



Digital Service Innovation at PT Pelayaran Dharma Indah at Murhum Port, Baubau City, Southeast Sulawesi

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Abstract

This research is a qualitative descriptive research. Data collection techniques using observation, interview and documentation methods. Data analysis techniques through data collection, data reduction, data presentation, and drawing conclusions. The results of the study show that the digital service innovation of PT. Pelayaran Dharma Indah is not yet completely good. This can be described: 1), Customer Satisfaction is not yet completely good, there are still many passengers who do not understand and apply in detail the available digital services, 2), service efficiency, still has obstacles, the implementation of strategies to make the use of services more efficient for users for online bookings is not yet clear and still confusing so that passengers are not interested in buying tickets online. 3), Customer Experience, the digital supervision system for ship passengers is still weak, so passengers are less safe in transacting and have difficulty using ship digital services. 4), Service Sustainability, the digital service system is still weak, there has been no improvement in the system, cooperation and collaboration, clear and systematic evaluation and measurement.



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INTRODUCTION

Baubau City is one of the most active cities in Southeast Sulawesi Province due to its role as a transit city, making it a hub for industry, trade, services, and education in the region. This has led to an increase in movement within the city, which has, in turn, raised the community's demand for transportation facilities. As a result, there has been a growth in the selection of inter-island public transportation modes. With the rising population and the high mobility between islands heading to the provincial capital (Kendari), the need for transportation, particularly sea transportation, has increased. The Baubau city government operates sea transport services to Kendari City and Muna Regency (Raha) using fast ferries (motor vessels).

The Port Authority and Harbor Office (KSOP) Class II Baubau, Southeast Sulawesi (Sultra), one of the model ports, continues to improve. The Passenger Service Procedure System, cargo transport, RoRo (Roll-on/Roll-off) vehicles, e-ticketing, toll gates, and X-ray facilities are being prepared. The implementation of e-ticketing at the Murhum Port in Baubau has already been carried out. The installation of e-ticketing equipment was completed after the layout was changed to make it

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more strategically placed. Currently, two operators, PT. Pelni with 10 vessels and PT. Dharma Lautan Utama with 1 vessel, have consistently implemented e-ticketing. Meanwhile, two private operators, PT. Pelayaran Dharma Indah and PT. Uki Raya Shipping, have recently started implementing e-ticketing as outlined in the Minister of Transportation Regulation No. PM 19 of 2020 on Electronic Ticketing for Ferry Transportation.

According to Minister of Transportation Regulation No. 19 of 2020 on the Implementation of Electronic Ferry Ticketing, at the beginning of 2020, the Baubau city government developed a public transportation service innovation in the form of a public transportation system supported by e-ticketing technology and a web-based application that can be accessed via smartphones to get information about arrival schedules and as a platform for public complaints, criticism, and suggestions about transportation services provided by the Baubau Transportation Office. The development of e-ticketing is a modification and replication of an existing innovation already applied in the transportation payment system. This concept emerged in response to several problems that occurred at the Manado port, including manual ticketing, lack of passenger identity verification according to ID cards, brokers, manual seat assignments, and inaccurate passenger manifest data from the ship's capacity.

Based on the above descriptions, it can be explained that the implementation of e-ticketing at PT. Pelayaran Dharma Indah in Murhum Port Baubau has not been optimal. This is due to the local culture where people still buy tickets manually or conventionally because they feel safe and comfortable interacting directly with the ticket seller, which builds trust. Additionally, the location for manual ticket sales is easier to access and does not require technological expertise. This issue is also due to the partnership in enhancing e-ticketing innovation, which does not seem to be prioritized, leading to weak partnerships in advancing or improving e-ticketing (Cetindamar, Clegg, & Ulusoy, 2008).

To address this issue, this study applies Asgher's (2018) theory to explain the service innovation at PT. Pelayaran Dharma Indah in Murhum Port, Baubau City, focusing on Customer Satisfaction, Service Efficiency, Customer Experience, and Service Sustainability.

METHOD

The design of this research is to use qualitative descriptive, which is a study that aims to provide a systematic, factual and accurate description of the data in the field. According to Steven Dukeshire & Jenifer in (Sugiyono, 2017) "qualitative research concerns data that is not numerical, collecting and analyzing narrative data." Qualitative researchers refer to two types of data sources, namely primary data and secondary data. Primary data sources are obtained directly by researchers in the field from the original source, namely through interviews, using interview guidelines as a tool to obtain information. In addition to interviews, researchers also obtain data based on observation results. While secondary data is obtained through research reports, journals, articles, references, documents related to e-ticketing Service Innovation at PT. Pelayaran Dharma Indah at Murhum Port, Baubau City. The data analysis technique in this study was carried out with three strategies: first preparing and organizing data (namely text data such as transcripts or image data such as photos) to be analyzed, second reducing data and third presenting data (Crewswell, 2014).

