



PRIMARY RESEARCH

Organizational development strategy in improving the quality of rail transportation services at PT KAI (operation area 2 Bandung)

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Keywords

Rail service
Development Strategy
Transportation
TOWS analysis

Received: 11 January 2021**Accepted:** 4 March 2021**Published:** 19 May 2021

Abstract

This research is motivated by the phenomenon of service problems that have not been maximized at PT KAI Daop 2 Bandung for people with disabilities, breastfeeding mothers, and the elderly. Through an organizational development strategy in improving the quality of rail transportation services at PT KAI Daop 2 Bandung, it aims to realize the expectations of rail service users to get maximum service, and PT KAI Daop 2 Bandung is able to become one of the cheapest means of transportation with services that cover all layers of society in West Java. This study uses the theory of organizational development proposed by Edward Hampton. According to Edward Hampton (Organization Development at Work, 2003-28.29), it is clear that the dimensions of sustainable organizational development, namely systematic, empathetic and competent, have a positive and very large impact on organizational development at PT KAI Daop 2 Bandung. The researcher used the descriptive analysis method with a case study approach. Data collection techniques were carried out through interviews, observations, literature studies and document studies. The strategic analysis carried out in this study uses TOWS analysis, with the final result being to produce an organizational development strategy in improving the quality of rail transportation services at PT KAI Daop 2. The results of this study are 1). PT KAI developing an organization is not enough with just three variables, the Coordination dimension in organizational development is needed to improve service quality at PT KAI. In an organization, every leader needs to coordinate activities to its members, aiming to launch tasks and authority. Organizational development in improving Railway transportation services is always far-sighted. This requires determination and initiative to always be open to new opportunities, revitalize competitiveness, renew competencies, and develop a sustainable business foundation. 2). The results of the TOWS analysis are in Quadrant I so that the strategy applied is systematic organizational development, has a sense of empathy, competence and coordination. Without coordination in each work, the company's goals will not be achieved.

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INTRODUCTION

Transportation is a means to move people or goods from one place to another by using a vehicle driven by humans or machines. Transportation makes it easier for humans to carry out their daily activities. Rail transportation is a very important and strategic means in facilitating the wheels of the economy, strengthening unity and integrity and influencing all aspects of the life of the nation and state. The importance of rail transportation is reflected in the increasing need for transportation services for community mobility from and to all corners of the country and even from

and to abroad. The increasing number of users of rail transportation is an opportunity for PT KAI to improve services. In addition, rail transportation also plays a role as a supporter, driver and driver for regional growth that has the potential but has not yet developed in increasing and equitable distribution of development and its results. The importance of PT KAI to improve service quality through organizational development strategies, aimed at providing comfort to users of train services, namely the general public, people with disabilities, the elderly, breastfeeding mothers, toddlers and children. The train has the characteristics of

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mass transportation and has its own advantages; it is necessary to develop its potential and increase its role as a liaison between regions in Indonesia. In accordance with the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 63 of 2019 concerning: Minimum Service Standards for Transportation of People by Train. Where the rules regarding railways are clearly visible.

Article 1

(10). Minimum service standards, hereinafter abbreviated as SPM, are the minimum service standards that must be met by service providers in providing services to service users, which must be equipped with benchmarks used as guidelines for service delivery and a reference for assessing service quality as obligations and promises of service providers to the public. quality service framework, fast, easy, affordable and measurable.

(20). Passengers with Special Needs are passengers due to their physical condition and/or special requests for passengers who require special facilities and treatment, such as persons with disabilities, the elderly, pregnant women, carrying children and sick people.

(21). Persons with Disabilities are any person who experiences physical, intellectual, mental, and/or sensory limitations in the long term, which in interacting with the environment may experience obstacles and difficulties to participate fully and effectively with other citizens based on equal rights.

(22). Seniors are passengers who have reached the age of 60 years and over.

Article 11

(1). Railway Infrastructure and/or Facilities Operators must provide services for service users with special needs.

(2). In carrying out the services as referred to in paragraph (1), the Operator of Railway Infrastructure and/or Facilities must provide accessible service facilities and infrastructure for service users with special needs.

