

ANALYSING THE IMPLEMENTATION OF MANAGEMENT SECURITY OF PT. KERETA COMMUTER INDONESIA IN PROVIDING TRANSPORTATION SECURITY AND SAFETY FOR JABODETABEK KRL PASSENGERS

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ABSTRACT

In this modern era coloured by high levels of human mobilization, adequate land transportation facilities are needed. One of the facilities is electrical train, called KRL commuter line. Although it has experienced several progresses, but the security management, applied by Indonesian Commuter Train (PT. KCI) has not optimally provided passengers with safety and comfort. The paper aims at analysing such management using theory of needs, motivation theory, SWOT analysis, concept of situational crime prevention, industrial security, transportation security, and concept of security guards. A few years ago, the conditions of stations and carriages are far from satisfactory. Its security management is not implemented optimally. But since several improvements are made, the implementation of security management has been easier. The study employs the qualitative descriptive. Data are obtained through field observations, interviews and document review. The results of the research reveal several supporting factors, such as the implementation of management functions by the leadership, the synergy with other relevant government agencies in order to realize safety and comfort for passengers while at the stations and on the trains. The results also reveal several inhibiting factors, such the lack of security facilities, especially trains that are not equipped with CCTV, the lack of security guards on the trains. The author strongly advises PT. KCI to: (1) hold tight inspections at gates of stations to prevent passengers from carrying dangerous goods, and (2) install surveillance cameras on its trains.

Keywords: *commuter line, security management, swot analysis*

1. INTRODUCTION

1.1 Background

Train is one of the modes of land transportation in Indonesia, which has the function of transporting

goods and passengers. When viewed from the types, there is a commuter line, which is called the electric rail train (KRL commuter line) where the service and operation is carried out by

PT. Kereta Commuter Indonesia (KCI), as a subsidiary of PT. Kereta Api Indonesia (PT. KAI). The regional routes cover the areas of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). The existence of PT. KCI is based on the provisions contained in Presidential Instruction No. 5 of 2008 and the Letter of the Minister of State-Owned Enterprises No. S-653/MBU/2008 on August 12, 2008. When it was first established, it was expected that the existence of KRL commuter line could be utilized by community as an effective means of mass transportation to bring them to their respective destinations.

In fact, what is expected has not been in accordance with what is imagined. The conditions of KRL commuter line is not feasible to be used as a mode of transportation for passengers. Such condition can be seen in the morning and evening (the time of entering and leaving the office), where hundreds of passengers get into each carriage to exceed the passenger capacity. In addition to being jostled in the carriages, many passengers are also standing from the unlocked doors, connecting train carriages to the top of the roof. The behaviour shown by the passengers is very dangerous because it can be exposed to high-voltage electricity, which hampers the train's speed. In addition, if the conditions are quiet, passengers are also faced with views that do not provide comfort. Along the carriages, there are many buskers and beggars who sometimes demand money from passengers forcefully. Even the absence of internal security officers or security guards is an opportunity for the perpetrators to

take advantage of the situation by committing criminal acts, such as snatching, pointing, stealing, and blackmailing. These situations and conditions occurred a few years ago.

Then, significant changes in KRL commuter line began to occur on July 2, 2013, based on the number of passenger complaints that felt ineffective with the existence of this mass transportation mode. For this condition, the route is simplified into five big cities: Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek). In addition, there is a change in the name of the air-conditioned economy KRL to commuter line trains, the elimination of special trains for women only which was considered not to provide effectiveness even though the initial intention is to make it easier for women to ride KRL commuter line.

In these changes, PT. KCI implements the latest system of commuter line, which is considered to provide more comfort and safety for passengers. Previously, passengers can enter and leave the station without buying a ticket, now there are electronic tickets and electronic gates, which require passengers to buy tickets before they can enter the station. If they do not buy it, they are not allowed to enter the station because the gate works automatically so that passengers have to buy an electronic ticket. In addition, automatic doors are always used on trains, which must be closed if the train wants to run. If someone deliberately blocks the door, the train cannot move and passengers are given sanctions for obstructing the train's speed. The improved and tight

security inside the train also has a big impact on the absence of passengers hanging from the door to the roof of the carriage as well as the presence of street vendors, beggars and buskers walking back and forth from one carriage to another.

