

**IMPLEMENTATION OF THE *TRANSPORTASIKU* SYSTEM POLICY TO
EASY PUBLIC TRANSPORT INFORMATION IN THE CITY OF
SURABAYA**

(Study at the Surabaya City Transportation Service)

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ABSTRACT

The research aims to find out the implementation of *Transportasiku* system policy in providing easy transportation information to the public in the Surabaya city area through one application, the factors that hinder the implementation of this *Transportasiku* System policy, and the efforts in dealing with obstacles to the implementation of the policy. The research method used is a type of qualitative research. Informants in this study are the officials who are responsible for the manufacture of *Transportasiku*, the developer of *Transportasiku* and the public who use *Transportasiku*. The data collection techniques used is with interviews and documentation. The techniques used in data analysis is data reduction, data presentation, and drawing conclusions. The results of the research show that: 1) The implementation of *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya like communication, disposition, and bureaucratic structure. 2) The factors that hinder the implementation of the policy are limited human resources, limited available budgetary resources, limited equipment to support the implementation of the policy, and the occurrence of system errors when *Transportasiku* system underwent maintenance. 3) The efforts of the Department of Transportation in this case is the division of tasks and the quality of qualified human resources and good performance of existing human resources, to manage the availability of budget resources, to take advantage and do maintenance facilities available periodically, and perform a reset or system development so that problems with the use of *Transportasiku* System can be resolved.

Keyword: *Implementation, Policy, System, Transportasiku*

A. INTRODUCTION

Advances in information technology bring great benefits for the benefit of society. The increasingly widespread use of technology can help public service actors make decisions in government operations, both in administrative activities,

services, and personnel data management. Society's needs will be more diverse in the future and modern management systems must be developed through organizational networks to shorten decision-making time and widen spans of control. Therefore, in this era of regional autonomy to realize good governance, one of the efforts is to use information and communication technology or commonly known as e-Government (Nasikhah 2019). The development of E-Government is one of the government's efforts to improve the quality of public services effectively and efficiently in various public sectors. One example is the Surabaya City Government which has developed E-Government.

The Surabaya City Government is one of the governments that can be said to be quite responsive and innovative in realizing good governance through the developed e-government. The Surabaya City Government during the leadership of Mayor Dr. (H.C.) Ir. Tri Rismaharini, M.T. has developed various online services related to regional financial management systems, licensing, health, supervision, education and other facilities related to government and society. The development of E-government in the City of Surabaya is mandated through the *Peraturan Daerah Kota Surabaya Nomor 4 Tahun 2014* concerning the Implementation of Public Services. According to the regulation, e-government providers in the city of Surabaya can utilize information technology to increase the effectiveness and efficiency of public services. According to Kharima and Fanida (2021) that this e-government is part of the development of information technology in Surabaya in a grand concept of Surabaya Cyber City which makes the Surabaya City Government a modern city based on information technology. In improving public services in Surabaya, the Surabaya City Government seeks innovation in the field of public services by launching an application called *Transportasiku*. *Transportasiku* was launched by the Surabaya City Transportation Service on May 31, 2019 to coincide with the 726th Anniversary of the City of Surabaya with the aim of facilitating services, especially in the transportation sector.

According to Putra, Supeno, and Shodiq (2020) that *Transportasiku* is an application that is one for all, which provides an impact on the ease of transportation information services from one application. That is, through this application, it is enough to know the various modes of transportation in the city of Surabaya, including traffic flow, parking lots, and the position of the Suroboyo Bus. Previously, based on Ary Kurniawan and Prabawati (2018) research that the Surabaya City Transportation Service had developed many applications based on the needs of the community in various fields of transportation. These various platforms include *GOBIS* for Suroboyo Bus (Putri and Prabawati 2020), Go Parking for finding parking spaces and parking data, and various other applications (Tri Handoko And Hany Fanida 2019). These various applications are considered too many, so the purpose of implementing this *Transportasiku* application is to combine all of these applications into one. Based on the above phenomenon, the researchers are interested in conducting more in-depth research on Implementation of the *Transportasiku* System Policy to Facilitate Public Transportation Information in the City of Surabaya.

