

# Effectiveness Of Services In The Issuance Of Sailing Approval Letters At The Main Headquarter Office Of Tanjung Perak Surabaya

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**Abstract**—The Sailing Approval Letter (SPB) is a state document issued by the Syahbandar in the form of an electronic document to each ship that is about to sail and is a form of supervisory activity carried out by the Syahbandar on ships that are about to sail. This study aims to discuss and analyze the effectiveness of the Sailing Approval Letter service at the Tanjung Perak Main Harbormaster's Office in Surabaya. By using qualitative research methods, the phenomenon of sailing approval letter issuance services is analyzed with the theory of service effectiveness according to P. Siagian (2008). The conclusion of this study is that the service of Sailing Approval Letter Issuance at the Tanjung Perak Main Maritime Office has fulfilled 8 aspects of service effectiveness as conceptualized by P. Siagian (2008). Among others; These aspects or indicators of service include; (a) Clarity of the Objectives to be Achieved; (b) Clarity of the Strategy for Achieving Goals, the Tanjung Perak Surabaya Main Maritime Office has compiled a strategic plan and public service SOP based on the Regulation of the Minister of Transportation of the Republic of Indonesia Number 28 of 2022 concerning Procedures for Issuing Sailing Approval Letters and Approval of Ship Activities at the Port; (c) Policy Analysis and Formulation Process; (d) Mature Planning; (e) Programming; (f) Availability of Facilities and Infrastructure; (g) Monitoring and Control System.

The implementation of public services at the Tanjung Perak Main Kesyahbandaran Office has been quite good, as well as the lack of complaints from the public. But indeed the public always wants a fast and precise service improvement. Along with that, public demands for quality service continue to increase from time to time.

The supporting factors for the Sailing Approval Letter service at the Tanjung Perak Surabaya Main Kesyahbandaran Office are the availability of adequate facilities and infrastructure, and the existence of good Standard Operating Procedures (SOP). While the inhibiting factor is that there are still officers who are less responsive in providing services.

**Keywords**—Effectiveness; Service; Public; Sailing Approval Letter

## INTRODUCTION

Shipping is an important role in efforts to achieve national goals based on Pancasila and the 1945 Constitution of the Republic of Indonesia, in order to realize the Archipelago Concept and strengthen National Resilience, a National Shipping System is needed to support economic growth, regional development and strengthen state sovereignty. Moreover, Indonesia has two-thirds of the sea area, which makes sea transportation an important part of the transportation system in Indonesia. In the sea transportation system, the port is a node of the smooth chain of sea and land transportation cargo in supporting and driving the economy, which in turn functions as a transitional activity between modes of transportation. So that the existence of ports is an important means for the sea transportation system in Indonesia. One of the main ports in Indonesia is Tanjung Perak Port Surabaya, which connects the islands in the archipelago.

Tanjung Perak Port Surabaya is part of the connectivity with other ports, both in inter-island trade activities. This causes the movement of passengers and exports and imports to increase in intensity. Therefore, Tanjung Perak Port Surabaya as the main class port in Indonesia must improve itself to support all sea transportation activities which are positioned

between the western and eastern regions of Indonesia. Therefore, the smoothness of the transportation system is very important to support effectiveness in the transportation of goods to be traded. The means of sea transportation that is often used is the ship, which is a means of transportation for the transportation of goods and passengers in large quantities, both domestically and abroad. The number of ships entering and exiting Tanjung Perak Port has increased from year to year. The following table shows the number of ships leaving and entering the Port of Tanjung Perak Surabaya;

Table 1. Number of Inbound and Outbound Ships at Tanjung Perak Port Surabaya

No	Year	Number of Inbound Ships	Number of Outbound Ships
1	2018	11762	12137
2	2019	13549	13267
3	2020	13150	12904
4	2021	13630	13735
5	2022	14504	14352

Source : (Tanjung Perak Main Harbor Office Surabaya, 2023)

Tanjung Perak Port Surabaya as a first-class port in Indonesia must improve in order to support all sea transportation activities which are positioned between the western and eastern regions of Indonesia. This position causes very high ship traffic in and out of the Port of Tanjung Perak Surabaya. This is evidenced by the data on the number of ships both entering and leaving the Port of Tanjung Perak Surabaya from year to year. The number of ships entering Tanjung Perak Port Surabaya in 2018 was 11762 ships, in 2019 there were 13549 ships, in 2020 there were 13150, in 2021 there were 13630 and in 2022 there were 14504. While the number of ships leaving Tanjung Perak Port in 2018 was 12137 ships, in 2019 as many as 13267 ships, in 2020 as many as 12904, in 2021 as many as 13735 ships and in 2022 as many as 14352 (Source: Kantor Kesyahbandaran Utama Tanjung Perak Surabaya, 2023).

