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Implementation of Paal Dua Terminal Node in Manado City, North Sulawesi Province

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Abstract. The purpose of the research is to find out, analyze and describe how the Implementation of Paal Dua Terminal Node of Manado City. The method used in this research is qualitative research method. The results of the research are There are no special facilities for pregnant women, disabilities, the importance of Paal 2 Terminal as a vital object in the transportation system, with various aspects that affect comfort, security, supervision, and terminal management. Success in supervision explains the importance of cleanliness as part of terminal management to create a comfortable, safe, and decent environment for users. The importance of supervision of basic facilities and services at the terminal, which aims to maintain the comfort and satisfaction of users of transportation services. Challenges and efforts to manage security and handle emergency situations at the terminal, as well as the importance of coordination and adequate supporting facilities. Major constraints in the maintenance of terminal facilities, which have a direct impact on the comfort and satisfaction of service users. Parking area management is one of the main operational constraints at Paal 2 Terminal as it is a major source of congestion around the terminal. Lack of disability-friendly facilities as one of the main constraints at the terminal. The limited number of security personnel as the main obstacle in maintaining security at Paal 2 Terminal. As well as the lack of security technology at Paal 2 Terminal, which is an obstacle in creating a safe environment for terminal users. Behavioral constraints of terminal users, lack of security at night, and challenges in monitoring luggage at Paal 2 Terminal. The limited operating budget is a major challenge at Paal 2 Terminal, especially in increasing the number and quality of officers. Budget availability for facility maintenance is an important indicator in ensuring efficient terminal operations and user convenience. Utilization of terminal revenue sources as an indicator of success in budget management.

Keywords. Policy Implementation, Terminal Nodes, Transportation System, Public Facilities, Monitoring

A. Introduction

The terminal is one component of the transportation system which has the main function as a temporary stop for public vehicles to pick up and drop off passengers and goods until the end of a trip, as well as a place to control, supervise, regulate and operate the passenger and goods transportation flow system, besides that it also functions to smooth the flow of passengers or goods (Purba, 2008) [1].

The existence of a terminal in an area is a trigger for economic activity. It can be seen that if the terminal operations and services are running optimally, the main economic points will grow, such as the delivery of goods will increase the selling and buying power in the community due to the suppression of transportation costs. Terminals consist of two types, namely Passenger and Goods Terminals. Passenger Terminals are terminals for loading and or unloading passengers, while Goods Terminals are terminals for the transfer (loading and unloading) of goods from one mode of transport to another. In this case, the Passenger Terminal has 3 groups of types, namely Type A Passenger Terminal, Type B Passenger Terminal and Type C Passenger Terminal (Hasina & Satyadharma, 2023) [2].

The operator of road passenger transport terminals is required to provide and implement passenger terminal service standards at road transport passenger terminals. This rule is based on the Regulation of the Minister of Transportation of the Republic of Indonesia Number 40 of 2015 concerning Service Standards for the Implementation of Road Transport Passenger terminals. That the service standard for organizing road transportation passenger terminals is a guideline used for the sustainability of the terminal. This service standard is a mandatory thing provided and implemented by road transport passenger terminal organizers because it includes safety, security, reliability / order, comfort, convenience / affordability and equality. This regulation contains standard guidelines that must be achieved in services at the terminal. There are even rules of sanctions if you do not fulfill obligations such as sanctions for revocation of route licenses (Tumewu et al., 2021) [3].

The enormous potential for the role of the terminal should have opened our eyes, what strategies should be carried out so that the role of the terminal as an economic lever functions efficiently and effectively. The importance of transportation in supporting the enormous potential of nature and tourism can encourage economic growth. But unfortunately, inadequate and poorly integrated accessibility is an obstacle to the growth of the regional economy.

In addition, one of the main obstacles to the regional economy is inadequate infrastructure, especially related to connectivity between regions such as terminals. Hence, good collaboration is needed so that the development of transportation facilities and infrastructure really has an impact on regional economic growth (Karim et al., 2023) [4].