B. LITERATURE REVIEW

1. Public Policy Implementation

In general, the term implementation in the Big Indonesian Dictionary means implementation or application. The term implementation is usually associated with an activity carried out to achieve certain goals. In this study, the theory used to analyze more deeply related to the implementation of the "*Transportasiku*" System Policy to Facilitate Public Transportation Information in the City of Surabaya is the theory put forward by George C. Edwards III (Widodo 2007). According to George Edward III's framework, the success of public policy implementation is influenced by four variables, namely (1) communication, (2) resources, (3) disposition, (4) bureaucratic structure. Among the four variables, interactions occur and affect policy implementation. The model can be presented in the image below:

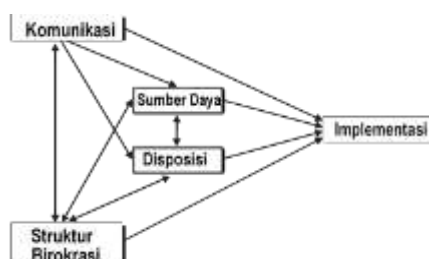


Figure 1.1

Edward III Policy Implementation Intervariable Relationship Model

Source: *Processed based on Edwards III's thinking (George C. Edwards III 1984)*

2. Inhibiting Factors Implementing *Transportasiku* System

The following are some of the inhibiting factors in implementing the *Transportasiku* System policy related to the context of George C. Edward III's theory, namely resources, including:

a. Human Resources (HR)

HR is one of the important factors so that an activity can run smoothly. This human resource is the main source that works as the driving force behind the implementation of a policy (Hasibuan 2011). Therefore, it is necessary to have adequate human resources, have the competence and expertise needed in implementing the *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya. The role of HR is quite numerous, such as contributing to the planning, procurement, and maintenance activities of the *Transportasiku* System.

b. Budget Resources

Availability of adequate sources of funds or budget is required for planning, procurement, and maintenance of the *Transportasiku* system in facilitating public transportation information in the city of Surabaya. The limited budget available means that the quality of services that must be provided to the community is also limited.

c. Equipment Resources

Equipment resources are types of equipment and facilities that support the implementation of my Transport system policy to facilitate public transportation information in the city of Surabaya. The limited resources of this equipment are influenced by the lack of budgetary resources used to support the implementation of a policy. The limited resources of this equipment, such as the availability of facilities and equipment that support the implementation of the *Transportasiku* system policy is inadequate.

d. System Error

This error term on the *Transportasiku* System relates to a hardware error that users of the *Transportasiku* System are using. With this system error, the information obtained by the public often does not bring results. To be able to overcome these problems in order to produce a high-quality system, as the implementor can minimize errors to the system by paying attention to needs analysis so that a quality system can be created.

3. Efforts to Overcome Barriers to the Implementation of the *Transportasiku* System

The efforts of the Surabaya City Transportation Service to overcome obstacles in implementing the *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya are as follows:

a. Availability of Human Resources (HR)

In the implementation of public policy implementation, qualified and adequate human resources are needed (Nawawi 2013). However, currently there are limited human resources that affect the implementation of the *Transportasiku* system policy. Therefore, efforts are needed to overcome the obstacles of limited human resources by providing human resources who have the competence and ability to support the objectives to be achieved in the implementation of the "Transportasiku" system policy. And, improve the quality of existing human resources.

b. Budget Availability

The budget used for the implementation of *Transportasiku* System policy comes from the Regional Budget (APBD) of the Surabaya City Government. However, currently, APBD funds are prioritized to deal with the Covid-19 pandemic. Therefore, there is an obstacle, namely the existence of budget constraints. Efforts are needed to overcome these obstacles so that the objectives of implementing the *Transportasiku* system policy can be achieved. Efforts can be made in the form of providing an adequate budget by making full use of existing funding sources as well as possible, setting priorities and identifying the most important needs.