One of the organizational development strategies of PT KAI Daop 2 Bandung is, with the operation of the Jakarta - Garut PP train, which is the PT KAI rail reactivation program successfully completed, the Jakarta - Bandung high-speed train is under construction, the development of Priority and Sleeper Trains. they are balanced with excellent service. The train mode of transportation does not necessarily win the competition with other transportation such as planes, travel and buses. Currently, modes of transportation other than trains are starting to provide optimal service to

the community. The advantages and characteristics of these trains can be utilized in an effort to develop an integrated transportation system where its implementation from planning and development, exploitation, maintenance and operation can be regulated as well as possible so that there is integration and harmony as well as load balance between transportation facilities that can improve service provision. transportation for the mobility of people in a safe, comfortable, fast, precise and regular manner at a cost that is affordable by the people's purchasing power.

Timeliness of departure and convenience of travel are the main factors that cause customers to choose trains over other modes of transportation. In addition, the safety factor also makes customers choose transportation by train. Although currently, the price of train tickets is still quite high. For the people of Indonesia, transportation is very important due to several factors, including the geographical conditions of Indonesia, where thousands of small and large islands are scattered, the waters mostly consist of sea, rivers and lakes that allow transportation to be passed by land, water and air to reach all areas. - territory in Indonesia.

The increasing traffic density between cities is expected to provide growth potential for rail transport. The construction of the Trans Java toll road connecting Jakarta - Surabaya needs to be a concern for PT KAI by improving services and improving rail facilities. In addition to Toll Road, which is a competitor, there are also airplane ticket prices which are quite cheap. Referring to the current transportation phenomenon in the provision of public services, PT Kereta Api Indonesia (Persero) (abbreviated as KAI or PT KAI) is an Indonesian State-Owned Enterprise that provides rail transportation services.

Daop 2 Bandung or Daop II BD is one of the operational areas of Indonesian railways, under the management of PT KAI (Persero) and under the Board of Directors of PT KAI, and also led by a Vice President (VP) who is under and directly responsible to the Board of Directors. PT KAI. As one of the public service units, PT KAI has an obligation to provide good and satisfying services to the community.

The train is one of the modes of transportation for the Indonesian people. From year to year, land transportation users experience an increasing trend, but in reality, this mode of transportation has not been able to serve all regions in the country and is still concentrated on the islands of Java and Sumatra. PT. KAI (Persero) is required to make continuous improvements to the quality of service according to the wishes of customers or the public who demand better services, as well as being able to overcome competition with other transportation in the current era of digital-

ization.

The Minister of Transportation of the Republic of Indonesia Number PM 98 of 2017 explains public transportation and the Provision of Accessibility Services for special needs that have been regulated. The community's right to this service is universal and applies to anyone with interest in this right. One of the factors that must exist to provide quality services is the existence of a service system oriented to the interests of customers or service users. Service recipient satisfaction level. is a measure of the success of the service provider and is determined by the satisfaction of the service recipient for the satisfaction achieved. when service recipients receive services in accordance with what is needed and expected. This can be realized if the organizational development within PT KAI has been carried out properly, in accordance with current customer expectations. Customer Satisfaction above all.

Sustainable Organizational Development according to Edward Hampton (Organization Development at Work, 2003-28,29) is, must be done in a way;

- Systematic or with systems that frame organizations, people, or processes to operate independently. All are part of a shared network of interrelated relationships. Systematic is a form of effort to describe and formulate something in the context of a logical and orderly relationship to form a comprehensive, intact and integrated system that can accurately explain various series concerning the object.
- Empathically, where empathy is the ability, great emotional intelligence. Empathy does not eliminate ourselves. Our own feelings will not disappear when we develop the ability to accept other people's feelings which also remain theirs. Accepting others is not synonymous with approving their behavior. However, empathy avoids pressure, courts, giving advice, let alone decisions. In empathy, we seek to understand how the other person feels a certain feeling and listen not just to what he has to say but about his personal life: who he is and how he feels about himself and his world. If a leader feels that developing the potential of others is a responsibility, then he will feel proud and happy to see others succeed. This is one of the advantages of a leader who has empathy; that is, he is happy to see the success of others. In conclusion, a good What the leader of a manager says is, someone who is able to communicate, is fully responsible for developing his company and motivating his subordinates. Sebaliknya, seorang manajer adalah orang yang memiliki tanggung jawab untuk mengatur

sistem organisasi perusahaan atau karyawan dengan baik dan mau dan mampu mendengarkan penghargaan, keluhan dan saran dari bawahan, yang semuanya harus dilakukan untuk mencapai tujuan. perusahaan atau organisasi yang dinaunginya.

