Minimum Service Standards (SPS) Implementation on the Passenger Ship KMP. DHARMA KENCANA I Ketapang - Gilimanuk Route

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ABSTRACT
The ferry transport sector is the backbone of connectivity in Indonesia, yet the implementation of Minimum Service Standards (SPM) (Permenhub No. 62/2019) often faces significant challenges related to limited human resources and inadequate facilities. This study focuses on KMP Dharma Kencana I, operating on the high-intensity Ketapang–Gilimanuk route, which anecdotally demonstrates success in maintaining service standards. This research aims to analyze the level of SPM achievement (specifically safety, comfort, and assurance aspects) and to identify the central role of Standard Operating Procedures (SOP) and Human Resources (HR) Commitment in supporting this successful implementation. The study adopts a descriptive qualitative approach using data triangulation from field observations, document analysis (SOP, Ro-Ro Passenger Ship Safety Certificate/SKKP), and in-depth interviews. KMP Dharma Kencana I was found to achieve an optimal and exceeding standard level of MSS compliance (e.g., life-saving appliance capacity). This success is driven by the availability of clear and detailed SOP that serve as mandatory operational guides, and a strong synergy between HR Commitment (via routine refreshment training) and Proactive Management (via internal control systems and immediate corrective action) in enforcing the SOP. The effective SPM implementation on KMP Dharma Kencana I proves that an organizational culture integrating transparent procedures, well-trained personnel, and proactive managerial oversight is the key to overcoming common challenges in the ferry sector. The findings provide a best-practice model for other operators and evidence-based input for policymakers in supporting the achievement of Sustainable Development Goals (SDG) related to resilient infrastructure and reliable mobility.

Keywords: *Minimum Service Standards (SPM), KMP Dharma Kencana I, Standard Operating Procedures (SOP), Qualitative.*

1. INTRODUCTION

The sea transportation sector holds a crucial role in the context of archipelagic nations like Indonesia, establishing itself as the backbone of national connectivity and logistics. Specifically, the Ketapang–Gilimanuk Ferry Crossing is a vital artery connecting two of the most populated islands, Java and Bali, facilitating the intense flow of tourism, population mobility, and freight transport. This strategic route is characterized by high-frequency operations, with approximately 30 ferries running daily to provide 24-hour service and accommodate high demand. During peak travel periods, specifically in March 2025, coinciding with the Eid al-Fitr (Idul Fitri) holiday, the crossing handles an immense volume. Based on the production data for March 2025, a total of 504,373 passengers and 136,857 vehicles were transported from Java to Bali (and similar numbers in the reverse direction). These figures highlight the route's unique intensity and its role as a lifeline for tourism and logistics between two of Indonesia's most populous islands.

Challenges in Implementing Minimum Service Standards (MSS) in Ferry Transport

In Indonesia's public service framework, Minimum Service Standards (SPM) are mandated to ensure a baseline quality in essential services, including transportation. However, the ferry transport sector has

historically faced numerous challenges in implementing these standards effectively.

Within this public service framework, service providers, including the KMP Dharma Kencana I (a roll-on/roll-off ferry operated by PT. Dharma Lautan Utama), are mandated to comply with the established Minimum Service Standards (SPM), as regulated by Minister of Transportation Regulation No. 62 of 2019. This Minimum Service Standars (SPM) serves as a fundamental benchmark that must be met, covering essential aspects such as safety, security, comfort, and assurance for service users. Fulfilling the SPM reflects management's commitment, which in the operational context relies heavily on qualitative factors such as procedural clarity (SOP), infrastructure readiness, and Human Resources (HR) commitment.

Although the regulatory framework is clear, the implementation of SPM in the Indonesian ferry sector generally faces significant challenges. Previous literature identifies common managerial and operational obstacles, including limited HR capacity, inadequate facilities, varied staff understanding of service standards, and deficiencies in vessel maintenance and crew training. Most previous studies have focused on the general barriers and common challenges in meeting the SPM. Therefore, this research is essential to deeply identify and analyze the specific managerial, human resource, and procedural factors that support the effectiveness and successful implementation of SPM in the case of KMP Dharma Kencana I.

