



# Public Service Innovation Through the Implementation of the E-Boarding Pass System on Long Distance Trains at PT. Indonesian Railways (Persero)

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## A B S T R A C T

This article aims to find out how to innovate the implementation of the e-boarding pass system at PT. Kereta Api Indonesia (Persero) whether delivered well to train users or not, until they switch from conventional ticket printing to ticket printing system via e-boarding pass with smartphone. The problem is focused on the e-boarding pass system which the author considers very innovative in utilizing technology that is growing every year, especially services must think how they optimize their services, one of which is by utilizing technology in changing the old system that is considered irrelevant to use and there are always problems in it by overhauling certain aspects such as purchasing and printing tickets manually through tellers are being changed to online based system ranging from purchasing or printing tickets. To approach the problem of the author using a theoretical reference from Cresswell by using a type of qualitative research that is a literature study that uses books and other literature as the main object, because the author uses literature research then the data obtained through books and literature that supports research. This paper concludes that policy innovations in the implementation of the e-boarding pass system whether it goes as expected.

## INTRODUCTION

Bad impression for utility providers in Indonesia such as PT. Kereta Api Indonesia (Persero) from year to year has experienced many problems and it is difficult to find a solution, the problem of railways before 2009 was very heavy. Problems from the commercial aspect, the quality of facilities and infrastructure that continues to decline, the quality of service is low and regulations that do not fully support the growth of mass rail transportation, in particular new regulations always emerge that do not support the development of railways, especially news that always appears is accidents, between trains. and trains and other modes of transport or train derailment. The rest is bad news about Eid transportation. This is a rather large back log so the safety and security of passengers is at stake (Djuraid, 2013). The bad problems that arise in the railways have a great responsibility to those who hold the highest positions, namely the directors of PT. Kereta Api Indonesia (Persero) in the future.

The initial strategy for achieving transformation is to make improvements internally to the business. The first improvement is staff intelligence and service spirit. At that time, the mentality and passion of the staff to serve customers was almost there isn't any. Ignasius Jonan President Director during the 2009 – 2014 term trying to change the mindset employees from product oriented to customer oriented, where employee orientation is changed to focus on the customer. After revising human resource management, Ignasius Jonan also revised the recruitment plan in which the recruitment of new employees is carried out transparently and subject to the selection process imposed by the management of PT. Kereta Api Indonesia (Persero). The corporate culture has been changed and reshaped by implementing five core values namely integrity, professionalism, safety, innovation and service excellence and making "You are Our Priority" as the company motto (Septiyani, 2015).

The next innovation is the external side of the business by enacting policies to improve railway services. Starting from the ban on smoking in the carriages, the implementation of an integrated boarding system, the implementation of the 100% passenger number policy and the one seat one passenger policy, as well as the implementation of inspections in the station area and inside the carriage (Septiyani, 2015). The use of information technology in railways was initiated in 2009 and created efficiency and productivity in railway management at that time, although the operations and information technology used were not yet complex (Pranoto et al., 2015).

The existence of public service innovation in service delivery by PT. Kereta Api Indonesia (Persero) is driven by the poor quality of public services in the previous era of railway management. Seriousness of PT. Kereta Api Indonesia (Persero) in improving and improving the quality of service in an effort to change the bad stereotypes that develop in society regarding the quality of railway services. To overcome the limitations of conventional train services, PT. Kereta Api Indonesia (Persero) implements an online ticket reservation system through the Rail Ticketing System (RTS), As well as the Boarding Pass System which matches passengers according to the ticket. Rail Ticketing System and Boarding Pass System are breakthroughs in the use of online information technology on Indonesian railways (Dianastri, 2020). Online tickets as one of the new breakthroughs made by PT. Kereta Api Indonesia (Persero) in providing effective and efficient services for the community. With this Rail Ticketing System-based online ticket, people can easily get train tickets anywhere and anytime through the official website of PT. Indonesian Railways (Persero) (Siagian, 2015).

Public service innovation is actually divided into two. How government agencies innovate to utilize their potential and innovations to overcome existing problems, this is the key where

innovation needs to be created (Dadan, 2020). The main thing that becomes an indicator of the responsiveness of public service providers to the community is the emergence of service innovations (Mirnasari, 2013). The reason for the public sector to be more innovative is that the demands for accountability, transparency, and good governance principles lead to better performance of public institutions (Suwarno, 2008). One of the public service institutions that have implemented public service innovations in Indonesia is PT. Kereta Api Indonesia (Persero) which has successfully implemented several innovations in the form of information technology (IT) in public services in managing rail transportation modes.