- Competently, anyone can develop the organization, but not everyone is able to develop the organization.

Departing from these phenomena and problems, the research focus can be formulated as follows:

- What factors have caused the ineffectiveness of Organizational Development at PT KAI Daop 2 Bandung in Improving Rail Transportation Services at PT KAI Operational Area 2 Bandung?
- How is the role of Organizational Development Strategy able to improve Rail Transport Services at PT KAI Operational Area 2 Bandung?

From the formulation of the problem above, the objectives of this study are:

- Analyzing organizational development strategy factors at PT KAI Daop 2 Bandung
- The Role of Organizational Development Strategy is able to improve rail transportation services at PT KAI Operational Area 2 Bandung.

The purpose of the research and referring to the formulation of the problem above are:

- Analyzing the factors causing the ineffectiveness of the Organizational Development Strategy at PT KAI Daop 2 Bandung
- The role of the Organizational Development Strategy is able to improve rail transportation services at PT KAI Operational Area 2 Bandung?

LITERATURE REVIEW

The results of the research of (Ma'sum & Surjanti, 2017), this study aims to determine and analyze the influence of leadership style and organizational culture at PT Kereta Api Daop 8 Surabaya on employee performance.

The results of Susanti and Wahyuni (2017) study is to find out whether there is a relationship between service quality, customer satisfaction, and customer loyalty on online transportation users in Jakarta, indicating that there is a positive relationship between service quality and consumer trust.

And the Research Results of Nurhadi and Azis (2018) The Effect of Service Quality on Consumer Trust and Loyalty. This study aims to determine the effect of service quality on consumer trust and customer loyalty and the effect of trust on consumer loyalty.

The Role of Indonesian Railways (KAI) as Urban Transportation Infrastructure ktt Ketut Biomantara & Herdis

Herdiansyah (2017) This research was conducted to determine the role of the railway in supporting the accessibility of the area.

The next research is Research from [Wahyuni and Rakhmawati \(2020\)](#), The Impact of Monitoring and Internal Audit of the Asset Document Management Unit on the Quality of Asset Document Management: A Case Study of PT Kereta Api Indonesia Headquarters.

Assets in PT KAI are the largest in Indonesia compared to other State-owned Enterprises. With the management of PT KAI's assets more seriously, it will have an impact on maximum facilities and services.

Research from [MUHAMMAD \(2019\)](#) aims to develop HR, Achievement Motivation and various knowledge of HR creativity at PT KAI (Persero) Daop 4 Semarang Penelitian [JERI \(2019\)](#) bertujuan untuk Analisis Faktor-faktor yang mempengaruhi Kinerja Karyawan PT. KAI (PERSERO) DAOP 4 Semarang.

[BRILIANSYAH \(2019\)](#), Employee Resistance in Carrying Out Organizational Changes at Pt Kereta Api Indonesia Operation Area Ix Jember. [MUHAMMAD \(2019\)](#), in his research Creating Creative Organizations. In responding to changing circumstances, creative steps are always taken by companies/organizations, such as development/innovation of methods of supervision, production, innovation regarding office and factory layouts to make them more efficient, marketing ideas, creating new products, or simply innovating with existing products, and so on.

Research on Product Quality and After-Sales Service in Improving Customer Satisfaction and Loyalty by [Purwati, Fitrijo, Ben, and Hamzah \(2020\)](#). The purpose of this study was to analyze the impact of product quality and after-sales service on customer satisfaction and loyalty. Organizational engagement refers to an individual's "role, responsibility, and tasks associated with one's membership in an organization" ([Saks, 2017](#)).