KMP Dharma Kencana I Specifications

KMP Dharma Kencana I is a mid-sized Ro-Ro vessel that provides comfortable public service with adequate facilities. Its specific details are as follows :

Table 2.1 KMP Dharma Kencana I Specifications

Description	Specification
Ship Name	DHARMA KENCANA I (Ex. SHOYU MARU)
IMO Number	8920804
Gross Tonnage	1100
Port of Registry	TANJUNG PERAK
Year Built	1990
Licensed Passenger Capacity	220 people

Data Source : SKKP, 2024

Figure : Ferries operating in the Bali Strait. This short-sea crossing route is the main connector between the Islands of Java and Bali, Juli 2025

2. LITERATURE REVIEW

2.1. Public Service

Prior studies have identified common managerial and operational obstacles that hinder SPM compliance in ferry services. For example, Hidayat (2022) examined the implementation of passenger service standards at a ferry port in Surabaya and found the outcomes "had been carried out but not yet successful," with shortcomings linked to limited human resources (HR), inadequate facilities, and poor staff understanding of the service standard policies.

Field observations from various ferry operations reveal persistent gaps between the regulatory standards and actual service delivery – such as lack of safety equipment and signage, unhygienic or uncomfortable passenger areas, and insufficient customer service training. A recent study by Wahyuni et al. (2023) further showed that deficiencies in ship maintenance and crew training can undermine operational performance and safety. The study emphasized that strong adherence to SPM (e.g., ensuring vessel seaworthiness and skilled crew) has a significant positive effect on ferry service outcomes.

2.1 Minimum Service Standards (SPM)

Minimum Service Standards (SPM) are a vital policy instrument within the public service management framework. SPM are mandated to ensure that citizens receive a guaranteed level of quality in essential services to which they are entitled [7, 20]. SPM function as a bridge between regulatory intent and tangible service improvement in the field. The quality of public services measured by SPM is highly influenced by dimensions, concepts, and indicators that must be practically implementable by service providers.

In the context of ferry transportation, these standards are codified by sectoral regulations, such as the Minister

of Transportation Regulation (Permenhub) Number 62 of 2019, which specifically defines quality criteria covering the aspects of Safety, Security, Comfort, Ease of Access/Affordability, Reliability/Regularity, and Equity.

3. RESEARCH METHOD

This study is directed towards a **comprehensive analysis of MSS implementation** on the passenger ferry KMP *Dharma Kencana I* operating on the Ketapang–Gilimanuk route. The research specifically aims to identify the *key managerial, human resource, and procedural factors* that influence the effectiveness of SPM implementation on this vessel. In line with this aim, the study addresses several core research questions to fill the knowledge gap in existing literature:

In line with this aim, the study addresses several core research questions to fill the knowledge gap in existing literature:

1. What is the level of compliance and achievement of KMP Dharma Kencana I against the Minimum Service Standards (SPM) indicators (specifically the aspects of safety, comfort, and assurance)?
2. What extent does the clarity and availability of detailed Standard Operating Procedures (SOPs) influence and support the successful implementation of SPM on KMP Dharma Kencana I?
3. How do the commitment and professionalism of Human Resources (staff and crew) interact with SOPs to ensure the consistent achievement of SPM indicators on KMP Dharma Kencana I?

Through these questions, the study will dissect the interplay between management practices, employee engagement, and policy compliance in the context of a ferry service. By focusing on both organizational processes and human factors, we aim to gain a nuanced understanding of how MSS policy translates into day-to-day operations aboard KMP Dharma Kencana I.

3.1 Data Collection Technique

This study employs several primary data collection techniques (triangulation of sources and methods) to ensure the validity and depth of information, consistent with the qualitative descriptive approach. The techniques used include:

1. Field Observation
   Observation is conducted directly aboard the KMP Dharma Kencana I during its operation on the Ketapang–Gilimanuk route. The purpose of the observation is to verify data obtained from interviews and documents, and to directly assess the physical compliance with SPM indicators;
2. Documentation Study
   The documentation study is used to collect secondary data and internal data relevant.

3.2 Data Analysis Technique

Data analysis used a four-stage process: data collection, data reduction, data display, and conclusion drawing/verification.

4. RESULTS AND DISCUSSION

The findings consistently demonstrate that KMP Dharma Kencana I has successfully implemented and maintained SPM at a high standard. This level of compliance was evaluated through field observations, analysis of technical documents, and interviews, focusing on the core aspects of passenger service SPM (Minister of Transportation Regulation No. 62 of 2019).