Sometimes it is also undeniable that the regulations that apply in organizing terminals clash with field events. Terminals are supposed to be integrated and collaborative, which means that a terminal has a one-stop service that can access transportation both within the region and outside the region. However, under the authority article, everything is separate and compartmentalized.

A transportation node is a place that functions for the activities of loading and unloading passengers, unloading and loading goods, arranging trips and places of intramodal and intermodal movements. According to the Minister of Transportation Regulation Number PM 24 of 2021 concerning the Implementation of Road Transport Passenger Terminals in article 1 paragraph 2, a node is a place intended for intermodal and intermodal changes in the form of terminals, train stations, seaports, river and lake ports, and / or airports. Article 2 letter B explains that Passenger Terminal Planning includes Determination of Passenger Terminal Nodes and Locations (Rizki et al., 2021) [5].

The determination of Passenger Terminal Nodes is explained in Article 4 paragraph 1 which must pay attention to the location plan and the need for Passenger terminal nodes, in paragraph 3 it is explained that the Passenger Terminal Nodes as referred to in paragraph 1 are part of the Road Traffic and Transportation network as an embodiment of the Road Traffic and Transportation Network master plan. Article 8 Passenger Terminal Nodes as referred to in

Article 4 are determined by: a) Minister, for type A Passenger Terminal Nodes; b) governor, for type B Passenger Terminal Nodes; c) regent/mayor, for type C Passenger Terminal Nodes; and d) Governor of the Special Capital Region of Jakarta, for type B and type C Passenger Terminal Nodes in the Special Capital Region of Jakarta Province. Article 9 paragraph 1 explains that the determination of Passenger Terminal Nodes as referred to in Article 8 can be evaluated at least 1 (one) time in 5 (five) years (Simbolon et al., 2021) [6].

Based on Law No. 22 of 2009 concerning road traffic and transportation, a terminal is a base for public motorized vehicles used to regulate the arrival and departure, loading and unloading of people and goods, as well as the transfer of transportation modes (Indonesia, 2009) [7]. According to the Minister of Transportation Regulation Number 24 of 2021 concerning the implementation of road transport passenger terminals, terminals are bases for public motorized vehicles that are used to regulate arrivals and departures, loading and unloading people and / or goods, as well as switching modes of transportation. The main purpose of the terminal is that all public transportation vehicles, both those that will depart and those that will arrive, all enter the terminal (Perhubungan, 2021) [8].

North Sulawesi Province is an area known for its excellent tourism, especially Manado City which has the world-famous Bunaken marine park. For this reason, Manado city must prepare facilities that support tourism, one of which is a proper terminal with predetermined standards. Manado city has 1 type A terminal, namely Malalayang terminal, 2 type B terminals namely Karombasan and Paal dua terminals while there is no type C terminal. Paal dua Type B Terminal is a node from Bitung City to Manado City and North Minahasa Regency to Manado City. The current condition of Paal Dua Terminal has 6 officers with the number of vehicles entering and leaving Manado - Likupang per day as many as 3 units, for the number of vehicles on the Manado - Airmadidi and Manado - Maumbi routes as many as 20 units per day while for the number of vehicles to and from Bitung City as many as 40 units per day. While for the description of the number of passengers boarding every day approximately 350 passengers and for passengers disembarking approximately 175 passengers per day.