RESULT AND DISCUSSION

Customer Satisfaction

Customer satisfaction is one of the key factors in business. Consumer satisfaction is a critical milestone for the success of a company. Therefore, in an effort to meet consumer satisfaction, companies must be astute in identifying shifts in the needs and desires of consumers, which change

constantly. When producers can deliver products and services that align with consumer needs and desires, consumers will feel satisfied. Each consumer has different levels of satisfaction. According to Philip Kotler (Sunyoto, 2013), consumers can experience one of three general levels of satisfaction: if performance is below expectations, customers will feel disappointed; if performance meets expectations, customers will feel satisfied; and if performance exceeds expectations, customers will feel highly satisfied, happy, or delighted.

The eight informants come from various sectors, including the Head of the Sea Traffic and Service Section at the Baubau KSOP Office, the Branch Manager of PT. Pelayaran Dharma Indah, Baubau Branch, the Operator/IT for the Online Ticket Booking Application (Easybook), the Head of the Ticket Sales Counter, members of the public/passengers using online tickets, and members of the public/passengers using manual tickets (purchased at the counter).

Based on interviews with various informants, the results of the interview reduction regarding customer satisfaction, which is one of the indicators of e-ticketing service innovation, can be summarized as follows:

Table 1. Reduction of Interview Results on Customer Satisfaction

Theme/Indicator	Informant Code	Trend	Conclusion
Customer satisfaction	1,2,3,4,5,6	The quality of E-ticketing service is satisfactory where customers feel very helped by the Easybook application because ticket ordering is fast and efficient. Customers do not need to queue at the counter and can order tickets from home. The quality of service is supported by easy access and use of the website which speeds up the ticket ordering process.	The level of customer satisfaction in purchasing tickets, either electronically (e-ticketing) or manually (counter), is related to the customer's experience and comfort during the ticket purchasing process.
	7,8	Prefer to buy tickets directly at the counter because buyers can interact directly with the counter staff to get clear and accurate information about tickets.	

Source: Processed from Interview Results

The results of the study indicate that the program initially ran smoothly and achieved the goals of implementing the E-ticketing system. However, in reality, there are still many shortcomings in the implementation of the E-ticketing program. For example, many people do not understand how to purchase tickets online because they are accustomed to buying tickets manually. This issue is caused by a lack of socialization from the relevant authorities. Other problems include the requirement for passengers to queue twice to obtain both tickets and boarding passes, as well as passengers questioning the additional fee for obtaining a boarding pass. This is in line with Wandi Lausu's statement (2023), which mentions that public response to the implementation of the E-ticketing program shows that many people are still unaware of how to buy tickets online. This is

evident from the continued practice of many people purchasing tickets manually by queuing at the ticket counter. This is due to factors such as technological illiteracy (commonly referred to as "gaptek"), inadequate internet network access, and a lack of socialization from the government about the use of E-ticketing, which results in many people not knowing how to book tickets online.

Customer satisfaction can be achieved when a company provides good service quality. Therefore, the company must focus on customers or passengers, and evaluation is necessary. Customers are said to be satisfied when the service provided exceeds their expectations. On the other hand, dissatisfaction occurs when customers feel the service provided falls short of their expectations. In the transportation business, the most important factor is the quality of service, which directly impacts customer satisfaction.

As a maritime transportation service provider, PT. Pelayaran Dharma Indah uses technology as a means to provide satisfying service to its customers. The company recognizes the changing perspective of society in the current global era. In this regard, PT. Pelayaran Dharma Indah has implemented the E-ticketing system for ticket purchases for prospective passengers. The implementation of this system is expected to make it easier for consumers to use transportation services in a safe and comfortable manner. Customer comfort is a crucial part of business. One important thing to maintain customers is by providing comfort so that customers feel satisfied, which will lead to repeat use of the services and ultimately increase the company's product or service sales.

