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STRATEGIES FOR IMPROVING THE QUALITY OF PUBLIC SERVICE MANAGEMENT FOR THE FERRY CROSSING AT BOM KALIANDA PIER

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ABSTRACT

This study aims to examine the influence of service quality on user satisfaction in public transportation services. Using a SWOT analysis approach, the study identifies key internal and external factors affecting service performance and formulates strategic recommendations to enhance user satisfaction. The findings reveal that service providers possess notable strengths and opportunities that can be leveraged to improve overall service quality, although several weaknesses and external threats remain critical challenges. Key strengths include the availability of trained human resources and adequate operational facilities, while major weaknesses relate to limited service capacity and inefficient service procedures. On the external side, supportive government policies and increasing service demand present significant opportunities for development. However, rising competition and growing public complaints pose potential risks to service sustainability. The SWOT positioning indicates a favorable strategic condition, where strengths and opportunities dominate, enabling an aggressive development strategy. Recommended strategies include the adoption of technology-based service systems, enhancement of service promotion, and improvement of operational capacity to better meet user needs. The implementation of these strategies is expected to enhance service quality, increase user satisfaction, and contribute to broader socio-economic development.

Keywords: Management, Service Quality, Public Services, SWOT Analysis, BOM Wharf Kalianda and Transportation Management.

INTRODUCTION

Maritime transportation plays a strategic role in enhancing connectivity among island regions and supporting local economic and tourism growth. Port infrastructure and ferry services are critical components in facilitating community mobility as well as the distribution of goods and services across archipelagic regions. In many regional contexts, ferry terminals function as essential transportation nodes that not only connect geographically separated areas but also contribute significantly to regional economic integration and tourism development (Defrizal et al., 2021).

In the provision of ferry transportation services, local governments are responsible for ensuring that services are safe, reliable, and affordable in accordance with applicable regulations. At the same time, public service management must align with service quality principles that prioritize user satisfaction as a central performance indicator. Existing studies emphasize that service quality is influenced by multiple dimensions, including reliability, responsiveness, assurance, empathy, and the adequacy of supporting facilities (X. Li et al., 2023). Furthermore, customer satisfaction is closely associated with perceived

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service quality, making it a key proxy for evaluating public service performance (Supriyanto et al., 2021), while improvements in service quality are essential for sustaining public trust (Qalati et al., 2021).

Despite its importance, the management of ferry services continues to face persistent challenges, including limited infrastructure, inefficiencies in operational processes, and capacity constraints. These challenges are often reflected in service delivery issues such as prolonged waiting times, inadequate facilities, and limited fleet availability. Such conditions indicate the need for systematic evaluation and the development of more adaptive and effective strategies. From a strategic management perspective, SWOT analysis provides a widely used framework to assess internal and external conditions, enabling organizations to identify strengths, weaknesses, opportunities, and threats in order to support more structured decision-making (de Moura Pereira et al., 2023).

However, although extensive research has examined the relationship between service quality and customer satisfaction, there remains a limitation in studies that integrate strategic analysis into service improvement, particularly through the application of SWOT in public transportation contexts. Existing studies tend to focus on direct relationships between variables, with limited attention to how internal and external factors can be systematically combined to generate actionable strategies. Therefore, this study aims to address this gap by integrating service quality assessment with a SWOT-based strategic approach to formulate comprehensive strategies for improving service performance.

LITERATURE REVIEW

a. Service Quality Management in the Transportation Sector

Service quality management is a systematic approach aimed at improving service performance to meet or exceed customer expectations (Mubarokah & Barusman, 2025). This concept highlights the importance of planning, control, and continuous improvement in service processes (Y. Li & Shang, 2020). In the transportation sector, service quality is particularly critical as it is closely associated with safety, comfort, and user satisfaction.

Service quality is influenced by both internal and external factors. Internal factors include human resources, operational procedures, and the availability of facilities, while external factors encompass government regulations, market dynamics, and user needs (Kasiri et al., 2017). Empirical studies have shown that service quality significantly affects customer satisfaction, with key determinants including reliability, responsiveness, facilities, and human resource competence (Ekwiriyaton et al., 2022; Restuputri et al., 2021). Furthermore, effective service management—such as staff training and the integration of technology—has been demonstrated to enhance service quality and customer loyalty (Srinivasu & Bhakshar, 2025). These findings indicate that improving service quality requires not only strong internal capabilities but also the ability to adapt to changes in the external environment.