PT. Kereta Api Indonesia (Persero) always strives to continuously improve its services, one of which is by introducing an independent ticket printing machine innovation called Print Ticket Mandiri (CTM). However, during the process of implementing this independent ticket printing machine, it was considered less successful, because there were still cases of theft of blank tickets from independent ticket printing machines carried out by brokers. Responding to these obstacles PT. Kereta Api Indonesia (Persero) again tried to minimize the practice of brokering ticket printing, then PT. Kereta Api Indonesia (Persero) implements a Check-In Counter (CIC) and boarding pass system by matching passenger personal data with train tickets (Ray, 2020).

In supporting the online ticket purchase & boarding pass printing system, in 2014 PT. Kereta Api Indonesia (Persero) officially launched an information technology-based service system in the form of the KAI Access application (Ilham, 2019). Then in 2017, the e-boarding pass feature began to be implemented in the third version of KAI Access. This application initially only provided long-distance and medium-distance ticket booking features, but now the KAI Access application has provided local train ticket booking service features as well as cancellation and change of departure schedules, as well as the use of the concept of the e-boarding pass feature as proof of ticket purchase without having to print it (Handayani, 2020).

The transformation of public services through the application of the e-boarding pass is an innovative step taken by PT. Kereta Api Indonesia (Persero) as a provider of transportation services that seeks to improve the quality of public services by using digital means. In addition, in the current Covid-19 pandemic situation, the use of e-boarding passes is very helpful in reducing the spread of the virus through touch because you can use the e-boarding pass directly on the smartphone of prospective passengers through the KAI Access application.

The launch of the e-boarding pass system on the KAI Access application is the application of advanced technology to make rolling stock more informative, smooth, safe, and comfortable as well as environmentally friendly. The main purpose of this system is to make train transportation that has intelligence so that it can help educate train users in making it easier to obtain information, transactions, how to reduce queues, or how to reduce paper waste and increase the safety and comfort of rail service users.

With the presence of this e-boarding pass feature, it is hoped that it will change the use of conventional systems in ticket printing to reduce paper use and protect Indonesian forests. In addition, the use of e-boarding pass is very beneficial for PT. Kereta Api Indonesia (Persero) as a provider of train services in eradicating the circulation of fake tickets that had previously occurred, as well as narrowing the gap for brokers to take

advantage of passengers and the train service provider agency itself.

In addition, after the e-boarding pass service, there are no longer visible queues at the station counter or at the conventional ticket printing section through machines. All stations now support the implementation of this e-boarding pass as a ticket printing option other than conventional printing because they both use barcodes as a basis for entering the boarding gate. Due to the train system that is connected to each other through a base server called the rail ticketing system, the service is easier because passengers who have checked-in through the boarding gate will be read by the PT system. Kereta Api Indonesia (Persero) and the conductor on the train will easily find out whether the seat is empty or not without having to check each passenger's ticket.

This has become a bright spot for changes in the quality of train services. Therefore, the author wants to know how far the development of the quality of train services in Indonesia has been. In addition to looking at the quality of its services, the author also wants to know what innovations have been made by PT. Kereta Api Indonesia (Persero) in order to improve the quality of railway services, as well as the supporting and inhibiting factors faced by the railways in order to reduce the use of paper which can have a negative impact on environmental damage, in addition to knowing the development of the railway as sustainable transportation (Pramyastiwi, 2013).

Based on the phenomena that occurred during the process of implementing policies related to the efforts of PT. Kereta Api Indonesia (Persero) in increasing the capacity and quality of long-distance rail transportation services through the application of the e-boarding pass in the implementation of public services, then the author tries to contribute through the writing below as a form of input or counter argumentation from agencies related to how good the policy is walk.

## METHOD

In this study, the author uses a qualitative research type that is Literature Study by using books and literatures as the main object. To study in depth the implementation of PT. Kereta Api Indonesia (Persero) related to public service innovation in the application of the e-boarding pass system, qualitative research is used as a type of research. Sources of data obtained by the authors are data obtained from literature studies by studying various books and literature such as journals, online media, and news related to public services on the application of the e-boarding pass system at PT. Kereta Api Indonesia (Persero).

As for data collection techniques in library research, the method used by the author to collect research data is in the form of library data that has been searched for, selected, analyzed, and presented. The data source of this research is looking for library data whose substance requires philosophical and theoretical processing actions. Next according to (Creswell & John, 2014), the data analysis process requires effort to interpret the data in the form of text or images. For this reason, it is necessary to prepare data for analysis, carry out various different analyses, deepen understanding of data, present data, and interpret data broadly. After the data is collected, the next step is to select the data to be displayed by describing the results. The author then draws conclusions from the data that has been processed.