Service Efficiency

The efficiency of the E-ticketing service greatly impacts customer satisfaction, particularly when focusing on the quality of service provided to users. This is demonstrated by the loyalty in service, which is shaped by the service given to users both before and after the sale, as well as the general environment in which the transaction takes place. If the environment meets users' expectations for security and support, loyalty with users will often be established, leading to the company's ability to retain users over the long term.

Thus, companies offering E-ticketing services must carefully consider user support elements and services to build strong relationships with users. Factors of E-ticketing that affect user satisfaction include: 1) Customer Technical Support, where if users believe that the company will provide service and user support through the electronic ticket purchase process, they are more likely to buy this product; 2) Infrastructure, which involves creating a comprehensive system that simultaneously meets user needs, because without infrastructure to support E-ticketing, the company will not be able to leverage this service to reduce costs and improve user satisfaction; 3) Security, which affects user satisfaction with electronic services, so the company must ensure that user data is protected; and 4) User-Friendliness, considering user-friendliness issues, noting that users depend on their willingness to use mobile technology or smartphones.

Based on various interview results with informants, the following is a summary of the interview findings on service efficiency:

Table 2. Reduction of Interview Results Regarding Service Efficiency

Theme/Indicator	Informant Code	Trend	Conclusion
Service Efficiency	1,2,3,4,5,6	Taking several strategic steps to improve user experience by optimizing operations, namely designing a responsive and easy-	The implementation of these strategies aims to make services to users more efficient

	to-use website and ensuring a short ticket ordering process (on time and directly to the destination) and providing various payment options so as to increase user convenience.	when ordering tickets online, it must be clear and not confusing so that there is interest in buying tickets online again.
7,8	The interest in buying conventional tickets at the counter is a user habit because users can communicate directly with the ticket seller and even though they have to queue beforehand	

Source: Processed from Interview Results

Based on the researcher's observation, it is evident that to improve the efficiency of the e-ticketing service, the focus should be on ease of use, processing speed, and data security. E-ticketing service providers must ensure that the platform is easily accessible, the booking process is quick and intuitive, and the security system is robust to prevent fraud and protect customer data. In this rapidly developing digital era, customers expect fast, responsive, and efficient services. To meet these customer expectations, companies need a good system to manage and track issues faced by customers. They must quickly find effective solutions to provide customers with a thorough explanation, including what e-ticketing is, how it is implemented in customer service, the benefits of using it, and tips for implementing e-ticketing to improve service efficiency.

Customer Experience

Customer satisfaction is the most important measure of the success of a product or service. The satisfaction and evaluation given by consumers can be used to determine the level of customer satisfaction with a product or service. The satisfaction experienced makes consumers trust the product or service they have received and used, leading to repeat purchases and recommendations to family, friends, and communities. Ongoing satisfaction creates trust in the company and builds loyalty. A good relationship between a customer and a company can be seen through the loyalty shown by customers to the company (David, 2018). Customer satisfaction is closely tied to the previous shopping experience with a particular online store (Anderson & Srinivasan, 2003).

Many factors contribute to the lower number of online ticket purchases compared to offline purchases. Observing the situation in the field, the majority of people still prefer to buy tickets directly (offline) because ticket counters are available at the port. As a result, people choose to go to the counter to buy tickets in person. Although online ticketing (e-ticketing) is available through the Easybook application, information circulating among the public is still lacking, and many people are not aware of it at all. This is due to the lack of socialization by the company, PT. Pelayaran Dharma Indah. Not only is the public unaware of e-ticketing, which causes them to buy tickets at the counter, but online ticket purchases also have certain time limitations. For instance, booking tickets for the Fast Ferry via Easybook can only be done up to one hour before departure, and when making a reservation on the Easybook app, prospective passengers do not know their seat numbers. This is different from purchasing tickets directly at the counter, where the purchase can be made closer to the departure time, and passengers immediately receive both the ticket and seat number. Tickets can still be purchased less than 5 minutes before departure. Additionally, if a passenger needs to cancel

their ticket, they can visit the ticket counter and return the ticket. Cancellations must be made at least 30 minutes before the scheduled departure time, and the refund is processed and provided immediately.

Based on various interviews with informants, the following is a summary of the interview findings regarding customer experience:

Table 3. Reduction of Interview Results on Customer Experience

Theme/Indicator	Informant Code	Trend	Conclusion
Customer Experience	1,2,3,4,5,6	The public responded positively to online ticket purchases, because they were considered easier, more practical, and more efficient than conventional methods. However, there are still some who experience difficulties or are hesitant because they are not yet used to technology or are afraid of problems.	Overall, online ticket purchasing has become an increasingly popular trend due to its obvious advantages. However, it is important for service providers to continue to improve security,
	7,8	Feelings of dissatisfaction when buying tickets online because you haven't received a seat number, there is a feeling of fear when ordering tickets online and discomfort because you don't communicate directly with the ticket seller.	usability, and customer service to address potential concerns or difficulties that some people may experience.