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Various approaches have been implemented to enhance service quality, including the application of the PDCA cycle and the ISO 9001 quality management system. These approaches emphasize continuous evaluation, process control, and the development of human resource competencies to achieve optimal service performance. However, their implementation often encounters challenges related to consistency and resource limitations.

b. Strategic Analysis Using SWOT

In strategic management, SWOT analysis is widely used to assess organizational conditions by identifying internal and external factors. This method evaluates strengths and weaknesses as internal factors, and opportunities and threats as external factors, to support strategic formulation (Puyt et al., 2023).

Beyond identifying organizational conditions, SWOT analysis also facilitates strategy development through matrix combinations such as SO, ST, WO, and WT. These matrices enable organizations to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats. Furthermore, the integration of IFAS and EFAS matrices allows for the quantification of strategic factors, contributing to more structured and systematic decision-making. Despite its advantages, SWOT analysis has limitations, particularly regarding subjectivity and its dependence on data quality.

Previous studies have generally focused on examining service quality and customer satisfaction relationships, with limited integration of strategic analysis frameworks. This suggests that the application of SWOT analysis in service quality improvement remains underutilized, particularly in capturing the interaction between internal and external organizational factors. Therefore, integrating SWOT analysis into service quality management provides a more comprehensive approach to formulating actionable and adaptive strategies (Habiburahman et al., 2019).

c. The Role of Standard Operating Procedures and Regulations

Standard Operating Procedures (SOP) play a crucial role in ensuring consistency and efficiency in service delivery (Pardamean H Situmorang et al., 2024). SOPs function as operational guidelines that ensure activities are carried out systematically, effectively, and in compliance with applicable regulations (Effendi et al., 2024). In the transportation sector, SOPs are closely linked to safety and service order, which are governed by various regulatory frameworks.

Although SOPs are designed to enhance operational performance, gaps often exist between established standards and their actual implementation. This suggests that the effectiveness of SOPs depends heavily on supervision, compliance, and the competence of the personnel responsible for their execution.

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d. Conceptual Framework

This study conceptualizes that service quality is influenced by the interaction of internal factors (strengths and weaknesses) and external factors (opportunities and threats). These factors are analyzed using the SWOT framework to determine the strategic position and to formulate appropriate service improvement strategies, which ultimately contribute to enhancing user satisfaction. The conceptual framework of this study is illustrated in the following figure.