Changes in the implementation of security management PT. KCI, both in the station areas and KRL commuter line, has had a major impact on the number of passengers who use this mode of transportation every day. Based on data from PT. KCI, the number of passengers until December 2020 can reach 1.1 million people per day. In relation to this, Deputy II of PT. KAI for Operational Areas (Daop) I Jakarta, Junaidi Nasution, in his statement to the mass media states that:

“This significant increase of the number of passengers has occurred since the last five years. Until June 2019, the highest record number of KRL commuter line passengers reached 1,154,080 people. It has increased for the last five years, from 800,000 passengers to 1.1 million at the end of 2020 in a day. This means that if it is assumed that the lowest fare is IDR 3,000, then every day the number of KRL commuter line ticket transactions reaches IDR 3.3 billion. Of course, we must appreciate this because people have put more trust in trains, so it becomes a challenge for us of course to provide maximum service so that passengers get the expected safety and comfort” (<https://www.merdeka.com>, *KRL Commuter Line Passengers Per Day Reached 1.1 Million People*, Jakarta: December 27 2020).

The increase of the number of passengers can be seen in the period of eleven years (2010 to 2020), where changes in services on commuter line trains have made many residents switch to using this mode of transportation. In 2010, there are 124,308,000 passengers, and it has increased until 2020 to reach 336,388,000 passengers. The large number of passengers reflects that the KRL commuter line transportation mode has a positive influence on the local economy, both formally and informally. The existence of KRL commuter line can become a means of mass transportation for feeders as well as support community life activities quickly and effectively.

Although there have been several significant changes, the security and safety risks of passengers when riding KRL commuter line still occur. Passengers' behaviour who does not want to wait for the next train has caused congestions in the carriages. This condition is actually very dangerous for passengers, especially the elderly because they can experience shortness of breath due to the thin air circulation, or fatigue due to the standing too long. In addition, the congested KRL situation is also deliberately used by perpetrators to pickpocket, or even to commit sexual harassment. Usually, if they occur in such conditions, passengers who become the victims find it difficult to identify the perpetrators so that some victims are hesitant to report the case because the handling is difficult to prove properly.

Based on the data taken from PT. KCI, it is found out that for the

last three years, there has been an increase in sexual crimes cases or sexual harassment on commuter line trains. In 2017, there are 18 cases that increased in 2018 to 34 cases and increased by one more case in 2019, bringing the total to 35 cases ([https://www. Suaramerdeka.com](https://www.Suaramerdeka.com), *Sexual Crimes in KRL Increase throughout 2019*, Jakarta: 28 December 2019). In addition, other types of crimes that often occur on commuter line trains during 2019 are pickpocketing (26 cases), stone throwing (eleven cases), assault (six cases), and unpleasant acts (three cases) as quoted in <https://www.detik.com>, *Take the Commuter Line KRL, Is it Safe or Dangerous?* Jakarta: 18 December 2019.

Security and safety concern for passengers is also carried out by PT. KCI during Covid-19 outbreak in Jabodetabek. The efforts made to break the Corona chain are intensively cleaning trains using disinfectants, measuring passengers' body temperatures before entering trains, providing hand sanitizers, implementing social distancing in passenger seats, and limiting its operating hours on all routes. It is expected that with these efforts, no passengers will be exposed to Covid-19 virus, considering that transmission on trains is very vulnerable. Related to this, President Director of PT. KCI in his statement in mass media states:

“In accordance with the government's recommendation to prevent the spread of the Covid-19 virus, PT. KCI only carries passengers less than 50% from the total capacity. Each train carriage

will only be occupied by 74 people. Before the pandemic, commuter line trains used to carry one million passengers per day. After March, restrictions are imposed, resulting in a decrease in volume of up to 80%. The most drastic decline had occurred until PT. KCI once served only 162 thousand users per day” (<https://www.medcom.id>, *PT. KCI Tightens Health Protocols during the Total PSBB Period*, Jakarta: September 16, 2020).

However, preventing the spread of Corona virus, especially in station areas and on trains is still difficult, considering that currently many residents are identified positive of Covid-19 with unknown symptoms (OTG). These symptoms are very difficult to detect because the efforts made by PT. KCI is only limited to checking the body's temperature of passengers when they enter stations. Moreover, the spread of new types of viruses such as Delta which easily transmits Covid-19 will become more complex challenges for PT. KCI to continue running the KRL and maintain the health of its passengers in order to avoid being infected with Corona virus.