The online Sailing Approval Letter (SPB) is a state document issued by the Syahbandar in the form of an electronic document for each ship that is about to sail and is a form of supervisory activity carried out by the Syahbandar on ships that are about to sail. To obtain an SPB, the shipping company submits an online application to the Syahbandar by attaching documents through the Inaportnet System, which is a single service information system with internet-based electronics to integrate a standard port information system in terms of ship and goods services from all related agencies or stakeholders at the port (including the Port Business Entity / BUP service system). Parties related to this system include the Port Authority, Kesyahbandaran, Port Business Entity, Shipping Company, Stevedoring Company, and Transportation Management Services. The Inaportnet System is used to integrate all licensing applications

within the Directorate General of Sea Transportation / Directorate General of Hubla at the Ministry of Transportation of the Republic of Indonesia (Malisan & Tresnawati, 2019).

One of the Government institutions that have an important role in supporting the smooth running of shipping in Indonesia is the Office of the Harbor Master and Port Authority. This Government organization is in line with the provisions of Law Number 17 of 2008 Article 5 paragraph (1) which states that shipping is controlled by the state and its guidance is carried out by the government. One of the guidance carried out by the government based on Law Number 17 of 2008 paragraph (2) is the regulatory function, which includes the determination of general and technical policies, among others, determining norms, standards, guidelines, performance, planning, and procedures including requirements, safety, and security of shipping and licensing. Several previous studies have shown that the role of the Office of Kesyahbandaran and Port Authority has an important role in providing services for people in Indonesia who use sea transportation services. So that services at the Kesyahbandaran Office and Port Authority must be done well. As the results of Sunarto's research (2014) with the title "Measurement of Public Services at the Jayapura Syahbandar and Port Authority Office". Using quantitative research methods, the results of this study indicate that the Community Satisfaction Index (IKM) value for the sailor book issuance service procedure provided by the Jayapura Syahbandar and Port Authority Office is 2.801 which is included in the Good category, where the highest satisfaction value is the service procedure element (3.06) and the lowest satisfaction value is the element of certainty of service schedule (2.44) and environmental comfort (2.50). For this reason, it is necessary to improve and improve the performance of the state apparatus in order to be able to carry out optimal and excellent services in the form of fast, cheap, easy, fair and transparent services (Priandono, 2003).

Likewise, research by Siti Rohma Nurjanah (2016) with the title "Effectiveness of PT.ASDP (Persero) Bakauheni Port Passenger Services in Lampung Province". This study uses service theory according to Surjadi, that the principles of organizing public services use indicators of simplicity, certainty and timeliness, security and comfort, discipline, courtesy and friendliness, completeness of facilities and infrastructure, and being responsible. The results obtained in this study are the effectiveness of PT ASDP (Persero) Bakauheni Port Passenger Services in Lampung Province is greater than 65% and is included in the effective category. Service effectiveness is a keyword for the success of public services, especially in the sea transportation sector in Indonesia. Basically, the effectiveness of services shows the level of achievement of results, often or always associated with the notion of efficiency, although there is actually a difference between the

two, Effectiveness emphasizes the results achieved, while efficiency looks more at how to achieve the results achieved by comparing the input and output (Siagian, 2001).

