the school bus service is free of charge. Additionally, the school bus can be borrowed by schools in Surabaya for off-campus educational activities, provided these activities are within the city. However, based on this indicator, the school bus service in Surabaya has not yet brought significant changes to the community, particularly the students. Despite the service being available since 2004, as of now in 2024, the school bus has not had a substantial impact on students who have not fully experienced its benefits and objectives. It is still common to find many students who do not perceive the advantages of the school bus service and continue to use their private vehicles to commute to school, complete with their school uniforms.



Fig. 2 Student Riding a Motorcycle

IV. CONCLUSIONS

The Based on the results and discussions presented above regarding the effectiveness of the school bus in supporting the Save Our Student (SOS) program in Surabaya, the following conclusions can be drawn:

1. Understanding the Surabaya school bus program can be considered achieved or effective. Students understand and comprehend the purpose of the school bus service in Surabaya.
2. The target of the school bus service has not been fully achieved. The school bus service has not fully reached all students and schools in Surabaya.
3. The school bus service is punctual. The school bus has never experienced delays in its operations, including picking up and dropping off students at their destinations.
4. The initial goals of the school bus service in Surabaya have not been fully achieved. There has been an increase in accidents among students.
5. The school bus has not brought about significant tangible changes in students. Since its implementation in 2004, students using private vehicles with their school uniforms to travel to schools in Surabaya are still found.

These five indicators show that three out of five have not been effectively implemented by the Surabaya City Transportation Department regarding this school bus service. The Surabaya school bus service only meets 40% of the effectiveness criteria out of 100%.

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