PT. KCI as the operator of KRL on Jabodetabek routes has tried to solve the challenges, where its business activities do not only adhere to the 'take it or leaved' principle. Nevertheless, it must continuously improve the quality of excellent services for passengers. One of them is by implementing a good security management in order to provide security and comfort for its passengers during their trip on KRL to their respective destinations.

Overall, security management is part of the management functions, where there are steps that need to be carried out in establishing security and loss prevention efforts so that there are no disturbances that can cause losses, on an effective and efficient basis. Effective means that the goal of PT. KCI so that KRL can be used as a mode of mass transportation to at is achieved, resulting in an increase in the number of passengers every day. Meanwhile, efficient means that by using KRL, passengers can reach their destinations safely and quickly according to the desired departure time. On this basis, the implementation of security management can ensure that assets (stations and KRL) and human resources (passengers) remain safe from threats and disturbances that can hamper the train speed and the comfort of the passengers.

1.2 Research Problems

Based on the description in the background, the author would like to propose the problem: "How is security management applied by PT. KCI as the operator of KRL in providing transportation security and comfort for its passengers?" Furthermore, from the formulation of the problem the research questions discussed in this paper are as follows:

- a. How is security management applied by PT. KCI in preventing threats and disturbances to KRL passengers (January 2010 to December 2020)?
- b. What factors are supporting and inhibiting the implementation of security management at PT. KCI

in preventing threats and disturbances to KRL passengers in the period of January 2010 – December 2020?

- c. What is the ideal security management applied by PT. KCI in preventing threats and disturbances to KRL passengers?

2. LITERATURE REVIEW

2.1 Commuter Line

Commuter line (collinsdictionary.com) is a railway line that mainly serves commuters. What is commuter? According to the dictionary of Oxford Languages, commuter is a person who travels some distance to work on a regular basis. Another meaning of commuter is someone who regularly travels between work and home (dictionary.cambridge.org).

Meanwhile, merriam-webster.com states that commuter is a person who commutes (as between a suburb and a city).

PT. KAI Commuter Jabodetabek since 19 September 2017 has changed its name to PT. Kereta Commuter Indonesia. PT. KCI is one of the subsidiaries within PT. KAI which manages Jabodetabek Commuter Train and its surroundings. KCI was formed in accordance with Presidential Instruction No. 5 of 2008 and the Letter of the Minister of State-Owned Enterprises No. S-653/MBU/2008 dated August 12, 2008. The change of name to KCI was contained in the minutes of the General Meeting of Shareholders on September 7, 2017, which also received the approval of the Minister of Law and Human Rights of the Republic of Indonesia on the

Amendment to the Articles of Association of Limited Liability Companies with Decree Number of the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-0019228.AH.01.02.Tahun 2017 dated 19 September 2017.

The establishment of this subsidiary started from the desire of its stakeholders to focus more on providing quality services and become part of the solution to increasingly complex urban transportation problems. The company has officially become a subsidiary of PT. KAI since September 15, 2008. The presence of KCI in the commuter rail transportation service industry is not a sudden presence, but is a long process of thought and preparation. Starting with the establishment of the Jabotabek Urban Transportation Division by PT KAI (Persero), which is separate from PT KAI (Persero) Daop 1 Jakarta. After this separation, KRL services in Jakarta area are under PT KAI Jabotabek Urban Transport Division, while long-distance train services operating in the Jabodetabek area are under PT KAI Daop 1 Jakarta. And finally PT KAI Jabotabek Urban Transportation Division turned into a limited liability company, PT. KCJ. After becoming a limited liability company, the company obtained a business license no. KP 51 of 2009 and the operating license for the operator of railway facilities No. KP 53 of 2009 all of which were issued by the Minister of Transportation of the Republic of Indonesia.

The main task of this new company is to organize commuter rail

transportation services using electric rail train facilities in the areas of Jabodetabek and its surrounding areas as well as business in the non-passenger transportation business sector. PT. KCI started modernizing KRL transportation in 2011 by simplifying existing routes into five main routes, eliminating express KRL, implementing women-only trains, and changing the name of economy-AC KRL to Commuter line KRL train or KRL. This project was continued with the renovation, rearrangement, and sterilization of facilities and infrastructure, including train lines and train stations, which were carried out together with PT KAI and the Government. Throughout 2020, PT. KCI served 154,592,886 users. As of March 2021, PT. KCI has 1,196 KRL units operating to serve 80 stations in Jakarta area with a route range of 418.5 kilometres.