Public services are also carried out by the Office of the Harbor Master and Port Authority. One form of public service carried out by the Office of the Syahbandaran and Port Authority is the issuance of a Sailing Approval Letter (SPB). This document is a State document issued by Ibid Syahbandar to every ship that will sail out of the port after the ship has fulfilled the ship's seaworthiness requirements and other obligations. This document is so important because it concerns the smooth operation of the ship as well as the safety of the ship, skipper and crew. The legal basis for the issuance of the Sailing Approval Letter is regulated in several statutory provisions including; (a) Law No. 45 of 2009 concerning amendments to Law No.31 of 2004 concerning Fisheries; (b) Law No.31 of 2004 concerning Fisheries; (c) Law No.17 of 2008 concerning Shipping; (d) Minister of Transportation Regulation No: KM. 01 of 2010 concerning Procedures for Issuing Sailing Approval Letters; (e) Government Regulation No.51 of 2002 concerning Shipping. According to the regulation, the Sailing Approval Letter is a State document issued by the Syahbandar to every ship that will sail out of the port after the ship has fulfilled the requirements of the ship's seaworthiness and other obligations. This is in line with one of the criteria or measures of effective service according to Sondang P. Siagian (2008), namely the clarity of the objectives to be achieved. With this clarity of purpose, services at the Port Authority Office can run well.

In this regard, the role of the Syahbandar is very important, including checking the condition of the ship and checking all ship documents, and determining sailing permits. But in reality there are still ships that are not equipped or have letters in sailing. This will have a negative impact on fishermen who will be subject to criminal provisions stipulated in Article 98 of Law No.45 of 2009 with a maximum imprisonment of 1 (one) year and a maximum fine of Rp.1,000,000,000, - (one billion rupiah). Service standards that should aim to guide services in the issuance of Sailing Approval Letters are still not well realized. Therefore, according to Sondang P Siagian (2008), it is necessary to carry out an educational supervision and control system. This research is important to do because there is a fact that the service user community, especially the community who takes care of the issuance of the Sailing Approval Letter, is often faced with so much uncertainty when they are dealing with time certainty, they often experience delays in issuance as a result of which the ship's schedule to sail is hampered Another problem, where fishermen do not understand the rules for making SPBs and from physical checks many ships do not meet the specified standards.

## RESEARCH METHOD

This research uses qualitative research methods. Creswell (2014) in his book entitled "Qualitative Inquiry And Research Design" reveals five qualitative research traditions, namely: biography, phenomenology, grounded theory, case study and ethnography. This research uses a case study of service effectiveness in the issuance of Sailing Approval Letters at the Tanjung Perak Main Maritime Office in Surabaya. The type of research used in this study is qualitative research, where researchers describe and explain the situations and conditions that occur, after researchers conduct observations and interviews. Qualitative research methods as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior, qualitative research will produce analytical procedures that do not use statistical analysis procedures or other quantification methods.

The data analysis technique used in this qualitative research is clear, namely by using qualitative analysis techniques, where by collecting data, observing, interviewing and concluding the data taken. The model in data collection used in this research is the Miles and Huberman model. Data analysis using several steps according to the conception of Miles, Huberman and Saldana (2014), namely analyzing data with three steps: condensing data, presenting data, and drawing conclusions or verification. Data condensation refers to the process of selecting, narrowing, simplifying, summarizing, and transforming data.

## RESULTS AND DISCUSSION

The research entitled "Effectiveness of Services in the Issuance of Sailing Approval Letters at the Tanjung Perak Main Kesyahbandaran Office in Surabaya" discusses more effective and structured services that are easily understood and understood by the people who receive services and are also more easily carried out by officers or staff who provide services for issuing Sailing Approval Letters at the Tanjung Perak Main Kesyahbandaran Office in Surabaya. This study analyzes the phenomenon of Service Effectiveness in the Issuance of Sailing Approval Letters at the Tanjung Perak Main Kesyahbandaran Office in Surabaya by using the conception of service effectiveness according to Siagian (2008), which consists of; (1) Clarity of Purpose; (2) Clarity of Strategy; (3) Policy Analysis and Formulation Process; (4) Mature Planning; (5) Proper Programming; (6) Availability of Facilities and Infrastructure; (7) Effective Implementation; (8) Monitoring and Control System.