**RESULTS AND DISCUSSION**

*Company Strategy Change*

In practice, the challenges faced by BUMN managers in implementing good governance are hampered by three main factors. First, because there are too many interests based on the government, sometimes they are contradictory, as a result it makes it difficult for SOE management to choose the company's objectives. Second, management is given very limited authority or too strong a political scent on the placement of directors, as a result, making objective decisions difficult. Third, management is given a less attractive bonus system as a result of which its performance is limited. It would be very proud if PT. Kereta Api Indonesia (Persero) can answer the challenges of these transportation problems in the future by using Invisible Assets (Suryawati, 2020).

When company executives announce that they need to leave the production mindset and shift to a customer-centric approach. These changes apply to various internal aspects of the company, including how they manage their human resources. Customer and customer satisfaction is our business standard. Everything done must end with customer satisfaction. As mentioned above, the quality of work of human resources in railway companies cannot be equated with improving the quality of work and changing the way of working and the facilities provided to consumers. Like the era of production-oriented enterprises (Pranoto et al., 2015).

Ignasius Jonan's work is to revive KAI's role as a service company that focuses on improving service to consumers. Improvement is directly related to work methods and human resource policies. It is impossible to make improvements without taking care of human resource matters. Thus, the start of a new era of HR development for KAI that relies on a consistent and transparent merit system, reward and punishment, development of the quality of human resources and optimization of information technology (IT). As an illustration, every peak season the train is always crowded with passengers. Trains that carry passengers over long distances exceed the number of seats available. When the management enforces a one seat one passenger policy, there are no standing passengers, it turns out that the company's revenue has actually increased. It means (Djuraid, 2013).

Innovation in services run by PT. Kereta Api Indonesia (Persero) is a response to the paradigm shift in public services from Old Public Administration (OPA) to New Public Service (NPS). According to (Dwiyanto, 2006) said that the ideal public service in the New Public Service model is that public services must meet the diverse interests and values of the public. Service reforms are being implemented to meet the community's need for better rail services, such as ensuring order and order, safety and comfort (Fitriana, 2014).

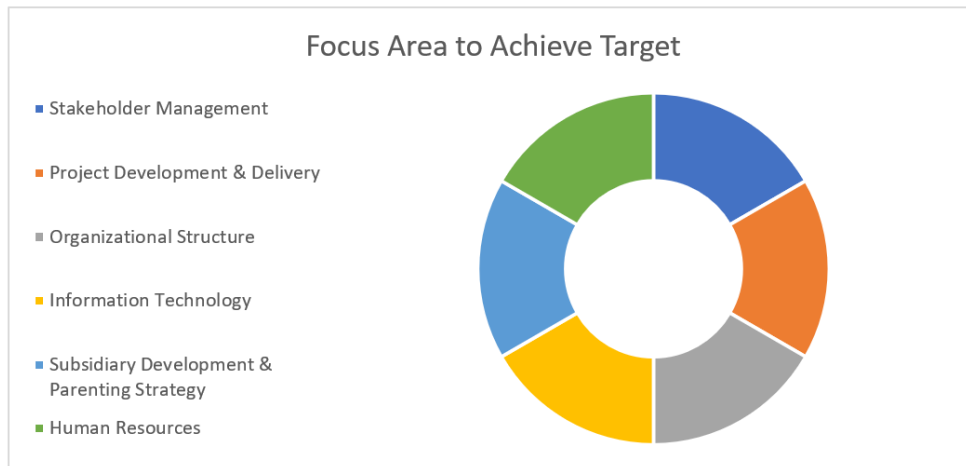


Figure 1. Areas of Change Focus to Achieve Targets  
Source: ppid.kai.id

For that PT. Kereta Api Indonesia (Persero) will soon catch up to make changes, especially in the field of HR which plays the main actor in this transformation process. So, the attitude taken by PT. Kereta Api Indonesia (Persero) in restructuring human resources is to make changes to the procurement of human resources, careers and remuneration. Improvement of remuneration system, 1 month since Ignasius Jonan as CEO of PT. Kereta Api Indonesia (Persero), starting from the level of workers at the cross to the leadership at the center and in the regions. With the implementation of new remuneration and competency-based HR development, it has been proven to increase the employee satisfaction index every year and have an impact on improving company performance and improving service to service users (Pranoto et al., 2015).