PT. KCI commuter line is a commuter rail system connecting Jakarta and its satellite cities. PT. KCI commuter line passes around 80 stations across Jabodetabek and also has two special carriages reserved for female passengers only on either at the end of trains for an extra convenience. Commuter line train is a commuter electric rail service that is operated by PT. KCI. Coming as a traffic solution in Jakarta, the travel time needed by KRL is also much shorter than other public transportation. The cost required to use this public transportation are also very affordable.

The commuter line now serves around 80 stations with six transit stations in total that will bring

passengers to the heart of the city including Kota Tua, Sudirman, Cikini, Tanah Abang and Pasar Senen, which are close to various tourism spots. As the trains are usually packed during peak hours along the week, so you may want to avoid taking the train around 7-8am and 6-7pm. It is best to use it during non-rush hours and weekends. It is easy to find a train station in Jakarta as now it covers a very wide area of the city. It is very cheap too. It costs less than IDR 5,000 to travel to a corner of the city.

2.2 Security Management

Security management (learn.org/articles) is a broad field that encompasses everything from the supervision of security guards at malls and museums to the installation of high-tech security management system designed to protect an organisation's interests. Security management relates to the physical safety of buildings, people, and products, as well as information, network and telecommunication systems protection. Professionals working in physical security management could be responsible for assessing security risks and developing strategies to prevent or mitigate threats, such as terrorist threats, fires, or break-ins that can harm people and property. Another definition (definition.net/definition) states that security management is the identification of an organization's assets, followed by the development, documentation, and implementation of policies and procedures for protecting these assets. An organization uses such security management procedures

as information classification, risk assessment, and risk analysis to identify threats, categorise assets, and rate system vulnerabilities so that they can implement effective controls.

Security management has evolved since the turn of the 20th century. Today's security managers must constantly adapt to keep up with a myriad of potential threats. They must be able to identify security vulnerabilities in an organization's network that could lead to a data breach, as well as facility vulnerabilities that could be exploited by thieves or vandals. These professionals must also develop a plan to protect a company's employees and assets in the event of a natural disaster, such as a wildfire, tornado or flood

(<https://safetymanagement.eku.edu/blog/security-management-guide>).

Corporate security managers identify and mitigate potential threats to a company. For example, they assess safety and security policies to ensure that an organization's employees, products, buildings and data are safeguarded. Security managers also make sure an organization fully complies with state and federal regulations, such as the Americans with Disabilities Act, and that safety procedures follow the Occupational Safety and Health Administration (OSHA) guidelines. They may also be asked to develop safety manuals and training materials to ensure that current and future staff members are informed of a company's policies

(<https://safetymanagement.eku.edu/blog/security-management-guide>).

In order to understand the main purpose of security management, we need to look at both the two words: security and management in their individual roles and current descriptive meanings in today's industries. According to <https://www.linkedin.com/pulse/security-management-what-diane-cross>, security of today is very different from what it was perceived at the turn of the 20th Century. Security is constantly evolving to meet the requirement of tackling the ever evolving 'threat' and the needs of the organisation. It is not only for the purposes of the commercial industry as it also interacts with the public on a daily basis. This is due to the following roles it is heavily involved in: prevention of crime, monitoring the public, protection of people and their belongings, safeguarding of businesses and their assets, investigation of offences, apprehension and prosecution of offenders, handling of evidence, escort of prisoners, and running of prisons.

Meanwhile, according to the same source, the word 'manage' comes from the Italian *maneggiare* (to handle, especially tools), which derives from the Latin word *manus* (hand). The French word *mesnagement* (later *ménagement*) influenced the development in meaning of the English word *management* in the 17th and 18th centuries. Management is a word commonly used to describe a position of responsibility in business, political, cultural or social industries. To not manage even a small business or project can be disastrous and only result in failure, initially ending in

loss. There are various definitions of management, yet the industry standard is simply defined as a process of getting the task completed efficiently with and through other people in accordance with the organisation's policies and objectives: planning, commanding, organizing, controlling, staffing, coordinating, motivating, and forecasting.