### 1. Clarity of Purpose

Clarity of objectives to be achieved, this is so that employees in carrying out their duties achieve targeted goals and organizational goals can be achieved, namely the service of issuing a Sailing Approval Letter at the Tanjung Perak Main Kesyahbandaran Office in Surabaya Siagian (2008). The implementation of public services is certainly

carried out to achieve the goals it has planned. The main purpose of organizing public administration is community service. The implementation of public services is a top trending issue in society because the service implementation process still seems static (running in place). When viewed from an economic perspective, poor public services can have an impact on reducing people's income, especially the economy of the lower middle class due to the absence of service time efficiency, where people spend a long time getting public services. Effectiveness is the main element to achieve predetermined goals or objectives in every organization, activity or program, and is considered effective if the goals and objectives have been determined. The Tanjung Perak Surabaya Main Kesyahbandaran Office (KSU) has a vision, namely "Serving with Conscience, Working Professionally". The mission of the Tanjung Perak Surabaya Main Kesyahbandaran Office (KSU), namely (1) Carry out timely, quality, courteous and professional services; (2) Maintain and Implement Accountability and Transparency of Community Services; (3) Carry out services with conscience as a form of community service. The effectiveness of public services can be realized with a planned future goal or plan.

Based on the results of the study, it is known that the implementation of public services at the Tanjung Perak Surabaya Main Maritime Office already has a basis of reference, namely the Strategic Plan and the existence of a reference SOP for implementing public services. The Standard Operating Procedure (SOP) for the Sailing Approval Letter service at the Tanjung Perak Surabaya Main Maritime Office is as follows; (1) The service recipient submits an application for the issuance of SPB along with the complete documents; (2) The maritime officer checks the documents and the ship according to the Ship departure inspection form; (3) The officers input the SPB data into the online SPB friend application; (4) The officers verify online according to the completeness of the documents and the results of the examination of the ship's documents; (5) The syahbandar validates the SPB submitted; (6) The officers print the SPB and submit it to the syahbandar for signature and wet stamping.

Of course, the SOP is useful in providing good service to the community. The community has the right to get effective and best services from the Government because the current democratic system is centered on the people, but often what we find is that services that should be aimed at the general public are sometimes reversed into community services to the State, so it is deemed necessary to evaluate the running of an organization which can be done through the concept of effectiveness by emphasizing the achievement of previously set goals.

## 2. Clarity of Strategy

Clarity of strategy for achieving goals, it is known that strategy is the "path" followed in making various efforts to achieve the specified goals so that implementers do not get lost in achieving organizational goals Siagian (2008). Public services

are all forms of services carried out by government agencies at the central, regional, and within State-Owned Enterprises or Regional-Owned Enterprises in the form of goods or services, which are carried out in the form of fulfilling community needs or in the context of implementing the provisions of laws and regulations. In accordance with the Decree of the Minister of Administrative Reform Number 63 of 2003, the implementation of public services must be carried out in accordance with the plans of each agency, the Tanjung Perak Surabaya Main Kesyahbandaran Office is also included.

Based on the results of the study, it provides a clue that to increase the effectiveness of the implementation of public services to the community, the Tanjung Perak Main Harbormaster's Office has compiled a strategic plan and SOP for public services based on the Minister of Transportation Regulation, especially the Directorate General of Sea Transportation. Because basically service is any activity that is profitable in a group or unit, and offers satisfaction even though the results are not tied to a physical product.

## 3. Policy Analysis and Formulation Process

A solid policy analysis and formulation process, related to the objectives to be achieved and the strategies that have been determined, means that policies must be able to bridge goals with efforts to implement operational activities, namely the service of issuing Sailing Approval Letters at the Tanjung Perak Main Kesyahbandaran Office in Surabaya Siagian (2008). Public service is defined as any activity that is beneficial in a collection or unity and offers satisfaction, even though the results are not tied to a physical product; public service is a service or provision to the community in the form of using public facilities, both services and non-services, which are carried out by public organizations, in this case a government (Rohman 2008). The implementation of public services carried out at the Tanjung Perak Surabaya Main Kesyahbandaran Office is carried out based on policies launched by the leadership, in this case the Head of the Tanjung Perak Surabaya Main Kesyahbandaran Office.

Based on the explanation above, it can be seen that in the implementation of the service of making a Sailing Approval Letter at the Tanjung Perak Main Maritime Office, Surabaya does not work alone, but the making of all administrative documents is carried out by the Tanjung Perak Main Maritime Office, therefore there must be smooth coordination and communication between various parties to increase the effectiveness of public services to the community. Article 8 of the Regulation of the Minister of Transportation Number 28 of 2022 concerning the Procedures for Issuing Sailing Approval Letters and Approval of Ship Activities at the Port, states that (1) Every Ship that Sails must have a Sailing Approval Letter issued by the Syahbandar; (2) The Sailing Approval Letter as referred to in paragraph (1) must meet the requirements of the Ship's Seaworthiness and the checklist for fulfilling the Ship's obligations; (3)

The checklist for fulfilling the Ship's obligations as referred to in paragraph (2) is carried out in accordance with the sample format 2 as stated in the Appendix which is an integral part of this Ministerial Regulation.