Figure 2. Increase in the number of train passengers after a change in the company's strategy  
Source: bps.go.id, processed by the author 2021

The principle of totality of service to customers is established in relation to all employees, not only staff in the service department. Every employee of PT. Kereta Api Indonesia (Persero) must be able to answer any customer questions related to the passenger service system at PT. Kereta Api Indonesia (Persero). Every employee should be a marketing agent for the company. This situation is in stark contrast to the previous situation. An employee who does not work in the service department can evade questions from the passengers on the pretext that passenger service matters are the responsibility of the officer from the passenger service department (Priyanto, 2020).

One of the things that need to be considered by service providers to achieve customer satisfaction is to understand the importance of service quality for customers. According to (Tjiptono & Chandra, 2011) Service quality is defined as the promptness of delivery to balance customer expectations with aspirations to meet customer needs and wants. Service quality has five dimensions, namely reliability, responsiveness, assurance, empathy, and tangible evidence. The company indirectly guarantees customer satisfaction when the quality of service it provides meets customer expectations or perceptions. This is very good for the company, because it indirectly increases the company's profits because consumers who are satisfied with the services provided by the company are more likely to return to using rail transportation services on their next trip (Puspita & Santoso, 2018).

Service quality is a strategy or key in various service businesses to excel in market competition. One of the indicators of success in the service business is the quality of service, the right is intended to create customer satisfaction (Lupiyoadi, 2009). Service quality is the main capital in the competition for transportation services, because the superiority of the company's service quality will determine the level of customer satisfaction. Companies must make customer satisfaction the main goal, it will be achieved if the company's services or products can meet consumer needs. Consumers who get the best service will make the business sector gain the trust of consumers to reuse transportation services. Consumers will give a positive assessment of the company which will be a distinct advantage for the company (Arrasy et al., 2021).

The affordability of train tickets is also a crucial factor that must be taken into account in strategic matters related to transportation services. The affordability of train ticket fares for executive class is determined based on TBB (Lower Limit Tariff) and TBA (Upper Limit Tariff). TBB is valid from Monday to Thursday, while TBA is valid from Friday to Sunday and Lebaran day. Meanwhile, the economy class tariff remains unchanged and is very affordable by the community because the tariff is in accordance with the provisions of the government, so that PT. Kereta Api Indonesia (Persero) cannot change the fare. Tariffs with service quality are adjusted to the minimum service standards at PT. Kereta Api Indonesia (Persero) and basically based on the type of class category (Pratiwi, 2019).

Ignasius Jonan's transformative leadership at PT. Kereta Api Indonesia (Persero) has succeeded in empowering existing employees to have trust, admiration, loyalty and respect for them and the emergence of wanting to do more than before through the example or role model they apply. These efforts have succeeded in changing the face of railways which is quite significant for the organization. Transformational at PT. Kereta Api Indonesia

(Persero) is carried out by Ignasius Jonan through improvements from 2 sides, namely the internal side of the organization and the external side of the organization (Dwi & Nurani, 2019).

Internal factors are factors that originate from within the organization, such as increasing operational efficiency, the need to improve service quality, and service improvement processes. While external factors are those that come from outside the organization, such as consumer needs, stakeholder needs, regulatory requirements, market competition and market share holders. Regardless of the form of change introduced by the company, there is one principle that must be adhered to that change must be based on strong reasons that encourage the company to make a change (Priyanto, 2020).

The formation of a strategy must pay attention to the goals and objectives to be achieved in the future, moreover an organization must always interact with the environment where the strategy will be implemented, so that the strategy is not contradictory but in the same sense and meaning, respects environmental conditions and sees internal capabilities. and externals who understand the strengths and weaknesses of the organization. Therefore, strategy is part of expanding the organization's mission to connect with its environment. The strategy itself is usually developed to address strategic issues, where strategy describes an organization's response to key policy choices (Yanuarita, 2012).

#### *Information Technology in KAI's Transformation*

The transformation process of PT. Kereta Api Indonesia (Persero) is included in the application of information technology, very marked by the dominant role of Ignasius Jonan who at that time (2009) had just been appointed as CEO of PT. Kereta Api Indonesia (Persero). After being appointed, Ignasius Jonan immediately took strategic actions that would enable PT. Kereta Api Indonesia (Persero) builds information systems and invests extensively in the procurement of information technology. At the beginning of the reform period, Ignasius Jonan set a new policy, namely pro-hire or opening the recruitment of professionals from outside the company because at that time there were no qualified information technology experts to manage information technology, coupled with limited infrastructure (Pranoto et al., 2015).

According to (Nielsen, 2012), online services such as mobile applications are used primarily to simplify the service process. However, not all users who use a mobile application get the convenience. The thing that affects the use of mobile applications is the user-friendly aspect. Users will feel facilitated and get satisfaction when the following aspects are in a service. Problems that are often felt by users are the lack of information provided by the application, difficulties in using the application and so on. Usability is an important aspect in building application development. In general, usability is the extent to which users can use the product or service to achieve their goals and how easy the application interface is to produce user satisfaction values when using the product (Hadi et al., 2018).