As for some of the problems that exist in the Paal dua Manado type B Terminal are (1) The terminal environment is not well maintained and is not utilized by motorists; the environment around the terminal is not well cared for, both by terminal users, namely drivers who often park their vehicles not in parking lots, street vendors who sell their merchandise not in the designated location, km / WC which are not well maintained by terminal officials. (2) The building looks old with graffiti on the walls; the buildings in the terminal also look very old because there is no maintenance from the government and leave it alone besides that there are also graffiti on the walls of the buildings in the terminal, most of the buildings are full of graffiti using piloks. (3) Garbage scattered in the terminal yard; the garbage in the terminal yard comes from people who throw it away after consuming food and not throwing it in the trash cans that have been provided, the garbage is not cleaned properly and is left unattended by officers and the public as terminal users. (4) Vehicles are often parked not in the parking lots provided; the habit of public transportation drivers is often to park their vehicles on the outside of the terminal, namely in shop houses or kiosks located outside the terminal. (5) Lack of awareness of motorists to utilize the terminal. (6) Poor public opinion regarding terminal facilities. (7) Minimal lighting around the terminal causes many passengers to choose to get on or off public transportation not inside the terminal but outside the terminal which has good lighting at night.

The activity of city transportation at Paal Dua Type B Terminal in terms of picking up and dropping off some passengers is no longer carried out at Paal Dua Type B Passenger

Terminal in Manado City, this is illustrated from preliminary observations in the field that there are still many drivers / drivers who do not want to pick up or drop off passengers at the Paal Dua terminal, due to the lack of city transportation entering the Paal Dua Manado terminal which results in the accumulation of city transportation vehicles in several locations around Paal Dua Type B Terminal in this case commonly called shadow terminals which cause congestion in the Paal Dua area, one of which is the Horse Statue Roundabout.

Based on the problems conveyed above, the researcher is interested in conducting research with the title Implementation of Paal 2 Terminal Node in Manado City with the aim of knowing, analyzing and describing how the Implementation of Paal Dua Terminal Node in Manado City.

B. Method

The method used in this research is a qualitative research method. With qualitative research, the researcher himself with the help of others is the main data collection tool. This research aims to explain phenomena through the collection of the deepest data possible. Qualitative Research is research that produces analytical procedures that do not use statistical analysis procedures or other qualitative methods (Moleong, 2013) [9].

The focus of this research is on the Implementation of Structuring the Paal Dua Type B Terminal Node of Manado City with indicators: supervision, facilities, security, and budget.

The data collection technique used is triangulation technique: observation, interview and documentation study. The data analysis technique uses the interactive model of Miles, Huberman, and Saldana (2014) in Sugiyono (2017), namely: data collection, data reduction, data display, and conclusion drawing/verification [10]. Meanwhile, for data validation and validity, researchers used Moleong's theory. According to Moleong in Kairupan et al. (2023), there are four kinds of data validity criteria, namely: (1) credibility, (2) transferability, (3) dependability, (4) confirmability [11].

C. Result and discussion

The following are the results of research and discussion based on the focus of this research, namely the Implementation of Structuring the Paal Dua Type B Terminal Node in Manado City with indicators: supervision, facilities, security, and budget.

Implementation of Structuring the Paal Dua Type B Terminal Node of Manado City

Supervision

Terminal supervision is the process of monitoring and controlling activities to ensure that terminal operations run safely, orderly and efficiently. The terminal, as a place of interaction between various parties, such as passengers, transport operators, and officers, requires good supervision so that its function as a transportation node can run optimally. Supervision in the terminal covers several aspects such as security, cleanliness and environment, vehicle traffic, merchant activities, public facilities, and safety and health protocols (Putri et al., 2014) [12].

The following are research findings on supervision indicators, through observations and interviews in the field.

Table 1. Research Findings on Supervision Indicator

Indicator	Findings
Supervision	There are no special facilities for pregnant women, disabilities, the importance of Paal 2 Terminal as a vital object in the transportation system, with various aspects that affect the comfort, security, supervision, and management of the terminal.
	The success in surveillance explains the importance of cleanliness as part of terminal management to create a comfortable, safe and decent environment for users.
	The importance of monitoring basic facilities and services at the terminal, which aims to maintain the comfort and satisfaction of transportation service users.
	Challenges and efforts in managing security and handling emergency situations at terminals, as well as the importance of coordination and adequate supporting facilities.
	The officers' main task is to ensure the smooth operation of the terminal, including supervision of vehicle departure and arrival schedules, monitoring the security of the terminal area, and providing information to passengers. In addition, we are also responsible for enforcing the rules in the terminal area. One of the main obstacles is the lack of human resources. With the vastness of the terminal area and the high level of activity, it is sometimes difficult to ensure that all points are optimally monitored. In addition, there are still limitations on supporting facilities, such as CCTV that does not cover all strategic areas.