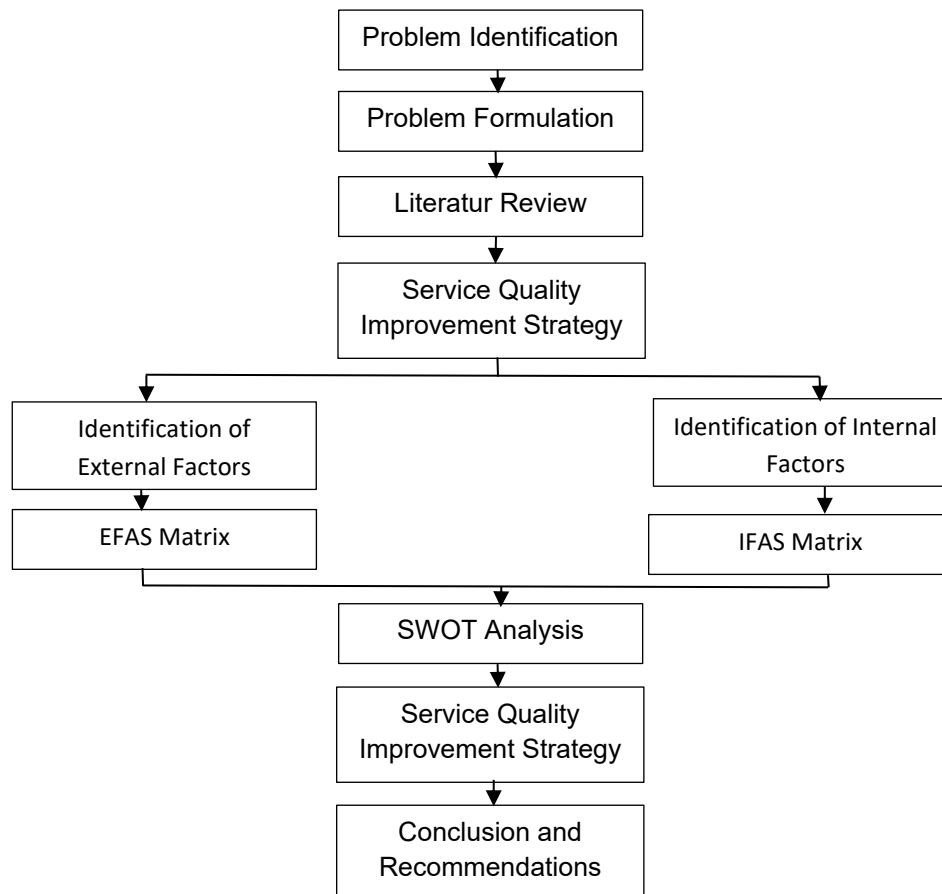


Figure 1. IFAS Matrix for KMP Banawa Nusantara 73
Source: Processed data, 2025

METHODOLOGY

This study employs a qualitative approach with a field research design to examine service quality management at the BOM Kalianda Ferry Terminal in South Lampung Regency. This research setting was selected due to the presence of several operational challenges, including limited fleet capacity, inefficiencies in service processes, and recurring user complaints regarding waiting time and service facilities. These conditions provide a relevant context for analyzing service quality and formulating improvement strategies. The qualitative approach was chosen to enable an in-depth and contextual

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understanding of these phenomena based on real field conditions and to generate descriptive insights from key informants (Savin-Baden & Major, 2023).

The population of this study consists of stakeholders directly involved in ferry services at the BOM Kalianda Pier, including service managers, operational staff, and service users. A purposive sampling technique was applied to select informants with relevant knowledge and experience. The primary informants include terminal managers, dock personnel, ship crew members, and passengers, ensuring a comprehensive perspective on service quality issues.

Data collection was conducted using both primary and secondary sources. Primary data were obtained through direct observation of service operations, in-depth interviews with selected informants, and questionnaires distributed to service users. Secondary data were collected from official documents, including service performance reports, records of user complaints, and relevant policy and regulatory documents. This combination of data sources was intended to enhance the depth and validity of the findings.

Data analysis followed an interactive process consisting of data reduction, data display, and conclusion drawing (Savin-Baden & Major, 2023). SWOT analysis was applied to identify internal and external factors influencing service quality (Puyt et al., 2023). To improve analytical rigor, each identified factor was assigned a weight and rating to generate a composite score reflecting its relative importance. Data validity was ensured through triangulation by comparing information from multiple sources and data collection techniques.

RESULT AND DISCUSSION

This section presents the results of the analysis and discussion regarding the factors that influence the quality of ferry services at the BOM Kalianda Pier. The analysis was conducted by identifying external and internal environmental conditions to determine the strategic position of the service in improving quality and user satisfaction.

a. External Environment Analysis (EFAS)

The research findings indicate that the external environment presents both opportunities and challenges for ferry services. Government policy support, such as Prime Ministerial Regulation No. 35 of 2015 and Prime Ministerial Regulation No. 48 of 2018, serves as the foundation for improving service standards. In addition, increased demand on weekends and holidays, regional economic growth, and demographic changes in the population are also driving the growing need for maritime transportation services.

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Another opportunity lies in technological development, particularly the digitization of ticket booking systems, which can enhance service efficiency and convenience. The use of this technology also has the potential to streamline service processes and improve accessibility for a broader range of users.

However, there are several threats that could affect service performance, such as competition with other modes of transportation, user complaints regarding delays and limited facilities, as well as changes in government regulations. Additionally, fluctuations in consumer purchasing power and weather conditions also pose operational challenges. These conditions underscore the importance of adaptive strategies and continuous service quality improvements to meet user expectations (Tedja et al., 2024; Wenninger et al., 2022).

b. Internal Environment Analysis (IFAS)

Internally, the research findings indicate the presence of factors that support the performance of ferry services. The availability of trained and certified personnel is a key factor in ensuring safety and service quality. Additionally, the implementation of standard operating procedures (SOP), a well-maintained fleet, and the adoption of the ISO 9001 quality management system demonstrate a commitment to maintaining service quality over the long term and enhancing user confidence.