RESEARCH METHODS

This study uses a qualitative method with a case study approach. according to Qualitative research is an independent field of inquiry. This research is an atmosphere of various disciplines, fields and themes. A complex and interrelated group of terms, concepts, and assumptions, associated with the term Qualitative Research. This family includes traditions that are closely related to positivism, post-structuralism and various perspectives or methods, research related to cultural studies and has an interpretive character.

According to the qualitative research method by Sugishi-

rono (2016: 8), "The qualitative research method is a naturalistic research method because it is conducted under natural research conditions (natural environment). Collected data. And because the analysis is more qualitative, the choice of approach considering this study as a qualitative method will follow the information provider's own views and therefore respond to the information provider's language and linguistic views. The form of facts provided provides the widest possible means for an information provider to disclose all information provider information in full and in its entirety. Data collection techniques were carried out through interviews, observations, literature studies and document studies. The strategic analysis carried out in this study uses Qualitative researchers who use the Case Study approach are as follows:

- Framing the case and conceptualizing the object of research
- Choose a phenomenon (symptom), determine the themes or issues that become the focus of research questions.
- Tracing data patterns to enrich research issues.
- Using triangulation techniques for important observations and the basis for interpretation.
- Presenting several alternative interpretations
- Formulate statements, attitudes or generalizations about the case. Data collection techniques used by the author as a researcher include:
 - a. Interview technique, is one of the most common and most powerful ways to understand other human beings. Researchers conducted an in-depth study of the research material using structured interview techniques (structured interviews) to key informants, informants and resource persons. Interviews take many different forms and uses. The most common type is the one-on-one interview when talking and meeting face-to-face, but it can also take other forms, such as face-to-face interviews with groups, either through mailed or self-administered questionnaires, and also by telephone surveys.
 - b. Documentation technique, by collecting credible data from existing documents. The data and documents required come from reports, profiles, and regulations.
 - c. Observation Technique (observation), Researchers see and make direct observations in the field of public service processes at PT KAI Daop 2 Bandung
 - d. Triangulation Techniques, researchers will also use triangulation data collection techniques, both technical triangulation and source triangulation in data col-

lection.

Determination of informants in this study using purposive sampling and snowball sampling. According to Sugiyono (2016: 218-219) "purposive sampling is a sampling technique for data sources with certain considerations". This particular consideration, for example, is the person who is considered to know best about what we expect. While snowball sampling is a labeling of an activity when researchers are in the process of collecting data from one respondent to another respondent who meets the criteria, through an in-depth interview process and will stop if no new information is found, replication or a repetition of information variations occurs. or also experiencing saturation point.

Informants who are directly involved are the main actors in this study, namely employees of the operations section of PT KAI Daop 2 Bandung. Passenger Transport Manager, Assistant Marketing Manager for Passenger Transport, Implementing Customer Care.

The data analysis method for this study uses TOWS analysis. TOWS analysis is used because this analysis is very basic as a weapon to determine the best solution for any conflicts that may occur in an organization. Companies that face a very competitive business environment require careful planning that must be able to predict changes in the short and medium term as well as for the future (Sofian, Tayles, & Pike, 2004). It is very important to consider various aspects of strategic planning, such as business strategy issues, global technological developments, application and infrastructure needs, human resources, and finance (Wardiana, n.d.). The strategies needed by the company come from the critical success analysis, SWOT analysis, and TOWS analysis, which are useful for companies facing increasingly fierce business competition in the world. In this study, purpose sampling and snowball sampling was used to identify insiders.

TOWS analysis with the final result producing an organizational development strategy strategy in improving the quality of rail transportation services at PT KAI Daop 2 Bandung. From the understanding of TOWS, it will be explained as follows:

- Evaluation of External Factors a. Opportunities, namely all opportunities that exist as government policies, applicable regulations or national or global economic conditions that are considered to provide opportunities for PT KAI Regional Operations 2 Bandung to grow and develop in the future. In the current digital era, PT KAI has many opportunities to collaborate with all business lines. b. Threat, which is one

thing that is very detrimental to PT KAI Daop 2 Bandung, as the assets of PT KAI Daop 2 Bandung have not been properly coordinated and must be controlled immediately, and railroads that still do not have rail crossing bars must be a serious concern. To minimize accidents, PT KAI must seriously address this problem.