Source: Processed from Interview Results

Based on the researcher's observation, it is evident that the consideration for purchasing tickets online (e-ticketing) differs from one person to another, as seen in the positive or negative attitude toward making ticket purchases. In the Easybook system, users' trust in a company providing e-ticketing services may still be lacking in terms of trust and perceived risks. A positive attitude will form the intention to engage in e-ticketing transactions, which is then followed by actual behavior with the purchase or reservation of tickets online. Trust is built by customers based on the available information about the e-ticketing company, in this case, PT. Pelayaran Dharma Indah. This trust can foster a positive attitude from customers and may also enhance attitudes that indirectly reduce perceived risks (Jarvenpaa et al., 1999). The risks that customers or users may face when conducting e-ticketing transactions include security risks and assurance regarding the ticket they purchase.

Service Sustainability

The sustainability of the e-ticketing service is crucial in various sectors, especially maritime transportation. This sustainability can be realized through increased efficiency, cost reduction, improved accessibility, and adaptation to new technologies. By continuously developing and

optimizing the e-ticketing service, it can create a more efficient, environmentally friendly system that provides a better experience for users.

The sustainability of the e-ticketing service is related to ensuring that the system remains effective and efficient in the long term while continually meeting the needs of users and operators. This includes technical, operational, and social aspects to ensure that e-ticketing remains relevant and provides sustainable benefits.

Based on various interview results with informants, the following is a summary of the interview findings regarding service sustainability:

Table 4. Reduction of Interview Results on Service Sustainability

Theme/Indicator	Informant Code	Trend	Conclusion
Continuity of Service	1,2,3,4,5,6,7,8	E-ticketing services are very beneficial for the community, especially those who live far from manual ticket sales counters, for that reason it will continue to be sustainable by improving the existing system so that in the future many people will use E-ticketing.	Several aspects that must be carried out by companies to consider the sustainability of E-ticketing services include system improvements, cooperation and collaboration, evaluation and measurement.

Based on the researcher's observations, it can be seen that E-ticketing users are important because they are actors in the mass transportation payment system and have great potential to continue to be developed. The effectiveness of the E-ticketing system also affects the level of success of the development of payment technology in the transportation industry. Passengers who use E-ticketing respond to the satisfaction of the facility. This satisfaction can be reflected in terms of price, convenience, and available facilities. The effectiveness of using E-ticketing can be measured by productivity, satisfaction, efficiency, excellence, and ability. In addition, comparing e-ticketing with manual for the most effective payment method.

CONCLUSION

Based on the research conducted at PT. Pelayaran Dharma Indah regarding the e-ticketing service innovation at Murhum Port in Baubau City, several conclusions can be drawn.

Firstly, the quality of the e-ticketing service still has many shortcomings, such as a lack of socialization, with the public not fully understanding how to purchase tickets online. There are also issues related to the ticket purchasing process and limited internet access, with many members of the community still unfamiliar with or reluctant to use e-ticketing due to the perceived complexity of the Easybook application. As a result, people tend to prefer purchasing tickets conventionally at the counter instead of using the online system.

Secondly, trust and positive attitudes cultivated by PT. Pelayaran Dharma Indah, as the provider of the e-ticketing program through the Easybook app, are crucial. This service influences customer attitudes and intentions in making online transactions. Clear information about the e-ticketing provider can help build customer trust, strengthen their confidence, and reduce perceived risks in online transactions. It is therefore essential for the company to foster trust and a positive attitude among customers to increase acceptance of the e-ticketing service.

Thirdly, improving efficiency in e-ticketing services involves prioritizing ease of use, processing speed, and data protection, with a focus on accessibility, security, and customer service responsiveness. The company must adapt to meet the growing demand for fast and effective digital services.

Lastly, the importance of e-ticketing users in the mass transportation payment system lies in its development potential. Satisfaction with e-ticketing is influenced by factors such as price, comfort, and available facilities. Effectiveness, including productivity, efficiency, and the advantages of the system, as well as its sustainable development, are key factors driving the adoption and enhancement of e-ticketing in the transportation sector.

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