On the other hand, there are still several shortcomings that need to be addressed. The limited size of the fleet means that service capacity is not yet optimal, especially during periods of high passenger volume. Additionally, inadequate and non-disability-friendly dock facilities, a ticket booking system that remains manual, and a lack of ongoing training and a customer feedback system pose challenges to service quality improvement. This indicates that service quality improvement depends not only on operational aspects but also on the comprehensive management of the customer experience (Amro et al., 2025; Dzurek, 2025).

c. Identification of Internal and External Factors

Based on the analysis, internal factors reveal strengths and weaknesses that influence the performance of ferry services at the BOM Kalianda Pier. The main strengths lie in the quality of the trained workforce, the implementation of standardized operating procedures, and the support of a quality management system focused on improving service quality.

However, there are several shortcomings that need to be addressed, including a limited fleet, a lack of ongoing training for staff, and facilities that are inadequate and not disability-friendly. These issues are key priorities that must be addressed to ensure that service performance continues to improve.

From an external perspective, there are opportunities that can be capitalized on, such as government policy support, increased demand for services driven by economic growth and tourism, and

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technological advancements that can enhance operational efficiency. On the other hand, the threats faced include competition among modes of transportation, increasing user complaints, economic uncertainty, as well as weather factors and regulatory changes. These conditions highlight the need for a strategy capable of capitalizing on opportunities while minimizing the impact of threats (Al-lami & Török, 2025; Sogbe et al., 2025).

d. EFAS Matrix and IFAS Matrix

The EFAS and IFAS matrices were developed to systematically identify and evaluate strategic factors by assigning weights and ratings to each factor. This method aims to determine the degree of influence each factor has on service performance, thereby providing a basis for more objective and targeted decision-making.

The process of identifying factors was conducted by collecting data from various stakeholders, such as the Department of Transportation, ship crews, and ferry service users. The involvement of these various stakeholders made it possible to obtain comprehensive and diverse information, covering management and operational perspectives as well as direct user experiences.

This approach enables the collection of comprehensive data that accurately reflects real-world conditions in the field. Consequently, the results of the analysis can serve as a foundation for formulating strategies that are effective and responsive to environmental dynamics (Lestariningsih et al., 2024; Nam Tuan, 2025).

Table 1. IFAS Matrix for KMP Banawa Nusantara 73

No	Internal Factors	Weight Rating Score		
Strengths				
1	Trained workforce quality	0.10	3.8	0.40
2	Dock facilities	0.11	3.4	0.36
3	Standardized operational procedures	0.11	3.4	0.38
4	Implementation of quality management system	0.10	3.4	0.36
5	Commitment to service improvement	0.11	3.3	0.35
Weaknesses				
6	Limited fleet	0.07	2.4	0.17
7	Lack of continuous training	0.08	1.5	0.12
8	Facilities not disability-friendly	0.07	1.9	0.13
9	Inefficient check-in procedures	0.10	2.2	0.21
10	Feedback system not effective	0.08	2.2	0.19
Total		1.00	2.67	

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Source: Processed data, 2025

Based on the analysis results, the total IFAS score is 2.67, with a strength score of 1.86 and a weakness score of 0.82, indicating that strengths are more dominant than weaknesses in supporting ferry service performance. The main strengths lie in the quality of human resources, the implementation of operational procedures, and the organization's commitment to improving service quality; thus, overall, the BOM Kalianda Pier is in a strong internal position. Nevertheless, several weaknesses—such as fleet limitations, a lack of ongoing training, and a service system that is not yet optimal—still need to be addressed to ensure that service performance can be continuously improved.

Nevertheless, several shortcomings still need to be addressed in order to continuously improve service performance. These shortcomings include a limited fleet, a lack of ongoing training for staff, and a service system that is not yet fully optimized. Improvements in these areas are essential to ensure that ferry services are more efficient, responsive, and better able to meet user needs.

Table 2. EFAS Matrix for KMP Banawa Nusantara 73

No	External Factors	Weight Rating Score		
Opportunities				
1	Government policies supporting transportation	0.12	3.1	0.37
2	Increasing demand for services	0.10	3.1	0.31
3	Technological innovation in booking systems	0.10	2.9	0.29
4	Regional economic growth	0.10	3.2	0.32
5	Demographic changes	0.12	3.2	0.38
Threats				
6	Competition from other transportation modes	0.10	1.4	0.14
7	Increasing public complaints	0.08	1.9	0.15
8	Regulatory changes	0.08	1.8	0.15
9	Economic uncertainty	0.07	2.0	0.15
10	Environmental/weather factors	0.10	2.4	0.24
Total		1.00	2.49	

Source: Processed data, 2025

Based on the results of the EFAS matrix analysis, a total score of 2.49 indicates that the external environmental conditions faced by the ferry service at BOM Kalianda Pier are relatively supportive of service development and quality improvement. From this score, it is evident that opportunities carry a greater weight—1.67—compared to threats, which amount to only 0.82. This indicates that various external factors tend to contribute positively to the growth and operational sustainability of the ferry service. Emerging opportunities, such as government policies supportive of transportation, increased

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public demand for ferry services, and technological advancements in booking systems, serve as crucial assets for the pier to enhance efficiency, service quality, and user satisfaction.