Source: data processed by researchers (2024)

The terminal is the meeting point between transportation service users and transport operators. As a vital object, the terminal requires good management to ensure passenger comfort and safety. In the context of Terminal Paal 2, Manado's Terminal Paal 2 plays an important role as a transportation hub that connects various public transport routes. However, challenges in operational supervision and security are crucial issues that affect service quality and passenger safety. To comprehensively understand these issues, an analysis that draws on supervision theory and findings from recent research is necessary. The role of the local government and police is essential to create a safe and orderly environment. The terminal has provided a shelter as a waiting room for passengers, but special facilities such as space for pregnant women or people with disabilities are not yet available. This suggests that the terminal facilities need to be improved to be more inclusive. The terminal has an additional area at the back to accommodate vehicles when congestion occurs, so this issue can be managed properly.

Supervision is carried out to ensure complete vehicle documents, such as route permits and surveillance cards, as well as ensuring that transportation operators comply with the predetermined schedule. The reality faced at this time is that there is often a buildup around the Paal 2 Horse Statue area of Manado. Where, it is observed that the reason why angkot does not enter the terminal is because there is no parking space or adequate facilities then competition with online transportation where passengers prefer to wait for online transportation in the horse statue area so that all city transportation stops in the horse statue area because it competes with online transportation, but related to the main duties and functions of type B terminals only

manage terminals while the horse statue area is the obligation of the Manado city transportation department. For this reason, a meeting was held with the Manado City Transportation Department with the police for the problem and the results of the meeting have been followed up by placing Manado Transportation Department officers at several points with the police, but due to lack of personnel after 1 month there was again a buildup of city transportation with the reason from the drivers, namely the same problem 'online transportation competition' so that until now there is still a buildup of transportation in the horse statue area. The inadequate number of officers means that the terminal area is not optimally monitored, especially during peak hours. This opens up opportunities for illegal activities and rule violations. Passengers and drivers often violate rules, such as parking illegally and not complying with security procedures, which makes it difficult to monitor and enforce rules. These are key indicators that reflect the smooth operation of the terminal. One obstacle is the lack of coordination between the Transportation Agency, the police, and transportation companies. This affects the effectiveness of supervision, especially in areas outside the terminal. Weak coordination between relevant stakeholders, such as the Transportation Agency, the police, and transportation companies, hinders the effectiveness of terminal management. Each party needs to understand their respective roles to create synergy.

The results of this study state that the main task of officers is to ensure the smooth operation of the terminal, including supervision of vehicle departure and arrival schedules, monitoring the security of the terminal area, and providing information to passengers. In addition, officers are also responsible for enforcing rules in the terminal area where one of the main obstacles is the lack of human resources. With the vastness of the terminal area and the high level of activity, it is sometimes difficult to ensure that all points are optimally monitored. In addition, there are still limitations in supporting facilities, such as CCTV, which does not cover the entire area. Even though if we look at the contents of Minister of Transportation Regulation No. 24 of 2021: Article 3 paragraph (2) which states that the terminal has the main function as a place to pick up and drop off passengers and facilitate safety and comfort services, it is clear that the terminal must be facilitated to support passenger services, safety and security. The duties of terminal officers, as explained, are in accordance with this article, especially in terms of schedule supervision, security, and information. Contents of Minister of Transportation Regulation No. 24 of 2021: Article 5 emphasizes the importance of professional terminal management with the support of sufficient human resources. In other words, this regulation requires the government or terminal manager to ensure the availability of adequate personnel. Minister of Transportation Regulation No. 24 of 2021: Article 4 paragraph (3) states that terminal operators are required to provide supporting facilities, including technology-based security systems. In this context, the limitation of CCTV can be considered a violation of the regulated standards.