The public always wants more professional, effective and efficient public services, as well as simple, transparent and open, as well as timely and responsive, thus the Government takes innovative steps in realizing good public services, namely by utilizing information technology known as e-Government. This is motivated by the development of increasingly sophisticated technology, where technology is a necessity for the wider community in various circles and in all aspects of life, because various activities can be carried out quickly, cheaply, and precisely.

#### 4. Careful Planning

Careful planning, in essence, means deciding now what the organization will do in the future. Government performance can be measured by public services. As a driving force, public services are considered important by all stakeholders. In connection with this, improving public services is absolutely necessary so that the bad image of the community towards the government can be improved, because the better quality of public services can increase public satisfaction. On the other hand, in socio-cultural life, psychologically poor public services result in a lack of mutual respect among the community, mutual suspicion, the emergence of exclusivism, which ultimately leads to community apathy, both towards the government and towards others. In carrying out public services, it must be carried out in accordance with the available public service standards.

Based on the above statement, it can be seen that the implementation of public services at the Tanjung Perak Surabaya Main Maritime Office is carried out in accordance with the available operational standards. Therefore, services at the Tanjung Perak Surabaya Main Maritime Office can be carried out effectively and efficiently. The following is an online service system carried out by the Tanjung Perak Surabaya Main Maritime Office:



Figure 1. Services at the Tanjung Perak Main Harbormaster's Office Online

This is because people always want more professional, effective and efficient public services, as

well as simple, transparent and open, as well as timely and responsive, thus the Government takes innovative steps in realizing good public services, namely by utilizing information technology known as e-Government.

#### 5. Proper Programming

The preparation of the right program, a good plan still needs to be elaborated in the right implementation programs because if not, the implementers will lack guidelines for action and work. Improving public services will improve people's lives for the better, but this is still a discourse. This is because there is no linear line between public services and reforms in various sectors, so there is a tendency for economic growth to move towards negative in the sense that it cannot answer the needs of the community. Improving public services is intended to encourage the creation of good governance in Indonesia.

Effective implementation of public services can be done with the right and fast service program. Based on the results of the research, it can be seen that at the Tanjung Perak Surabaya Main Maritime Office there is no special program related to the implementation of the Sailing Approval Letter service. Because all manufacturing is carried out by the Tanjung Perak Surabaya Main Maritime Office, the Tanjung Perak Surabaya Main Maritime Office only forwards the manufacturing requests it receives from the public.

#### 6. Availability of Facilities and Infrastructure

The availability of work facilities and infrastructure, one indicator of organizational effectiveness is the ability to work productively. With the facilities and infrastructure available and possibly provided by the organization. An ineffective and inefficient government system is a problem faced by the government, in addition to the inadequate quality of human resources of the apparatus. In addition, service performance is also still weak, which is indicated by the many public complaints about convoluted processing procedures, stealth fees, lack of certainty of time, to the unpleasant attitude of the apparatus in providing services. The indicator of the completeness of facilities and infrastructure aims to determine the level of completeness of facilities and infrastructure at the Tanjung Perak Main Harbor Office in Surabaya.

Based on the results of the study, it can be seen that the facilities and infrastructure at the Tanjung Perak Surabaya Main Kesyahbandaran Office are sufficient to support the implementation of public services to the community. To increase the effectiveness of public service performance, innovation is needed, because with the development of increasingly sophisticated technology, where technology is a necessity for the wider community in various circles and in all aspects of life, because various activities can be carried out quickly, cheaply, and precisely.

#### 7. Effective Implementation

Effective and efficient implementation, no matter how good a program is if it is not implemented effectively and efficiently, the organization will not

achieve its goals, because the implementation of the organization is getting closer to its goal, namely the service of issuing a Sailing Approval Letter at the Tanjung Perak Main Maritime Office Surabaya. Efforts to improve service quality will be determined by the extent to which the service institution concerned is able to provide the best possible service. To realize the best service delivery with the expected quality is not easy, but strategic steps need to be taken.