Nevertheless, threats from the external environment must still be taken into account to ensure that service development is not hindered. Competition with other modes of transportation, increasing public complaints, regulatory changes, economic uncertainty, as well as environmental and weather factors are challenges that must be strategically anticipated. With a clear understanding of these opportunities and threats, the management of the BOM Kalianda Ferry Terminal can design appropriate mitigation measures, capitalize on existing opportunities, and minimize the negative impacts of these threats, ensuring that ferry services can develop sustainably and better meet the needs of the community.

Before formulating a strategy, the difference between internal and external factors was calculated to obtain an overview of the strategic position of the ferry service at the BOM Kalianda Pier. The results of the calculation showed an SW (Strengths minus Weaknesses) value of +1.04, indicating that internal strengths are more dominant than weaknesses. This suggests that internal assets such as workforce quality, operational procedures, and available resources can be optimally utilized to support the development of the ferry service.

In addition, the OT (Opportunities minus Threats) score of +0.85 indicates that external opportunities outweigh the threats faced. Factors such as government policy support, increased demand for services, regional economic growth, and technological innovation present significant opportunities to improve the port's performance and competitiveness. Overall, the combination of SW and OT values confirms that the BOM Kalianda Port is in a favorable strategic position, where strengths and opportunities are more dominant than weaknesses and threats, allowing for the formulation of service development strategies to be carried out effectively and sustainably.

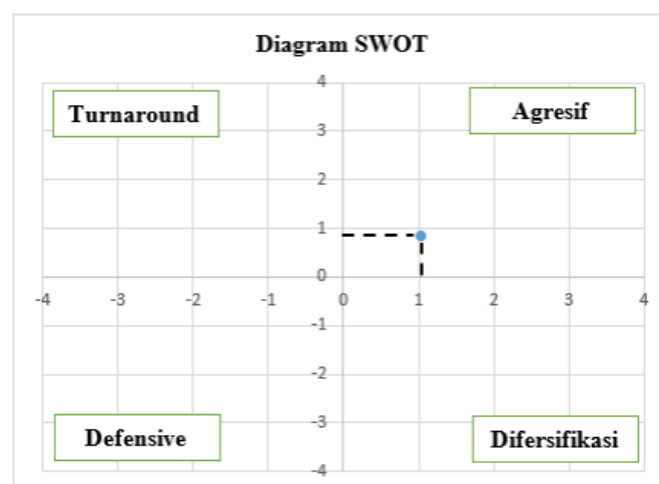


Figure 2. Diagram SWOT
Source: Processed data, 2025

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Based on the results of the SWOT analysis, the KMP Banawa Nusantara 73 is in Quadrant I, indicating an aggressive position. This signifies that the vessel's internal strengths outweigh its weaknesses, while external opportunities outweigh existing threats. Given this position, the most appropriate strategy is to leverage existing strengths to optimally support the growth and development of services.

This aggressive strategy can be implemented through the utilization of superior resources, improvements in operational quality, and service innovations to capitalize on market opportunities. Additionally, a focus on capacity development and operational efficiency will strengthen the competitiveness of the KMP Banawa Nusantara 73, enabling the vessel to compete with other modes of transportation and maximize growth potential in the external environment.

e. SWOT Matrix

Based on the results of the SWOT analysis, several strategic alternatives were identified that can be applied to the operational activities of the KMP Banawa Nusantara 73 at the BOM Kalianda Pier. The S-O strategy focuses on leveraging internal strengths to capitalize on external opportunities, such as improving technology-based services, promoting ferry services, and enhancing the quality of the fleet and infrastructure (Ziakas & Boile, 2025). This strategy aims to maximize the company's potential so it can effectively address the evolving needs of service users.