Siagian (2004) defines supervision as an activity to ensure that tasks are carried out in accordance with established plans, policies, and orders [13]. According to the Decree of the Minister of Transportation Number 31 of 1995, the terminal functions as a place to control, supervise, and regulate the licensing system for passenger and freight transportation flows. Minister of Transportation Regulation No. 40/2015 sets out terminal service standards that include aspects of safety, security, comfort, affordability, equality, and regularity. The Ministry of Transportation (2024) identified challenges in managing type A bus terminals, including unstrategic locations and inadequate facilities, which affect the effectiveness of supervision. The Ministry of Transportation (2011) states that many bus terminals in Indonesia are not functioning optimally, with problems such as lack of supervision and low service quality.

Facility

Terminal facilities refer to the various facilities and infrastructure provided at a terminal to support transportation operations and provide comfort to passengers, drivers, and managers. These facilities are designed to ensure the smooth running of activities at the terminal, both for travel, vehicle management, and user needs (Handayani et al., 2020) [14].

The following are research findings on facility indicators, through observations and interviews in the field.

Table 2. Research Findings on Facility Indicator

Indicator	Findings
Facility	The main obstacle is the maintenance of terminal facilities, which has a direct impact on the comfort and satisfaction of service users.
	Parking area management is one of the main operational constraints in Paal 2 Terminal as it is the main source of congestion around the terminal.
	Lack of facilities for passengers and drivers is one of the main obstacles at the terminal.

Source: data processed by researchers (2024)

Law No. 22 of 2009 concerning Traffic and road transportation stipulates that to support the smooth mobility of people and the flow of goods and for the implementation of intra- and inter-modal integration in a smooth and orderly manner, in certain places terminals can be built and organized. In the explanation of the article, it is emphasized that in essence the terminal is a node and road transportation network that functions primarily as a public service, among others, in the form of a place to get on and off passengers and / or goods, for traffic control and public vehicle transportation, as well as a place for intra and intermodal transportation. With reference to the normative provisions that must be met by a road transportation passenger terminal as stated in the law, when observing the current condition of terminals in North Sulawesi, it can be said that the existing terminal conditions are no longer in accordance with the needs of the service user community and many public service functions are far from the expected quality. The passenger terminals in Manado, both in Malalayang, Karombasan and Paal dua and Tuminting are inadequate, especially the availability of waiting rooms for passengers. The main function of the terminal as a place of transfer between modes of transportation has also not been fulfilled properly.

In general, the main facilities that must be present in a type B terminal in order to operate optimally are toilets, offices, lights, shelters, portals, water. At the Paal 2 terminal until now, it has been observed that the waiting room is not feasible. The feasibility of the main facilities such as the waiting room and parking area looks a lot that is not suitable for use. Therefore, in order to provide the best service for passengers, the waiting room may be added better with comfortable ac seating, hoping that like the Bitung terminal which feels like an airport, seats in the shelter must be added. To manage supporting facilities such as public toilets, places to eat and shops at the terminal.

The results of the study which state that the main obstacles in the maintenance of terminal facilities, which have a direct impact on the comfort and satisfaction of service users, are the main obstacles in the maintenance of terminal facilities revolve around several aspects, namely the limited maintenance budget where a minimal budget often causes maintenance of

facilities such as toilets, waiting rooms, parking areas, and information boards to be neglected. Lack of supervision and structured management due to the absence of routine supervision causes facilities to break down quickly, and the repair process is slow. And low user awareness caused by irresponsible use of facilities, such as littering or damaging property, worsens the condition of the terminal. These constraints have a direct impact on the comfort and satisfaction of service users, in this case passengers at Manado Paal 2 Terminal. Unmaintained facilities make passengers feel uncomfortable, reduce trust in the terminal management, and even affect the number of passengers using the facility.