In the context of transportation modes, security management must be able to provide passengers with security, safety and comfort. PT. KCI must be able to deliver its services securely, safely and comfortably in stations and on the trains or during the trip.

2.3 SWOT Analysis

According to m.economictimes.com, SWOT stands for Strengths, Weaknesses, Opportunities and Threats. This is a method of analysis of the environment and company's standing in it. SWOT is made of two parts: the strength and weaknesses refer to the internals of a company while the opportunities and threats refer are external to a company and exist in the environment. Strength of a company could be in managing and branding process quickly and comprehensively. Its weaknesses could lie in the distribution of products, or payment delays. These are internal problems or issues and have to be understood and dealt with on on-going basis. Often consultants are called to assess these two aspects on the belief that an outsider could give more insights into a company. The two external factors, opportunities and threats, are not in a company's control. The environment, composed

of social, economic, legal, regulatory, national and even international events, has to be continuously scanned to track these. For example, an opportunity for a refrigerator company could be in freezers for ice cream; threats could be imports or the entry of new players with money and expertise can spring up anywhere, anytime, just as threats can come from any parts of segment of global industries.

SWOT analysis is a technique for assessing the performance, competition, risk, and potential of a business, as well as part of a business such as a product line or division, an industry, or other entity (<https://www.investopedia.com/terms/s/swot.asp>). Using internal and external data, the technique can guide businesses toward strategies more likely to be successful, and away from those in which they have been, or are likely to be, less successful. Independent SWOT analysts, investors, or competitors can also guide them on whether a company, product line, or industry might be strong or weak and why. SWOT Analysis was first used to analyse businesses. Now it's often used by governments, non-profits, and individuals, including investors and entrepreneurs. Based on the same website, SWOT analysis can be elaborated as follows:

- a. Strengths—describing what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, and so on. For example, a hedge fund may have developed a proprietary trading strategy that returns market-beating results. It must then decide how to use those results to attract new investors.
- b. Weaknesses—stopping an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.
- c. Opportunities—referring to favourable external factors that could give an organization a competitive advantage. For example, if a country cuts tariffs, a car manufacturer can export its cars into a new market, increasing sales and market share.
- d. Threats—referring to factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the crop yield. Other common threats include things like rising costs for materials, increasing competition, tight labour supply.

3. METHODS

The study employs the qualitative approach that emphasizes on words rather than quantification in data collection and analysis (Bryman, 2012, p. 50). The study presents the relationship between theories and research. Meanwhile, the unit of analysis in the study is the application of security management in PT. KCI in order to protect passengers as well as to provide a secure and safe transportation mode. As a qualitative research, the research also uses a case study research that is focused on the

complexity and characteristics of a particular case (Bryman, 2012). A case study is defined by a location, such as a community or organization. Based on the research design above, this research takes place a case study at PT. KCI. Data are obtained through observations, interviews and document review.

4. DISCUSSIONS

KRL is one of the providers of land transportation, which, if associated with Article 3 of the Law of the Republic of Indonesia Number 22 of 2009 concerning Road Traffic and Transportation, provides benefits for the community in carrying out their work so that it can indirectly encourage the national economy and welfare. In addition, the existence of Commuter line KRL is also used by many passengers to support the education sector (schools and colleges), so that they are able to uphold the dignity of the nation. Even with the existence of the KRL commuter line, passengers can interact with each other at the destinations, thus strengthening the unity and integrity of the nation.

However, KRL, run by PT. KCI has experienced bad times, where the services provided are not able to reflect comfort for passengers. Security management applied is far from safe, so passengers feel fear and unease if at any time they are threatened or disturbed while inside the station or on the KRL trains. They are mostly fear from crimes, street vendor disturbances, train damages, accidents and so on.

In fact, for the people of Jakarta and its surroundings, KRL commuter line mode has now become the backbone of transportation, especially for passenger transportation. By using the train, it makes it easier for people to be able to move quickly from one place to another. It also good for commercial or trade purposes,