The W-O strategy is aimed at minimizing weaknesses while capitalizing on opportunities through fleet expansion, the development of facilities for people with disabilities, improvements in human resource quality, and the implementation of an effective feedback system. This approach is expected to reduce internal limitations while capitalizing on opportunities arising from the external environment, thereby enabling ferry services to operate more efficiently and inclusively.

Furthermore, the S-T strategy emphasizes leveraging strengths to address various threats, such as through improving service quality, service innovation, strengthening marketing, and implementing operational emergency procedures. Meanwhile, the W-T strategy focuses on efforts to minimize weaknesses and avoid threats through improvements in operational procedures, continuous training, service quality audits, and service diversification. With the implementation of these strategies, it is hoped that the service quality and operational competitiveness of KMP Banawa Nusantara 73 can improve sustainably.

f. Priority Strategies for Improving Service Quality

Based on the results of the SWOT analysis, the priority strategy for improving the service quality of the KMP Banawa Nusantara 73 at the BOM Kalianda Pier focuses on the implementation of technology in the booking and check-in systems, with the aim of enhancing operational efficiency and simplifying access for customers. Additionally, expanding the fleet is a key priority to ensure service capacity meets

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demand, while providing disability-friendly facilities is a crucial step in supporting service inclusivity. Improving operational procedures and implementing a more structured quality management system are also part of this strategy, ensuring service quality is consistently maintained. Continuous human resource training is expected to enhance staff competence and overall service quality.

In addition to focusing on operational efficiency and quality, this strategy also emphasizes regular service quality audits to ensure that service standards are maintained. Innovations in the form of service diversification, such as offering tour packages or other additional services, are expected to enhance customer appeal and satisfaction. Through a combination of technological approaches, human resource development, service innovation, and continuous quality control, the implementation of this strategy is designed to strengthen the operational position of KMP Banawa Nusantara 73 while improving service quality comprehensively and sustainably in the long term.

CONCLUSION AND SUGGESTION

a. Conclusions

The KMP Banawa Nusantara 73 at Kalianda BOM Pier operates within a context influenced by government regulations, economic growth, community needs, and market conditions. The organization's key strengths include workforce quality, pier facilities, and standard operating procedures, while fleet limitations and complex check-in procedures are weaknesses. The SWOT matrix indicates a favorable position, so the recommended strategies are technology-based service improvements, service promotion, fleet development, and the implementation of an effective feedback system.

Priority strategies include ongoing staff training, the development of facilities for people with disabilities, and the creation of investment opportunities to meet growing demand. Regular audits of service quality are also essential to ensure customer satisfaction and enhance the organization's overall reputation.

b. Implications

The managerial implications of this study emphasize the importance of improving service quality through the implementation of clear and consistent standard operating procedures (SOPs), as well as the conduct of regular service quality audits. This aims to ensure that all operational processes are carried out in accordance with standards and are capable of providing an optimal experience for customers. The implementation of a service quality measurement system is also essential for evaluating performance objectively and on an ongoing basis.

In addition, human resource development is a key factor in improving service quality. Management needs to implement ongoing training programs that cover the enhancement of technical skills, customer service, and the ability to handle complaints. Boosting employee motivation through rewards and the

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creation of a supportive work environment can also improve productivity and the quality of service provided to passengers.

Other implications relate to the management of facilities, fleets, and the use of technology. Proper fleet planning and improvements to port facilities—including accessibility for people with disabilities—are essential for enhancing service comfort and capacity. On the other hand, the use of technology in booking systems, check-in, and real-time monitoring of operational performance enables organizations to be more responsive to customer needs and market changes, while simultaneously strengthening the competitiveness of ferry services in a sustainable manner.

c. Suggestion

The KMP Banawa Nusantara 73 should promptly implement a technology-based booking and check-in system to improve operational efficiency and passenger comfort, as well as minimize queues and booking errors. Expanding the fleet through government or investor support is also crucial to meet rising demand, particularly during peak periods, ensuring sufficient service capacity. Additionally, regular evaluation and updates of the system will ensure the technology remains relevant and aligned with modern transportation industry trends.

Ongoing training programs for staff, regular service quality audits, diversification of services such as tour packages or shuttle services, and more aggressive digital marketing are also highly recommended. Training enhances employees' competencies in customer service and complaint handling; audits help identify weaknesses; diversification expands market share; and digital marketing strengthens organizational awareness and image. The implementation of these measures is expected to improve operational performance, customer satisfaction and loyalty, as well as the sustainable competitiveness of KMP Banawa Nusantara 73.

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