- Evaluation of Internal factors a. Strength (strength), which is what strength PT KAI Operation Area 2 Bandung has. By knowing the strengths, which is owned by PT KAI Regional Operations 2 Bandung can be developed to be more resilient so that it is able to survive in the market and be able to compete for further development. b. Weaknesses, namely all factors that are not beneficial or detrimental to PT KAI Regional Operations 2 Bandung.

The steps taken in carrying out descriptive research (Nazir, 2003) are:

- Select and formulate the problem. There are still many problems that make train passengers uncomfortable, both at the station and on the train.
- Determine the purpose of the research to be carried out. The purpose of this research is to develop a strategy for PT KAI for Operation Area 2 Bandung.
- Formulation of theoretical framework or framework of thinking. The framework of thought after direct observation to PT KAI Operational Area 2 Bandung, it was concluded that the development of PT KAI Regional Operation 2 Bandung was not maximized, for that researchers examined how the development of the Organization of PT KAI Operation Area 2 Bandung by using TOWS analysis techniques, the strategy that will be made based on data obtained both primary and secondary data, such as literature studies, observations and interviews.
- Tracing library sources The sources used are books related to Organizational development, Organizational Behavior, Human Resources, Quality of Public Service, Annual Report of PT KAI Operational Area 2 Bandung, Dissertation, journals, Internet.
- Doing field work to collect data Data collection was carried out through field observations and direct interviews with employees of PT KAI Operational Area 2 Bandung by researchers.

Based on the characteristics above, it is clear that qualitative research is always oriented to meaning data obtained naturally. Although subjective and much criticized, qualitative research is less likely to use manipulative data. working method to find and understand what is behind the phe-

nomenon to be studied. Qualitative methods can provide details of phenomena (details of phenomena) which are difficult in quantitative methods. Thus, methodological breakthroughs are needed that give birth to new alternative concepts from a combination of the perspectives studied with the perspectives of the case studies themselves.

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The method used in this research is qualitative with a case study approach. The research design to be carried out is research that originates from social problems. Therefore, researchers chose to use qualitative research methods to determine how to find, collect, process and analyze data from research. Three general, interrelated activities define the qualitative research process. The three activities have received various different designations, including theory, method and analysis, and ontology, and epistemology, and methodology. This gender-positioned and multicultural research approaches the world with a set of ideas and frameworks (theory, ontology) that determine a series of questions (epistemology) which then examines them (methodology, analysis) in certain ways. That is, empirical data relating to questions are collected and analyzed and written down, each researcher speaking from a stand-alone interpretive community, which composes, in its own particular way. gendered and multicultural follow-up research components.

Qualitative research is often referred to as naturalistic research, because research is always carried out in natural conditions, without engineering or pre-arranged. Research Process according to [Lincoln and Denzin \(2000\)](#)

Phase 1: Research as a Multicultural Subject, research history and traditions, conceptions of self and others, ethics and research strategies.

Phase 2: Paradigm and Theoretical Point of View, positivism, post-positivism, constructivism, feminism, ethnic models, Marxist models, models of cultural studies (cultural studies).

Phase 3: Research Strategy, research design, case studies, ethnography, participatory observation, phenomenology,

ethnomethodology, grounded theory, biographical methods, historical methods, action and applied research, clinical research.

Phase 4: Collection and Analysis Strategy, interviews, observations, artifacts, documents and notes, visual methods, personal experience methods, data processing methods, computer-assisted analysis and textual analysis.

Phase 5: Art of Interpretation and Presentation, Criteria for evaluating evaluation of the art of strategy and interpretation, writing as interpretation, policy analysis, evaluation tradition, applied research.

RESULTS AND DISCUSSION

Research Result

The discussion of all the data sets presented comes from the results of interviews both conducted face-to-face (direct interviews) or via electronic mail (e-mail) and telephone to the parties who are resource persons.