Safety Aspect

1. **Vessel Seaworthiness**
   KMP Dharma Kencana I technically complies with the requirements of Chapter III of the Director General of Land Transportation Regulation No. KP.988/AP.402/DRJD/2021 regarding Ferry Transport Vessels. This is proven by the ownership of the **Ro-Ro Passenger Ship Safety Certificate (SKKP)**, which demonstrates compliance with hull construction, main machinery, watertight arrangements, radio installations, and navigational equipment.
2. **Life-Saving Appliances**
   The availability of life-saving equipment on board exceeds the total authorized number of voyagers (240 total equipment capacity compared to 220 authorized passengers). Furthermore, the vessel is adequately equipped with the regulatory standard number of life buoys (12 units) and life jackets (466 units: 428 adult, 38 child);
3. **Safety Procedures**
   Observations indicate that the ship's crew routinely conducts **safety briefings** before departure, which is part of the mandatory SOP to ensure passengers are aware of the location and use of safety equipment.

Comfort And Assurence Aspects

1. **Passenger Facilities**
   Observation results show that comfort facilities such as air-conditioned seating areas and cleanliness in passenger areas and restrooms are well maintained, supporting the vessel's claim to serve the public comfortably.
2. **Service Assurance**
   Assurance (including regularity and reliability) is supported by regular ship maintenance, which enables the vessel to operate efficiently on the high-intensity Ketapang–Gilimanuk route that runs 24 hours a day.

Interaction of HR Commitment with SOP

Procedural factors (SOPs) are only effective when supported by the human factor. This study finds a strong synergy between HR commitment and adherence to SOPs as the key to consistent SPM achievement.

1. HR Commitment and Training
   HR commitment is materialized through the routine implementation of refreshment training. This training not only ensures the crew possesses technical skills (e.g., emergency handling and safety) but also reinforces staff understanding of the importance of SPM as a public service obligation. This addresses the issue of poor staff understanding that often hinders SPM implementation elsewhere.
2. Internal Control System (Proactive Management):
   KMP Dharma Kencana I's management demonstrates Proactive Management, evidenced by immediate and on-the-spot corrective actions to address minor shortcomings found in the field. This means the crew and management do not merely wait for periodic audits but actively use the SOP as a daily control tool, ensuring that standards are consistently met on every voyage;

In conclusion, the effective achievement of SPM is rooted in the synergy between clear procedures, well-trained personnel, and an effective internal control system. This demonstrates that the success of SPM on KMP Dharma Kencana I is not solely due to infrastructure (technical capacity), but to an organizational culture that prioritizes SOP compliance through HR commitment and proactive managerial oversight.

Table 4.1 Evaluation Results of KMP Dharma Kencana I Minimum Service Standards (SPM) Compliance

Safety		
Vessel Seaworthiness (Technical)	Possesses the Ro-Ro Passenger Ship Safety Certificate (SKKP). Meets technical requirements (construction, machinery, navigation) as per Permenhub.	Fully Compliant
Life-Saving Appliances	Availability of life-saving equipment (jackets, buoys) exceeds the total authorized number of voyagers (Equipment capacity 240 vs. Authorized passengers 220).	Exceeds Standard
Safety Procedures	Routine execution of safety briefings before departure.	Optimal
Comfort And Assurance		
Passenger Facilities	Comfort facilities (air-conditioned seating areas) and cleanliness (restrooms) are well maintained.	Optimal
Service Assurance (Reliability)	Supported by regular ship maintenance, ensuring the vessel can operate 24 hours a day efficiently on the high-intensity route.	Meets Standard
Supporting Factors (Managerial & Procedural)		
Standard Operating Procedures (SOPs)	Internal SOP documents are clear, detailed, and aligned with MSS demands, serving as mandatory crew guides.	Optimal
HR Commitment & Training	Implementation of routine refreshment training which enhances crew understanding.	Optimal
Internal Control System	Presence of Proactive Management and on-the-spot corrective actions to ensure consistent standard compliance.	Optimal

Source : Results of Field Observation, July 2025

Table 4.2 Comparative Analysis Of Research Findings Hidayat, Wahyuni and Implementation KMP. Dharma Kencana I