The results of this study are in line with previous research conducted by Ramadhan et al. (2022). In their research, it was stated that the lack of funds and periodic maintenance are the main factors that cause damage to public facilities, such as terminals or stations. In this study, Ramadhan et al revealed that the lack of coordination between managers and related parties causes maintenance to not run effectively, so that facilities become obsolete and cannot provide optimal comfort for users. The study showed that improper budget planning hinders the long-term sustainability of facilities. When compared, the results of this study have similarities in highlighting aspects of budget management and supervision as the main obstacles in maintaining terminal facilities [15].

The findings of this study are also supported by the theories and opinions of several experts, including Service Quality Theory (Parasuraman, Zeithaml, & Berry, 1988). According to this theory, service quality is influenced by the reliability of physical facilities, where adequate facilities and infrastructure will create user comfort. Poor maintenance will reduce service quality, thus affecting customer satisfaction [16].

Maintenance Management Theory (Dhillon, 2002), Dhillon states that maintenance of public infrastructure requires a systematic and scheduled approach. Human resources, budget, and supervision factors play an important role in maintenance effectiveness. If any of these aspects do not work well, the facility will deteriorate faster [17].

User Satisfaction Theory (Keller & Kotler, 2015), User satisfaction is closely related to perceived service quality and convenience [18]. Clean, well-maintained, and functioning terminal facilities will increase service user satisfaction and loyalty. Based on the research results, previous research, and supporting theories from experts, it can be concluded that the main obstacles in maintaining terminal facilities lie in budget limitations, lack of supervision, and low user awareness. Improvement efforts need to focus on increasing the maintenance budget allocation, optimizing supervision through structured management, and educating service users to maintain shared facilities. By overcoming these obstacles, terminal facilities will be better in supporting the comfort and satisfaction of service users.

Security

Security within the terminal refers to the various efforts, systems, and measures implemented to maintain the safety and order of everyone in the terminal area, including passengers, drivers, attendants, and managers. Security also includes the protection of assets, vehicles, facilities, as well as the smooth operation of the terminal from physical threats, criminality, or other disturbances.

The following are research findings on security indicators, through observations and interviews in the field.

Table 3. Research Findings on Security Indicator

Indicator	Findings
Security	<p>limited number of security personnel as the main obstacle in maintaining security at Paal 2 Terminal. As well as the lack of security technology at Paal 2 Terminal, which is an obstacle in creating a safe environment for terminal users.</p> <p>Behavioral constraints of terminal users, lack of security at night, and challenges in luggage control at Paal 2 Terminal.</p> <p>The limited budget at Terminal Paal 2 hampers efforts to improve security, both in terms of additional personnel, infrastructure improvements, and technology procurement.</p>

Source: data processed by researchers (2024)

Terminal Paal 2 in Manado faces a variety of security challenges that affect passenger comfort and safety. Security is a priority to prevent negative activities such as thuggery and illegal levies. Security officers work closely with the police to maintain order in the terminal area. Measures such as parking arrangements and monitoring the flow of vehicles are also an important part of security management. Thuggery and illegal levies pose a serious threat to passenger safety and the smooth operation of the terminal. The presence of security officers who work closely with the police is an important step to deal with this problem. Monitoring the flow of vehicles in and out of the terminal must be done consistently to prevent congestion and ensure passenger safety. Officers need to be equipped with supporting tools, such as signage or parking management systems. Challenges in Stakeholder Coordination The lack of coordination between the district/city Transportation Agency, the police, and transportation companies is an obstacle to supervision, especially outside the terminal area. The roles of each party are often unclear, resulting in a lack of collective responsibility.

Supervision of the maintenance of facilities such as buildings, parking areas, or equipment is limited to working hours (8am to 7pm). The inadequate number of security guards means that the terminal area is not well monitored, especially during peak hours. This increases the risk of thuggery and theft. Outside of working hours, the terminal area cannot be monitored, making it vulnerable to damage or acts of vandalism. In handling for security, it would be good to use surveillance technology such as CCTV to ensure the terminal area remains monitored 24 hours. Establish a regular facility maintenance inspection schedule to detect and repair damage early.