c. Information Technology Availability

The availability of information technology is an important role in supporting the implementation of the *Transportasiku* system policy. According to Asri (2020) Information technology is a technology that has a function in obtaining, processing, storing and converting data in all kinds of ways to obtain useful information. It can be said that information technology is a variety of facilities consisting of hardware and software to support and improve the quality of

information for the public quickly and with quality. These facilities can be in the form of the availability of computers, servers, and program systems.

d. System Development

The implementation of the *Transportasiku* system policy often has obstacles in the form of information obtained by the community that does not bring results. Therefore, in the *Transportasiku* system, efforts are needed to overcome these obstacles by making improvements or developing systems to make it easier for people in the city of Surabaya to obtain information about transportation modes.

C. METHOD

This research can be categorized as a type of descriptive research with a qualitative approach that is carried out by describing and interpreting an object according to the facts (Sugiyono 2015). This research was conducted at the Department of Transportation of the City of Surabaya. The data collection technique used in this research is by direct interviews and documentation. Interviews were conducted using an open interview model. This open interview uses an unstructured interview method, namely an interview that is free, not rigid, and not glued to a list of existing questions and the subject of the research, namely the Head of the Civil Service Sub-Division of the Surabaya City Transportation Service as the person in charge of implementing the *Transportasiku* system policy, the *Transportasiku* developer, and the *Transportasiku* user community. And using secondary data, namely through literacy derived from articles, journals, news and websites related to the research theme. The data analysis technique used in this study is the Miles and Huberman data analysis technique (Miles, Huberman, and Saldana 2014). There are four stages, namely data collection, data reduction, data presentation and conclusion drawing/verification.

D. EXPLANATION

1. Implementation of the *Transportasiku* System Policy

Both central and regional governments are required to provide good services and in accordance with the needs of the community. The Surabaya City Government is one of the governments that can be said to be quite responsive and innovative in realizing good governance through the developed E-Government. E-government organizers in the city of Surabaya utilize information technology to improve the effectiveness and efficiency of public services (Nurany and Hidayati 2021). In order to provide convenience in providing public services to the public in the city of Surabaya, especially in the field of transportation, the Surabaya City Government seeks innovation in the field of public services by launching an application called *Transportasiku*.

The implementation of *Transportasiku* is based on the innovation of the Head of the Surabaya City Transportation Service. *Transportasiku* was launched by the Surabaya City Transportation Service on May 31, 2019 to coincide with the 726th Anniversary of the City of Surabaya which aims to facilitate information on public transportation and traffic conditions in the City of Surabaya which can be accessed anywhere both from Surabaya and outside Surabaya and anytime via mobile devices (Admin 2019).



Figure 1.2

Transportasiku system

Source: *Research Documentation* (2021)

Based on the picture above, my Transport application consists of several systems, namely Suroboyo Bus, City Bus, Mikrolet, Bus Stop, Purabaya Bus Schedule, Parking Location, Traffic Camera, Traffic Info, Bike Lane, Pedestrian, Tourism and Landmark and Souvenir Center. Furthermore, to describe in more detail the implementation of *Transportasiku* system policy by the Surabaya City Transportation Service using Edwards III theory (Widodo 2007), as follows:

1) Communication

Communication has an important role or function in determining the success of a public policy implementation (Nugroho 2008). In this case, communication in the implementation of the *Transportasiku* system policy is communication between policy makers, namely the Surabaya City Transportation Service and the community using the *Transportasiku* system through socialization. The main purpose of the socialization is to convey information related to the use of the *Transportasiku* system which can be useful for the public in finding information about transportation in the city of Surabaya. Related to this, the Surabaya City Transportation Service carried out socialization by utilizing the sophistication of information technology, namely through social media such as Instagram and Facebook as well as through mass media, namely newspapers (Advertorial 2019). Through the sophistication of technology, it is a supporting factor in the delivery of information to the public and the content of the context must be clear and easily understood by the public to minimize so that people are not confused in understanding the information received so that there is no difference in understanding information.