From the results of research that has been carried out by researchers through data collection, observation, processing and data analysis can be submitted as follows:

Factors that influence Organizational Development Strategy in improving service quality at PT KAI Daop 2 Bandung

a. Systematic organizational structure changes are part of the organizational development strategy at PT KAI. The system is an element that is related to each other and produces new properties that are not owned by each element. Thus systems thinking is trying to understand the whole system. Systems thinking is aimed at trying to understand systemic problems. By using a systems mindset, besides being deeper and broader, a leader can become wiser. Where currently PT KAI has a new leadership and a new board of directors, this change aims to seek refreshment in the organization. The goal is to put the policies of a leader in their field. The current central policy at PT KAI. So it can be said that systematic thinking is in systems thinking. PT Kereta Api Indonesia (KAI) Persero provides special rules for prospective train passengers, both long-distance trains and Electric Rail Trains (KRL) or the Jabodetabek Commuter line. Currently, the world is being hit by a big disaster, namely Covid-19 as well as Indonesia, especially PT KAI during Large-Scale Social Restrictions (PSBB). PT KAI enforces special rules for prospective passengers. System thinking also means that it is not affected by the concept of space and time. ` Systematic thinking is more of sequential thinking, thinking in a structured and sequential pattern. In principle, by thinking systematically, we are trained to develop our ability to

analyze a problem and at the same time, be able to map every element in the problem. Carry out organized and consistent employee development so that employees have high competence, skills, dedication, performance and productivity. By thinking systematically, we try to understand the whole system, try to see a problem from various points of view and see the problem deep down to its roots. Systematic thinking emphasizes more on a linear mindset, where problems are caused by something that has existed before. Where PT KAI Operation Area 2 Bandung does not yet have facilities for people with disabilities, the elderly and breastfeeding mothers both in the station area and on the train. Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 63 of 2019 has regulated public transportation standards regarding Minimum Service Standards for Transporting People by Train. People by train. Articles (20). "Passengers with Special Needs are passengers due to their physical condition and/or special requests for passengers who require special facilities and care, such as persons with disabilities, the elderly, pregnant women, carrying children, and the sick". Also, the problem of railroad crossings is an ongoing problem. Carry out organized and consistent employee development so that employees have high competence, skills, dedication, performance and productivity.

b. Organizational development carried out by PT KAI through an Empathy approach PT KAI provides convenience for customers with the latest innovations. The success of PT KAI in creating technological innovations and product services has been widely trusted, recognized and enjoyed by all levels of society by using rail transportation. PT KAI has proven to all stakeholders that sustainable business development, technological innovation and products at PT KAI are a manifestation of PT KAI's management concern in improving services. With several innovations that have been successfully created by utilizing information technology within the scope of e-ticketing, namely the KAI Access application or membership access, with this application service users can obtain or view train schedules anywhere and anytime, service users can view directly from their device. Every community is starting to be smart in utilizing the features and access available in the PT KAI application.

PT KAI employee training helps customers who use rail transportation services to provide the best service. This is very important considering that human resources or labor are the main factors in a business. We know the term "5M" in management, namely Materials, Machines, Methods, Money and most importantly Men, namely, the Human

Resources (HR) workforce is the most important and most productive unit of resource/industrial effort. Success and stability for a business unit is largely determined by a Loyal and efficient team. To improve the skills of the workforce through Personnel Development (HR) means developing a workforce that can be used with appropriate training and other methods, promotions, knowledge transfer, and career development opportunities. The team is an important asset of a company in addition to company assets.

c. Organizational Development Strategy carried out by PT KAI with a Competent approach where PT KAI employees are proficient in carrying out their duties. If all components of the company work optimally and create a high level of innovation and creativity within the company, the company's wheels can move effectively and efficiently in an organization with the same goal. Therefore, the leadership of the company divides the duties and all of the company's resources, especially human resources, in appropriate positions according to their field of specialization. This makes every individual in the company have a clear picture of their position, function, rights and obligations. In addition, top management can easily find components that perform, function, and do not have roles that meet the expectations of the Company. PT KAI is always responsive in responding to customer complaints. KAI is a railway management company in Indonesia that has operated trains for passengers. Both local trains in Java and Sumatra. Which has various facilities that are in accordance with the price and the economy of the community, namely providing comfortable, safe and timely facilities.

Systematic, Empathy, and Competent factors are not enough to drive the development of an organization. And finally, the Coordination Factor is very important to make it easier for an organization to achieve its goals.