Terminal Paal 2 has a fairly large area, so it requires more security personnel to conduct thorough supervision. In security supervision, it would be good to make clear emergency evacuation procedures and involve all stakeholders to ensure readiness in dealing with unexpected situations. Improve the surveillance system by increasing the number of security officers, installing CCTV, and enforcing strict rules to prevent disturbances such as thuggery. Improve communication and joint planning between Transportation Agency, police, and related parties to create more effective surveillance. Making facility monitoring and maintenance a priority by utilizing technology and increasing human resources. With these measures, Terminal Paal 2 can become a safer, more convenient, and efficient environment for passengers and managers.

According to Adisasmita (2014), security in the terminal includes protection of passengers and goods from criminal acts and accidents. This requires effective supervision,

adequate facilities, and orderly behavior from users [19]. Minister of Transportation Regulation No. 40/2015 stipulates terminal service standards that cover aspects of safety, security, comfort, affordability, equality, and regularity. Implementation of these standards is essential to ensure optimal terminal operations. The Ministry of Transportation identified challenges in terminal management, including unstrategic locations, inadequate facilities, and suboptimal security.

Supervision constraints at Manado's Terminal Paal 2 reflect the general challenges faced by bus terminals in Indonesia. By referring to supervision theory and recent research findings, increasing the number and competence of personnel, improving supervision infrastructure, educating users, and collaborating with related parties are crucial steps to improve the effectiveness of supervision and quality of service at the terminal as stated in the Minister of Transportation Regulation 24 of 2021 Article 4 Paragraph (3) which states that terminal organizers must provide a technology-based security system and emphasizes that terminals must provide security support facilities, Article 6 Paragraph (1) which states that the terminal manager must ensure the security of users at all times, including at night, and Article 6 Paragraph (2) which requires the use of technology to assist the duties of personnel in maintaining security as well as the terminal manager must ensure adequate security personnel to maintain order in the passenger terminal which is in accordance with regulations that require having sufficient security officers and placed at strategic points to maintain the security of terminal users.

Budget

A terminal budget refers to the allocation of funds planned and used to manage, maintain and develop terminal facilities and operations. This budget is usually prepared by the terminal manager or related agencies, such as the local government, and is based on operational needs, maintenance, and improving the quality of terminal services.

The following are research findings on budget indicators, through observations and interviews in the field.

Table 4. Research Findings on Budget Indicator

Indicator	Findings
Budget	The limited operating budget is a major challenge at Paal 2 Terminal, especially in increasing the number and quality of staff. Budget availability for facility maintenance is an important indicator in ensuring efficient terminal operations and user convenience.
	Utilization of terminal revenue sources as an indicator of success in budget management.
	Budget limitations as a major constraint in improving Paal 2 Terminal facilities, which impacts the modernization and relevance of the terminal to current user needs.
	Terminal Paal 2 requires a special allocation of funds to keep facilities such as toilets, waiting rooms, and platforms in good working order. If there is any damage, such as a leaking roof or damaged vehicle lanes, a repair budget should be immediately available.

Source: data processed by researchers (2024)