business affairs, education, offices, and so on. Therefore, it is the duty and obligation of the government to provide safe, secure, fast and roadworthy transportation modes. One of them that is available at that time is KRL commuter line. Public, as the users, certainly has expectations in using trains as a mode of mass transportation. One of the expectations is the need to get a sense of security. According to Maslow, this need is one part of the five basic human needs, namely physiological, love, self-esteem, and self-actualization. Humans have heterogeneous basic needs. Everyone basically has the same needs, but because of culture, these needs are also different in meeting human needs, adapting to existing priorities. The basis of Maslow's theory is that humans are social beings who have desires. These desires are continuous and only end at the end of his or her life. The need for safety includes the right of public to get protection, legal security, and free from fear and anxiety. According to Maslow, the need for security includes physical and psychological protections. Public or community needs a sense of security in utilizing KRL commuter line as a mode of mass transportation provided by the government. KRL commuter line is expected to be an effective means to support community activities to move from one place to another quickly. Unfortunately, the expected safety needs cannot be fulfilled, where the condition of KRL commuter line is very worrying with a high level of threats and disturbances (from the station to the train) and even in the trains.

Physically, passengers do not get protections while at the station, where the proliferation of street vendors and people who have no interests (without tickets) makes space for movement become limited. Passengers who get off and take

KRL commuter line have to jostle on the platform, because it is blocked by many traders and buyers. In addition, passengers also have the potential to be physically threatened by people who deliberately take advantage of "freedom" to enter the station by committing criminal acts such as mugging, extortion, robbery and many others. Even passengers often become the victims of mis-targeting as a result of being hit by stones thrown by students who intentionally brawl on the station platform. The existence of these conditions certainly does not reflect the fulfilment of the needs for physical security, as stated by Maslow in his theory.

The same thing happens to passengers when they are on KRL trains, where the lack of supervision carried out by security guards makes passengers not get a sense of physical security. In some cases, there are frequent threats and disturbances on the train, such as muggings, sexual harassment and theft. In addition, the limitations of KRL commuter line facilities (e.g., doors cannot close automatically) also forces some passengers risk their lives physically when they try to get on the train to get their destinations. Many passengers who are desperate to hang from the door go to the top of KRL trains. In some cases, these passengers are often even injured and die because they fall from the roof and get electrocuted.

According to Maslow's theory of needs, the need for security includes not only physical protections, but also psychological protections. In this regard, many passengers do not feel comfortable with the 'unmanaged' conditions of stations and KRL trains so that there is a sense of worry and fear if at any time they can become victims of crime or the train has problems due to technical matters or passenger behaviour that is not orderly and

discipline. The author thinks that if KRL commuter line has sufficient facilities (e.g., air conditioning and automatic closed doors so that there are no more passengers hanging from the doors, carriage connections and train roofs), psychologically passengers will get comfort on the train.

Slowly, the condition of stations and KRL commuter line began changing when the President Director of PT. KAI in 2013 was occupied by Jonan. The efforts made by Jonan in improving KRL services are one manifestation of motivation as Fathurrohman and Sulistyorini said, "In motivation there is a desire to activate, move, channel and direct the attitudes and behaviour of individual learning." There is a motivation that Jonan has, in directing all human resources at PT. KAI to make improvements in various sectors, one of them is KRL commuter line services. Jonan instructs all his staff to look for creative ideas and innovations so that KRL commuter line service problems that have occurred for years could be resolved properly. Starting from the conditions at the station (the entrance is not tight, the lack of supervision of security officers, the presence of street vendors, and access that makes it easy for residents without tickets to enter the station), to inside of KRL trains (doors that are not closed, passengers stand at the door, rail connection to the roof of the train carriage, and vulnerability to crime).

Changes to the application of the concept of security management in KRL commuter line are in accordance with the situational crime prevention. The aim is to reduce opportunities for certain categories of crimes by increasing the associated risks (for perpetrators), one of which is through the implementation of an electronic gate system (e-gate) with an electronic ticket (e-

ticket). Using this system, only passengers who have tickets can enter the station to ride the KRL trains. This situation is inversely proportional to when the e-gate and e-ticket systems have not been implemented, where many people can enter and exit the station without having a ticket, thus creating opportunities for threats and disturbances.

The implementation of the application of electronic gate systems and electronic tickets is also part of the opportunity reduction technique in the situational crime prevention strategies as proposed by Clarke. The existence of e-gates is part of IPE (Increasing Perceived Effort) especially on target hardening, which is an effective way to reduce the chance of crimes in preventing criminals from carrying out their actions by providing additional barriers to targets. Meanwhile, e-ticket in Clarke's console is part of access control (control over access/roads), which are steps to prevent potential perpetrators from entering an area or environment by monitoring entry/exit routes to the environment.