Based on the results of the study, it can be seen that the implementation of public services at the Tanjung Perak Surabaya Main Kesyahbandaran Office is quite good, as well as the lack of complaints from the public. But indeed the public always wants a fast and precise service improvement. Along with that, public demands for quality service continue to increase from time to time. These demands are growing along with the growing awareness that citizens have the right to be provided with services.

### **8. Supervision and Control System**

Supervision and control systems that are educational in nature considering the imperfect nature of humans, organizational effectiveness requires a supervision and control system. The government bureaucracy occupies an important position in the implementation of development because it is one of the important instruments that will sustain and expedite development efforts. The success of this development requires a system and implementing apparatus that is able to be responsive and creative as well as management in accordance with modern management principles in its behavioral attitudes and technical capabilities, including providing effective services to the community. Because effective service will facilitate the development process. The Tanjung Perak Surabaya Main Harbormaster's Office officials as bureaucrats at the Tanjung Perak Surabaya Main Harbormaster's Office level are required to be able to handle the obstacles faced in development efforts promoted by the government. The Tanjung Perak Surabaya Main Maritime Office apparatus must be able to carry out its main function of providing services to the community properly, deftly, effectively and efficiently. Indeed, the officials of the Tanjung Perak Surabaya Main Maritime Office are required to be able to always improve the quality of public services to the community.

Based on the results of the study, it can be seen that the implementation of supervision and control of public services by the Tanjung Perak Surabaya Main Maritime Office was carried out by the Head of the Tanjung Perak Surabaya Main Maritime Office himself, and also by the community as service recipients. Because the Tanjung Perak Surabaya Main Shipping Office is an agency that provides direct services to the public, it must be able to provide satisfactory service. The service of the Tanjung Perak Surabaya Main Shipping Office is classified as a type of public service because of the public interest in the community served by the Tanjung Perak Surabaya Main Shipping Office. The public interest in society is the main target in the implementation of public

services. Public service is not a target, but rather a process or activity to achieve certain predetermined goals.

### **CONCLUSION**

Based on the results of research and discussion in the previous chapter, it can be concluded that the Effectiveness of Sailing Approval Letter Services at the Tanjung Perak Main Harbor Office Surabaya is as follows; a). Clarity of the Objectives to be Achieved. The implementation of public services at the Tanjung Perak Surabaya Main Maritime Office already has a basic reference, namely the Sailing Approval Letter Service Standard as a reference for implementing public services. b). Clarity of the Strategy for Achieving Goals, To increase the effectiveness of the implementation of public services to the public, the Tanjung Perak Surabaya Main Maritime Office has compiled a strategic plan and public service SOP based on the Regulation of the Minister of Transportation of the Republic of Indonesia Number 28 of 2022 concerning Procedures for Issuing Sailing Approval Letters and Approval of Ship Activities at the Port. c). Policy Analysis and Formulation Process. The implementation of the service of making a Sailing Approval Letter at the Tanjung Perak Main Harbor Office does not work alone, but involves other stake holders. d). Mature Planning. The implementation of public services at the Tanjung Perak Surabaya Main Maritime Office is carried out in accordance with the available operational standards. e). Programming. The Tanjung Perak Surabaya Main Harbormaster's Office does not have a special program related to the implementation of the Sailing Approval Letter service. f). Availability of Facilities and Infrastructure. Facilities and infrastructure at the Tanjung Perak Surabaya Main Maritime Office are sufficient to support the implementation of public services to the public, such as computer facilities and supporting facilities in providing services. g). Service Effectiveness. The implementation of public services at the Tanjung Perak Surabaya Main Maritime Office is quite good, and there are also minimal complaints from the public. But indeed the public always wants a fast and precise service improvement. h); Monitoring and Control System. The implementation of supervision and control of public services by the Tanjung Perak Surabaya Main Maritime Office was carried out by the Head of the Tanjung Perak Surabaya Main Maritime Office himself, as well as by the community as service recipients. Because the Tanjung Perak Surabaya Main Maritime Office is an agency that provides direct services to the public. The supporting factors for the Sailing Approval Letter service at the Tanjung Perak Surabaya Main Maritime Office are the availability of adequate facilities and infrastructure, and the existence of good Standard Operating Procedures (SOP). While the inhibiting factor is that there are still officers who are less responsive in providing services.

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