Strategy Analysis of TOWS Organizational Development in improving Service Quality

Evaluation of External Factors Threats

- There is no clear coordination in the readiness of the excellent service of PT KAI Daop 2 Bandung for customers with disabilities, breastfeeding mothers and the elderly and toddlers and children.
- If PT KAI does not increase its fleet, travel land transportation has the opportunity to increase its productivity and win the hearts of PT KAI customers to switch to using travel2 which has spread throughout the area of operation 2 Bandung
- The boredom experienced by passengers on the restoration of short and long-distance trains if the

quality is not improved will result in customer satisfaction.

- Ticket prices still tend to be high compared to travel tickets
- PT KAI's anticipation of the covid-19 problem resulted in PT KAI experiencing a significant impact in terms of the number of passengers and revenue due to the COVID-19 pandemic. A number of services, such as long-distance train travel, had to be temporarily suspended and their operations limited. people per carriage to comply with the COVID-19 protocol.

Opportunity

- PT KAI is able to become the best, safe, comfortable and safe land transportation fleet to the destination.
- There is trust from the community when recovering from the COVID-19 pandemic that PT KAI remains committed to strictly implementing health protocols. KAI's commitment to provide the best service to people who travel during long holidays while maintaining the protocol to prevent the spread of Covid-19 so that train travel is safe, smooth, controlled and healthy without creating new clusters. Making people feel safe using rail transportation to travel.
- Coordination in Opening business opportunities for investors.
- The Jakarta-Bandung high-speed train will soon be realized.
- With the number of existing assets, PT KAI is able to realize the dreams of people with disabilities, the elderly, children and breastfeeding mothers to get services according to their rights.
- Opening up business opportunities in today's digital era.

Evaluation of Internal factors Strenght

- PT Kai's largest capital and assets from other State-Owned Enterprises
- The innovations that pt kai produce are able to provide convenience and comfort for service users
- PT KAI has now spread to the islands of Java and Sumatra. With so many locations, it makes passenger mobility easier. On the island of Java, there is a train station in almost every area that can be used at any time.
- PT KAI needs to consider this in developing its innovations, especially considering the factor of less mobility and developments in the online world. PT KAI needs to adjust its marketing strategy and ensure that

the company offers adequate online services and does not fall behind.

- KAI has a membership status in the International Railway Union (UIC) since 2009.

Weakness

- PT KAI experienced a significant impact both in terms of the number of passengers and revenue as a result of the COVID-19 pandemic. A number of services, such as long-distance train travel, had to be temporarily suspended and their operations limited. Since March 23, 2020, PT KAI has canceled 401 train trips.
- The number of passengers that can be transported during this pandemic period is also adjusted to only around 60 people per car from a capacity of 200 people per car to comply with the COVID-19 protocol.
- The number of PT KAI train passengers in the first six months of 2019 and 2020. The drastic difference began to occur in March 2020 and then touched its lowest figure in May 2020 with a total of 5,484 passengers. When compared to May 2019, there has been a decline in passengers of 84.37%.

DISCUSSION

Through Approach TOWS analysis of strategic planning, development to evaluate the factors that affect performance and efforts to achieve company goals, namely threats, opportunities, weaknesses, strengths, short-term and long-term goals. Companies in facing a competitive business environment require careful planning, not only future-oriented but also must be able to anticipate changes in the short and medium-term (Sofian et al., 2004).

This analysis method aims to explain the situation and circumstances that you face and is not an analytical tool that can provide solutions to existing problems. TOWS businesses often benefit from data analysis. because the goal is to frame the situation and conditions in a company from the TOWS point of view (Threats, Opportunities, Weaknesses, Strengths).

The benefits of the TOWS approach are as follows:

- PT KAI, especially Daop 2 Bandung, became more aware of its strengths and made recommendations to improve it.
- PT KAI DAop 2 Bandung can see opportunities and can maintain these opportunities.
- PT KAI Daop 2 Bandung consciously knows the weaknesses and looks for solutions to reduce these weaknesses.
- PT KAI Daop 2 Bandung recognizes potential threats

and seeks solutions to avoid these threats.