Though the implementation of security management through e-gate and e-electronic has been organized by PT. KCI, there are still opportunities that can be used by perpetrators to threaten and disturb passengers. This condition can be seen from the absence of screening at station entrance to check passenger luggage, such as at airports, hotels, office buildings, and several shopping centres. According to the author's analysis, the existence of a screening tool is very important because security guards can anticipate if there are passengers who intentionally carry dangerous goods (such as explosive devices, sharp weapons, dangerous animals to firearms), and can disturb the comfort of other passengers and KRL commuter line

trips. Of course, it is conceivable if a terrorist who intentionally carries an explosive device on his body or bag can easily enter the station and ride KRL trains, to be blown up inside the trains or other places, or a group of criminals who want to rob passengers, intentionally bringing firearms or sharp weapons into KRL commuter line. The author's analysis is based on several incidents that have occurred abroad, where passengers experienced threats and disturbances due to the ease with which the perpetrators enter the station, and brings dangerous goods onto the trains.

Currently, PT. KCI only takes advantage of the presence of security guards in carrying out security management on KRL commuter line by carrying out security, guarding and patrolling duties in the trains. Article 1 paragraph 6 of the Regulation of the chief of Indonesian National Police No. 24 of 2007 concerning Security Management Systems for Organizations, Companies and/or Government Agencies/Institutions states that the main task of a security guard is to maintain security and order in his environment/workplace which includes aspects of physical security, personnel, information and other technical safeguards. The function of security guard is to protect and serve the community in the environment/workplace from any security disturbances, as well as enforce the rules and regulations that apply in the workplace environment. In carrying out their duties as the bearer of limited police functions, security guard acts as an auxiliary element for the leadership of organizations, companies, government agencies/institutions, security guards in the field of fostering security and order in their work environment/place. In addition, it can also play a role as an auxiliary element of

the police in fostering security and public order, enforcing laws and regulations and fostering security awareness and awareness (security mindedness and security awareness) in the environment/workplace (Article 6 paragraph 3 of the Indonesian National Police Regulation No. 24 of 2007).

In general, security guards on duty in KRL commuter line have good abilities in carrying out their duties. This is inseparable from the role of the National Police in providing education and training activities, one of which is Jakarta Metropolitan Police Region. The program is based on the Regulation of the National Police Chief Number 24 of 2007 in Article 14, which aims to produce security guards who have personality mental attitudes, physical abilities, basic knowledge and skills. The competence of security guards is also supported by the motivation of security guards to carry out security, guarding and patrol duties both at stations and along KRL carriages. If it is associated with motivation theory from Herzberg, then one of the factors that encourage security guards to do their job well is because of motivation factors. This factor is a motivation related to the psychological needs of security guards, namely the feeling of being perfect in doing their jobs. This motivational factor is related to personal appreciation, which is indirectly related to the work. Security guards will feel happy if there is a recognition given by KRL passengers when they feel comfortable and safe when using this mode of transportation (recognition). In addition to security guards, their motivation is also to have a great sense of responsibility, in preventing all threats and disturbances that can occur at stations and in KRL trains (responsibility). These efforts can

be realized by working optimally according to the abilities they have so far. Even the encouragement to advance the character of the security guard in self-development, increase the strength or ability of the character through education and training organized by the National Police, can also provide job satisfaction which affects their motivation to serve (advancement).

Overall, the implementation of security management at PT. KCI in preventing the occurrence of threats and disturbances for KRL commuter line passengers cannot be separated from changes that occur in their environment, either supporting or weakening its implementation. If it is associated with the SWOT Analysis Model, then these factors include:

a. Strengths

- 1) Policy of the Director of PT. KAI, occupied by Jonan, was carrying out a comprehensive improvement in train services. One of them is KRL which serves Jabodetabek passengers. The existence of this policy causes changes to services, both inside stations and in KRL carriages (no more street vendors, a gate system and electronic tickets), automatic doors along the carriages, no more passengers standing at the door, carriage connections, to the roof of the train, and so on).
- 2) Efforts to improve the safety and comfort system for KRL commuter line train passengers cannot be separated from the implementation of management functions, starting from planning, organizing, implementing, to evaluating stages. Applying this

management, the improvement efforts will be systematic so that it runs optimally and is ultimately obeyed by all passengers.