2) Disposition

High disposition affects the success rate of policy implementation. According to George C. Edwards III (1984) The success of policy implementation is not only determined by the extent to which policy actors know what to do and

are able to do it, but are also determined by the willingness of policy actors to have a strong disposition towards the policies being implemented. Regarding the disposition of the *Transportasiku* system policy, the Surabaya City Transportation Service provided support by providing a good response regarding the implementation of the *Transportasiku* system to facilitate public transportation information in the City of Surabaya. The provision of support is very meaningful in implementing the implementation of a policy because the lack or limited intensity of this disposition can lead to the failure of the implementation of a policy. The support provided by the Surabaya City Transportation Service is in the form of equipment resources that support the implementation of the *Transportasiku* system in achieving its goals (Admin 2019). This equipment is meant to provide access for the public to make it easier to operate the use of *Transportasiku*.

3) Bureaucratic Structure

The bureaucratic structure is needed to reduce the chance of failure in the implementation of policy implementation (Solichin 2017). In addition, the bureaucratic structure also affects the level of disposition of policy actors because the more fragmented (split) will lead to conflict and disharmony between policy actors, resulting in different dispositions in policy implementation. As mentioned in Edward III's theory regarding the bureaucratic structure, namely the importance of the Standard Operational Procedure (SOP) in an organization (George C. Edwards III 1984). Where the SOP is in the form of coordination between E-dishub and fields related to the information in the *Transportasiku* system because the information presented in the *Transportasiku* system is obtained from each field. In the implementation of the *Transportasiku* system policy, there is also a division of tasks, the aim is to provide firmness and accuracy in the standard of tasks that must be achieved, as well as knowing what to do so that the holder of responsibility for the tasks that have been given is not wrong in carrying out their duties. *Transportasiku* System itself is an innovation of the Surabaya City Transportation Service in making it easier for people in the city of Surabaya to obtain transportation information.

2. Inhibiting Factors Implementing *Transportasiku* System Policy

Based on the results of research on the implementation of the *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya, there are various obstacles that occur, as follows:

1) Human Resources

The effectiveness of the implementation of policy implementation does not only depend on the number of human resources, but also must have the necessary skills and expertise in carrying out the duties and functions for which they are responsible. In this case, related to the implementation of the *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya, human resources are needed that can affect the continuity of the public service process to the community. The availability of adequate human resources, having competence and expertise related to the implementation of the policy is still lacking so that its implementation can be said to be not optimal. Lack of available resources, namely the developer as the person in charge of designing and

maintaining the *Transportasiku* system, both related to information, to the appearance of the system itself and assigned to develop the system that has been created (Fajaratri et al. 2020).

2) Budget Resources

Resources that affect the effectiveness of implementing policy implementation other than human resources are budgetary resources or funds needed to finance the operationalization of policy implementation. The implementation of the *Transportasiku* system policy which is managed by the Surabaya City Transportation Service is sourced from the Surabaya City Regional Revenue and Expenditure Budget (APBD). However, there is an obstacle, namely that the current APBD funds are prioritized to handle the Covid-19 pandemic problem that is currently happening as a result of which the funds that should be needed for purposes such as the need for equipment and facilities used to support the implementation of the *Transportasiku* system policy are limited. The limited budget available means that the quality of public services provided to the community is also limited. This condition causes policy implementers to be unable to carry out their duties and functions optimally as expected.

3) Equipment Resources

Equipment resources become a determining factor and a supporting factor in the sustainability of the implementation of a policy. In the implementation of the *Transportasiku* system policy, the facilities and infrastructure needed include computers, program systems and servers that can support efficiency and encourage motivation of actors in implementing policies. But so far, the implementation of the *Transportasiku* system policy has often encountered problems due to the limited facilities and equipment to support the implementation of the policy. The equipment resources in question are in the form of inadequate servers. Servers are needed because the use of this *Transportasiku* system requires an adequate internet connection. The limited availability of servers causes the services provided to the community to be constrained because the community becomes difficult to obtain accurate information in accordance with the purpose of the *Transportasiku* system in providing information related to transportation in the city of Surabaya.