SPM Aspect	General Studies (Hidayat, 2022, Wahyuni, 2023 and KMP Dharma Kencana I, 2025	Key Contrast and Study Contribution
Focus Area of Problem	Managerial & Port (Hidayat): Inadequate facilities, low staff understanding. Vessel Operations (Wahyuni): Deficiencies in ship maintenance and crew training. KMP Dharma Kencana I, 2025 : Strong Procedural Clarity (SOPs) and HR Commitment on board.	Your study presents a comprehensive solution (procedural + HR) that resolves the issues identified by Hidayat (HR/Understanding) and Wahyuni (Training/Maintenance).
MSS Implementation Status	Hidayat: "Carried out but not yet successful" (Failed to achieve optimal MSS). Wahyuni: Deficiencies lower operational performance. KMP Dharma Kencana I, 2025 :Optimal and Exceeds Standard (Successfully overcame common field barriers).	Your study serves as an antithesis, proving that SPM, which often fails elsewhere, can be successfully implemented with the right management model
Vessel Seaworthiness Quality	Wahyuni: Deficiencies in ship maintenance can seriously undermine operational performance and safety. KMP Dharma Kencana I, 2025 : Fully Compliant: Technical adherence proven by SKKP possession and rapid corrective actions (e.g., follow-up on Speed Test)	KMP Dharma Kencana I demonstrates that SOP-compliant maintenance and proactive managerial control directly negate the operational deficiencies cited by Wahyuni.
Role of Crew Training/ HR	Wahyuni & Hidayat: Poor/inadequate staff training and understanding are major obstacles. KMP Dharma Kencana I, 2025 : High HR Commitment: Demonstrated through routine refreshment training and enforcing SPM as an obligation.	Your study shows that structured training is a direct solution to overcome the problems of "Poor Staff Understanding" (Hidayat) and "Crew Training Deficiencies" (Wahyuni).
Success Factor	Not Identified. KMP Dharma Kencana I, 2025 : Synergy between Clear Procedures (SOPs) and Proactive Managerial Control. SOPs are used as a daily control tool by trained HR.	Study Contribution: Fills the literature gap by identifying the organizational mechanisms that enable successful implementation, rather than just documenting failures.

Source : Results of Field Observation, July 2025

Previous studies (Hidayat and Wahyuni) collectively document what goes wrong in MSS implementation within the ferry sector. Conversely, the KMP Dharma Kencana I case study profoundly reveals what works by demonstrating that MSS success is not merely a matter of facility availability or regulation, but a direct result of the disciplined synergy between clear Standard Operating Procedures (SOPs), committed and well-trained Human Resources, and a Proactive Management Culture.

CONCLUSION

Based on the comprehensive evaluation of the implementation of the Minimum Service Standards (SPM) on the KMP Dharma Kencana I ferry operating on the Ketapang–Gilimanuk route, several key conclusions can be drawn that explicitly address the core research questions:

1. KMP Dharma Kencana I consistently demonstrates an optimal and even exceeds the standards

mandated by the Minister of Transportation Regulation No. 62 of 2019. This is proven by Possession of the Vessel Seaworthiness Certificate (SKKP) and the availability of life-saving equipment that technically exceeds the total authorized number of voyagers (240 units vs. 220 authorized passengers) and supported by regular vessel maintenance, which guarantees 24-hour operational reliability, and well-maintained passenger facilities (such as air-conditioned areas and consistent cleanliness).

2. The procedural factor, namely the clarity and availability of detailed SOPs, is a decisive factor in success. The ship's internal SOPs function as mandatory operational guides that significantly influence and support SPM implementation by ensuring every service and safety step (from safety briefing to emergency handling) is carried out consistently and bridge the gap frequently reported in prior literature, where SPM implementation fails due to a lack of clear staff guidelines.
3. This sustained success is achieved through a strong synergy between human factors and procedures. Materialized through the routine implementation of refreshment training, which enhances the professionalism and understanding of the crew regarding the importance of SPM as a public service obligation and management demonstrates an effective internal control system, evidenced by immediate, on-the-spot corrective actions. This ensures that SOPs are used as a daily control tool, rather than merely waiting for periodic audits, ensuring standards are consistently met on every voyage.

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