CONCLUSION AND SUGGESTIONS

Conclusion

conclusions based on the results of existing data collection, observation, in-depth interviews With the novelty of the data that the authors found in this study, the authors can conclude several things, namely:

- Organizational development at PT KAI Daop 2 Bandung is not enough with 3 scientific approaches in a systematic, empathetic, and competent approaches. It turns out that the coordination component is very important to realize the goals of the organization in aligning policies that are always changing.
- Coordination within the organization can take place well. Therefore, it is necessary to be given authority in accordance with their respective fields of duty. In order to avoid confusion and overlapping of duties and responsibilities in one part and another in an organization with the division of tasks and authorities in accordance with their expertise, PT KAI is able to overcome the existing threats. With good coordination.
- PT KAI is able to overcome the problem of assets that are not yet in order. And PT KAI is able to accommodate passengers who are not transported by providing new passenger trains, of course, with low ticket prices because PT KAI's fleet is in great demand by the people of West Java.
- With good coordination in accordance with the authority, the existing policies can be implemented properly.

Suggestions

Academic Advice It is recommended for researchers to be able to do further research related to organizational development strategies in improving services to customers of PT KAI Daop 2 Bandung. The theory used by the researcher is that sustainable Organizational Development, according to Edward Hampton (Organization Development at Work, 2003-28,29) must be carried out by:

- Systematic or with systems that frame organizations, people, or processes to operate independently. All are part of a shared network of interrelated relationships. Systematic is a form of effort to describe and formulate something in the context of a logical and orderly relationship so as to form a comprehensive, intact and integrated system that is able to accurately explain various series concerning the object.
- Empathically, where empathy is the ability, great emo-

tional intelligence. Empathy does not eliminate ourselves. Our own feelings will not disappear when we develop the ability to accept other people's feelings which also remain theirs. Accepting others is not synonymous with approving their behavior. However, empathy avoids pressure, courts, giving advice, let alone decisions. In empathy, we seek to understand how the other person feels a certain feeling and listen not just to what he has to say but about his personal life: who he is and how he feels about himself and his world. When a leader feels that developing the potential of others responsibility, then he will feel proud and happy to see others succeed. This is one of the advantages of a leader who has empathy; that is, he is happy to see the success of others. In conclusion, a good leader is manager who can communicate with motivate his Subordinate or employees well and is willing and able to listen to appreciation, complaints and suggestions from subordinates, all of which must be done to achieve the company or organization of the goal that he is sheltering.

- Competently, anyone can develop the organization, but not everyone is able to develop the organization. With the training according to their needs, employees are able to complete their tasks well in providing services to the public using rail transportation.
- In coordination, how each division in PT KAI is able to carry out workloads according to their abilities, of course, by carrying out their duties and obligations as employees of PT KAI properly through coordination between divisions. Coordination is a management function to ensure that different departments and groups can work together in an integrated manner. Coordination will also improve harmony in carrying out various tasks and activities in order to achieve the company's organizational goals. So, the real meaning of coordination is an orderly rule in an effort to unite actions to achieve goals.

Academic Advice

- Suggest for other researchers to be able to conduct more in-depth research on the 4 factors of organizational development in improving service quality at PT KAI Daop 2 Bandung.
- It is recommended that further researchers to be able to conduct research by looking at the suitability between the 4 factors of organizational development and improving service quality at PT KAI Daop 2 Bandung.

Practical Advice

- It is recommended to PT KAI Daop 2 Bandung to improve service quality in accordance with the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 63 of 2019 concerning Minimum Service Standards for Transportation of People by Train.
- PT KAI began to improve services digitally to make it easier for all levels of society who want to use train services.
- It is recommended for service managers to strengthen organizational development by fostering linkages between organizational development theories to apply Development Strategy at PT KAI Daop 2 Bandung as well as to make PT KAI, especially Daop 2 Bandung, able to provide excellent service to its customers.
- It is recommended that service managers focus on opportunities and threats in all aspects, whether economic, political, technological, cultural and others, all of which will shape the character of the organization.
- It is recommended to service managers to determine changes before there are changes. Taking action to organize leaders must first believe that changes must be made, both in order to improve organizational capabilities and to maintain their existence and growth: the existence and further development and growth of the organization.

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