The condition at Paal 2 Terminal due to budget constraints results in the inability to increase the number of adequate security personnel, the lack of ability to improve the quality of staff training for service and security, and regular maintenance of facilities. As a result, the quality of service and security at the terminal has declined, impacting user satisfaction. Terminal Paal 2 in Manado faces significant challenges in budget management, which impacts the operation, maintenance, and modernization of facilities. Terminal Paal 2 has a fairly large area, requiring more security personnel to conduct thorough surveillance. Limited revenue sources by Manado's Paal 2 terminal are evident from retribution and kiosk rental revenues that are often insufficient to cover the operational and maintenance costs of terminal facilities. Terminal Paal 2 is still dependent on subsidies provided by the government so that inconsistent subsidies make budget planning difficult. The impact on Operations and Maintenance can be seen in the limited facilities due to lack of funding, which has delayed the repair of facilities such as toilets and waiting rooms and platforms, such as leaking roofs and damaged vehicle lanes that are not suitable for use, resulting in reduced passenger comfort and increased safety risks. Technology limitations are evident from the delayed procurement of modern technology such as digital information boards and CCTV, which reduces efficiency and security. Budget constraints hinder the provision of accessible facilities for people with disabilities, reducing the inclusiveness of the terminal. Without investment in technology, the terminal is unlikely to meet the expectations of modern users.

The results of this study are in line with the results of research from Kusnadi et al. (2023), namely regarding the management of Sawerigading Terminal in Sengkang, which identifies factors that affect the non-optimality of the terminal, such as the non-strategic location caused by the distance of the terminal from the city center which reduces user interest, the lack of linkages with other modes of transportation decreases efficiency due to lack of integration with the local transit system, and the lack of integration with the local transit system is due to weak enforcement of rules [20].

Meanwhile, according to Simamora (2002), the budget has several limitations, including the simplification of reality caused by the budget often simplifies operational complexity, so it does not reflect the actual conditions in the field. Rapid external changes can make the budget less relevant. A limited budget limits the organization's ability to achieve strategic goals [21]. This limitation is relevant to the condition of Terminal Paal 2, where the minimal budget hampers the maintenance and development of facilities.

Determinant Factors of Paal 2 Terminal Node Implementation in Manado City, North Sulawesi Province

The implementation of Paal 2 Terminal Node in Manado City, North Sulawesi Province is influenced by various determinant factors that determine the success of its implementation. These factors include technical, social, economic and institutional aspects that need to be managed comprehensively.

The successful implementation of Paal 2 Terminal Node in Manado City depends on managing several key factors synergistically. Infrastructure planning and design factors include strategic site selection in Paal 2, a design that prioritizes comfort, safety and efficiency, and flexibility to accommodate future passenger growth. Regulations and policies also play an important role, including local government support, inter-agency coordination, and local transportation policies that support public transportation management.

Technological factors include the implementation of transportation information systems, such as timetable applications and electronic ticketing, as well as security monitoring

technologies such as CCTV. Social factors emphasize public acceptance of the use of public transportation, local economic empowerment, and education about the benefits of terminals in reducing congestion. From an economic perspective, adequate funding sources, operational cost planning, and local economic impact are crucial.

Management and institutions require professional and transparent management, supported by competent human resources and close collaboration between the government, transportation operators and communities. Environmental factors must also be considered, including environmental impact management, pollution reduction, and promotion of environmentally friendly transportation such as electric buses.

With careful planning, policy support, application of modern technology, and collaboration among stakeholders, Terminal Paal 2 can become an effective transportation hub and support the sustainable development of the city.

D. Conclusion

Based on the research results that have been described above, the authors can conclude as follows:

- 1) Supervision at Manado Paal 2 Terminal has not been effective due to weak coordination between relevant stakeholders, such as the Transportation Agency, police, and transportation companies, hampering the effectiveness of terminal management as well as lack of supervision and low service quality.
- 2) The constraint of the lack of maintenance of facilities in the terminal, as mentioned above, is a significant problem in the effort to provide comfortable and safe services for passengers and the existing facilities in Paal 2 Terminal are currently far from feasible and not in accordance with the standards set out in the Minister of Transportation Regulation No. 24 of 2021.
- 3) Security constraints at Manado's Terminal Paal 2 reflect the general challenges faced by bus terminals in Indonesia that have not been optimized. It can be concluded that increasing the number of security personnel, implementing modern technology, educating users, and improving security facilities are crucial steps to improve passenger safety and comfort.
- 4) Budget limitations at Manado's Terminal Paal 2 hamper operations, maintenance, and modernization of facilities.

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