4) System Error

The term *Transportasiku* system error relates to a hardware error used by the *Transportasiku* system user. With the occurrence of system errors, resulting in information obtained by the public often does not bring results. These obstacles are usually in the form of information obtained by the users of my Transport system which is not accurate and in accordance with the facts. However, this inhibiting factor is usually only known when the operating system cannot be accessed or does not work properly. Constraints that often occur in the use of my Transport system are caused by the server or user device of my Transport system itself. In addition, the problem with the *Transportasiku* system is that for the time being it is still not accessible via IOS, because it requires larger equipment than access via Android.

3. Efforts to Overcome Barriers to the Implementation of the *Transportasiku* System

Based on the problems that have been discussed previously, here are some efforts made by the Surabaya City Transportation Service so that a policy that is implemented can be implemented properly, including:

1) Availability of Human Resources

In essence, Human Resources (HR) can be interpreted as humans or all people employed in an organization who are committed to being the driving force for achieving organizational goals. In the implementation of the *Transportasiku* System, it is necessary to have adequate human resources available. Although in the implementation of the implementation activities have limited human resources, the Department of Transportation of the City of Surabaya always strives for these problems to be resolved immediately so that the purpose of implementing the system can be achieved, namely by the division of tasks given, in addition to the quality of qualified human resources, and good performance of existing human resources in the implementation of this *Transportasiku* system.

2) Budget Availability

The budget used for the implementation of the *Transportasiku* system policy to facilitate public transportation information in the City of Surabaya comes from the Surabaya City Regional Revenue and Expenditure Budget (APBD) funds. However, currently, APBD funds are prioritized to deal with the Covid-19 pandemic. This problem requires a way to overcome it so that the purpose of implementing the *Transportasiku* system policy can be realized. Efforts are made to overcome these problems by providing adequate budget or funds by making full use of existing funding sources as well as possible, setting priorities and identifying the most important needs. By compiling the priority scale, it can be seen which needs are crucial or very urgent and must be met, and can save the use of existing funding sources.

3) Availability of Information Technology

Information technology is an important factor in supporting the successful implementation of the *Transportasiku* system policy that utilizes technology in providing public transportation information in the city of Surabaya. In this case, the Surabaya City Transportation Service seeks the availability of technology, namely by submitting a budget for the procurement of facilities used to support the implementation and make the best use of existing facilities. Facilities that support the implementation of the *Transportasiku* system policy include computers, servers, and program systems. For now, the Surabaya City Transportation Service is still unable to procure facilities that do not yet exist. This is still being pursued, but still cannot be realized due to problems related to inadequate budget funds. However, to improve the quality of service, temporarily only use existing facilities and carry out regular maintenance of the available facilities.

4) System Development

System development is the preparation of a new system to replace the old system as a whole or to improve an existing system. Before the system is repaired, the system is tested first. This is done to find out how a 'proper' system provides

information. In this case, system development needs to be done because of the problems that arose in the previous system. There were problems that occurred during the operation of the *Transportasiku* system, namely there were often errors in the system implemented by the Surabaya City Transportation Service so that the purpose of the *Transportasiku* system was not achieved. The purpose of the *Transportasiku* system itself is to make it easier for people in the city of Surabaya to obtain information about transportation modes. Therefore, the Surabaya City Transportation Service seeks to improve or develop the system so that the objectives of implementing the *Transportasiku* system policy can be achieved. The system requires periodic maintenance to anticipate the occurrence of failure or damage from the system itself.

E. CONCLUSION

Based on the description of the results and discussions related to the implementation of the "Transportasiku" System Policy to Facilitate Public Transportation Information in the City of Surabaya above, in this case it can be concluded as follows:

1. Implementation of the *Transportasiku* System Policy

The implementation of the "Transportasiku" system policy has been carried out by the Surabaya City Transportation Office. This is based on an analysis using indicators of the success of public policy implementation. The first indicator is communication where communication is done conventionally through mass media such as newspapers and utilizes technological sophistication which is a supporting factor in delivering information to the public by socializing through social media such as Instagram and Facebook by creating video content that is designed as creatively as possible so that there is attractiveness. from society. The second indicator is disposition, where the Surabaya City Transportation Service is very supportive by providing a good response regarding the implementation of the *Transportasiku* system. The third indicator is the bureaucratic structure, where this bureaucratic structure includes the dimensions of fragmentation and Standard Operating Procedures (SOPs) which facilitate and uniform the actions of the implementers of a policy in carrying out their duties. The organizational structure of the Surabaya City Transportation Service itself can be seen on the Transportation Service website, namely dishub.surabaya.go.id, in addition to the Standard Operational Procedure (SOP) in the form of coordination between the e-dishub sector and fields related to the information presented on *Transportasiku* system. The *Transportasiku* system itself is an innovation of the Surabaya City Transportation Service in making it easier for people in the city of Surabaya to obtain transportation information.

2. Barriers to the Implementation of *Transportasiku* System Policy

In the implementation of the *Transportasiku* system policy to facilitate public transportation information in the city of Surabaya, there are various obstacles that occur, as follows:

1) Human Resources (HR)

The availability of adequate human resources, having competence and expertise related to the implementation of the *Transportasiku* system policy is still

lacking so that its implementation can be said to be not optimal. Lack of available resources, namely the developer as the person in charge of designing and maintaining the *Transportasiku* system, both related to information, to the appearance of the system itself and assigned to develop the system that has been created.

2) Budget Resources

The implementation of the "*Transportasiku* system policy which is managed by the Surabaya City Transportation Service is sourced from the Surabaya City Regional Revenue and Expenditure Budget (APBD). However, there is an obstacle, namely that the current APBD funds are prioritized to deal with the current Covid-19 pandemic problem, as a result, the funds that should be needed for purposes such as the need for equipment and facilities used to support the implementation of the *Transportasiku* system policy are limited.

3) Equipment Resources

The implementation of the *Transportasiku* system policy often encountered problems due to the limited facilities and equipment to support the implementation of the policy. The equipment resources in question are in the form of inadequate servers. Servers are needed because the use of this *Transportasiku* system requires an adequate internet connection.

4) System Error

In this case, the information obtained by the users of the *Transportasiku* system is not accurate and in accordance with the facts. However, this inhibiting factor is usually only known when the operating system cannot be accessed or does not work properly. In addition, the problem with this *Transportasiku* system is that it is temporarily not accessible via IOS, because it requires larger equipment than access via Android.

3. Efforts to Overcome Barriers to the Implementation of the *Transportasiku* System

Based on the problems that have been discussed previously, here are some efforts made by the Surabaya City Transportation Service so that a policy that is implemented can be implemented properly, including:

1) Availability of Human Resources

The Surabaya City Transportation Service strives for problems related to human resources to be resolved, namely by the division of tasks given, in addition to the quality of qualified human resources and good performance of existing human resources in the implementation of this *Transportasiku* System.

2) Budget Availability

Efforts are made to overcome budget resource problems by providing adequate budget or funds by making full use of existing funding sources as well as possible, setting priorities and identifying the most important needs. By compiling the priority scale, it can be seen which needs are urgent and must be met, and can save the use of existing funding sources.

3) Availability of Information Technology

The Surabaya City Transportation Service seeks the availability of technology, namely by submitting a budget for the procurement of facilities used

to support the implementation and make the best use of existing facilities and carry out regular maintenance of the available facilities.

4) System Development

The Surabaya City Transportation Service seeks to improve or develop the system so that the objectives of the implementation of the *Transportasiku* system policy can be achieved. The system requires periodic maintenance to anticipate the occurrence of failure or damage from the system itself. System policy implementation *Transportasiku* is an innovation of the Surabaya City Transportation Service in the form of an information technology-based application that aims to facilitate the public in obtaining transportation information in the city of Surabaya. The *Transportasiku* application consists of several systems consisting of Suroboyo Buses, City Buses, Mikrolet, Bus Stops, Purabaya Bus Schedules, Parking Locations, Traffic Cameras, Traffic Info, Bike Lanes, Pedestrians, Tours & Landmarks and Souvenir Centers.

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