To improve the quality of rail transportation services, PT. Kereta Api Indonesia (Persero) has a number of policies to further innovate. These policies include various conveniences for purchasing tickets, naming tickets, the application of one ticket for one passenger (boarding passenger), a more flexible booking time and various convenience facilities in obtaining tickets, such as ordering through contact centers 121, Indomaret, Alfamart and

train stations that have been registered. online facility installed (Pratiwi, 2019). As a result, a touch of information technology can bring significant changes to train passenger services. Thanks to the Rail Ticketing System (RTS), tickets can now be purchased online anytime and anywhere. The boarding system can be implemented properly, so that KAI can realize a one seat one passenger breakthrough. Tickets are only sold subject to availability (Djuraid, 2013).

The increase in smartphone users prompted the creation of an online ticket reservation application called KAI Access, which expanded the market in 2014 to be used on various smartphones. The features displayed are attractive and user friendly so users will have no trouble using this application. If users download the KAI Access application on their smartphone, it makes the counter feel in their hands, as one of the slogans "buy tickets is as easy as updating the status" which is one of PT. Kereta Api Indonesia (Persero) in the easy ticket purchase program (Purba, 2014).

The presence of the e-boarding pass cannot be separated from the competition between online ticket booking service providers, that we know that the ticket booking applications out there only provide ticket buying services to get a booking code and have to print it into a physical boarding pass. KAI Access which is the official application of PT. Kereta Api Indonesia (Persero) takes advantage of this gap to attract users to use their application, not only the ticket booking feature that they excel at, but there are various other features issued by PT. Kereta Api Indonesia (Persero) in attracting the hearts of users of train services, one of which is the ease of printing e-boarding passes.

The strategy carried out by PT. Kereta Api Indonesia (Persero) aims to maintain its existence in the midst of competition with other online train ticket booking applications. Maintaining this existence means maintaining the existence or recognition both from the public and from other companies, so that the KAI Access application continues to be used as an online ticket booking application, because the current competition is not the public who need companies but companies that need the public (Handayani, 2020). This change to the boarding pass system aims to reduce or eliminate the circulation of fake tickets in the past. Due to the implementation of the check-in system, passengers will not be able to get a boarding pass without a ticket reservation transaction code (Rizky & Sari, 2019).

However, with the complete features offered by KAI Access, it is not yet an option for users to fulfill their travel needs by train. The data states that on average, this application has been downloaded by about 5 million people but only active users range from 1.1 million. In general, the KAI Access app on the play store gets a 2.8 star rating out of the total 5 stars available. Meanwhile, competing applications such as Traveloka have become top of mind with 4.5 stars and more than 10 million downloads ("KAI Access", 2019). This, leaves a gap on why this app is not fully used or not chosen by downloaders. According to (Cordasco, 2016), there are four reasons why the intended users do not access the application, namely: 1) the application does not provide enough value for its users (Kartono & Tamami, 2020).

This phenomenon shows that KAI Access is still very minimal in demand, because the numbers are not comparable to train users which reach 325 million people in a year. From this phenomenon, it can be seen that not all prospective train passengers are technology literate, and efforts are needed on the

part of KAI to continue to introduce their latest technology to the Indonesian people (Rifa'i, 2019).

## CONCLUSION

The conclusion of this paper is how PT. Kereta Api Indonesia (Persero) changing the company's paradigm from product oriented to customer oriented is a very appropriate step and has a huge impact on improving the quality of services that are more effective and efficient for the community. Changes that occur in the service company do not only focus on one component but as a whole and side by side, in smoothing these changes PT. Kereta Api Indonesia (Persero) also implements reward and punishment based on a merit system.

Utilization of information technology (IT) brought major changes in changing the face of railways, through the rail ticketing system as the main system, now train services can be accessed via smartphones which make it easier for employees and train users to buy or print tickets online. The convenience and benefits provided by PT. Kereta Api Indonesia (Persero) through the e-boarding pass feature on the KAI Access application is still not the user's main choice due to lack of information from the company to introduce it directly to train users.

With some of the benefits provided by KAI Access, this application also still has drawbacks regarding the e-boarding pass which is considered a bit complicated to use because barcode scanning can only be used on condition that you have to open the KAI Access application and cannot go through the screenshot feature found on the smartphone. According to the author, the possibility of developing the KAI Access application is to fix several shortcomings related to e-boarding passes, such as allowing prospective passengers to use barcodes from the screenshot feature on smartphones

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