- 3) In breaking the chain of Covid-19 spread at stations and on trains, PT. KCI optimizes its service functions through the role of change agent. They are employees of PT. KCI who are deliberately assigned to 81 stations in Jabodetabek, where every day provides education to passengers and security officers in implementing health protocols.
- 4) In breaking the chain of spread of Covid-19 (especially among internal security officers and service units), PT. KCI conducts rapid tests once a week. This effort is very important in detecting if there are officers or employees who are reactive so that medical efforts are immediately carried out and the virus does not spread to other officers or to passengers.

b. Weaknesses

- 1) In preventing threats and disturbances both at stations and on trains, PT. KCI still does not have adequate facilities. So far, these facilities have only focused on services (CCTV, e-gate and e-electronic at stations and automatic doors on trains), while security is still insufficient. These facilities include the availability of CCTV in trains, and screening tools at stations to check a person's body or luggage, to detect the presence of dangerous goods (e.g., explosives, sharp weapons or firearms).

- 2) The presence of security guards, especially on trains, certainly provides security and comfort for passengers to still feel safe and comfortable while on trains. Four security guards, assigned to secure a train series which can consist of eight, ten or twelve carriages are still considered very minimal. Moreover, two officers focus on maintaining the connection carriages between female and mixed carriages that are in front to the rear. This automatically makes two officers supervise and control other carriages.
- 3) In maintaining safety and comfort for passengers while on trains, security guards are only equipped with security devices in the form of sticks, straps around the shoulders, and whistles. Only a few security guards bring handcuffs and handy talkies, while new officers are not given. The existence of these safety devices is still considered ineffective, in dealing with threats and disturbances that can occur at any time on trains, especially if the perpetrator intentionally carries a sharp weapon or firearms.

c. Opportunities

- 1) The role of mass media, which has an information function for passengers, is related to the improvement of KRL commuter line services that have been carried out by PT. KCI. Both mass media serve as an educational function in order to urge passengers to have a disciplined attitude in utilizing

- KRL commuter line. The three functions of mass media as supervision, in supervising the performance of PT. KCI to continue providing services for passengers in the form of a sense of security and comfort when using KRL commuter line.
- 2) In supporting the realization of a security and comfort situation for commuter line train passengers, PT. KCI synergizes with Indonesian Armed Forces (TNI) and the National Police. First, in terms of the position structure where the Vice President of Safety and Security always comes from a retired colonel or police colonel from the National Police. Second, in order to prevent the spread of Corona virus, PT. KCI distributes free masks to passengers and providing education. Third, especially to the National Police, PT. KCI carries out an integrated coordination related to the incidents of criminal offences at stations and in KRL commuter line trains.
 - 3) Public demands that PT. KCI continues improving KRL commuter line services (one of them is the implementation of security management), considering that trains are one of the public transportation modes that are widely used by Jabodetabek residents. Such demands, of course, encourage PT. KCI to continue providing good services, including a sense of security from threats and disturbances that may occur at any time.

d. Threats

- 1) The disgraceful attitude of some passengers who intentionally disobey the rules, when they want to use KRL commuter line. This condition can certainly be a lesson for other passengers to follow it so that it has the opportunity to pose a threat or disruption to the smooth KRL trips.
- 2) The ineffective involvement of a number of railway communities in Jabodetabek, which could actually be utilized by PT. KCI to improve its services. One of them is through the implementation of security management.
- 3) The spread of Corona virus which until now has not ended so that it can be used by certain parties to carry out threats and disturbances both at stations and in KRL commuter line carriages.

Overall, the authors analyse that security management applied by PT. KCI in providing passengers with comfort and safety when using the KRL commuter line transportation mode is still not fully optimal. This means that there are still opportunities and threats that can occur at any time, given the limited resources (personnel and infrastructure in particular). Ideally PT. KCI optimizes the number of security guards, especially those on KRL commuter line trains. This is in accordance with the opportunity reduction technique in the situational crime prevention strategy proposed by Clarke. One of the strategies is conducting surveillance by employees. This method can be done using people who work at the location (security officers) to play an important role in maintaining security for KRL commuter

line passengers. This effort is very important considering that on trains the possibility of threats and disturbances to passengers is very likely to occur, starting from theft, pickpocketing, assault, to sexual harassment. Therefore, the number of security guards on duty for a train series (four guards) that consists eight, ten, to twelve carriages, is considered very minimal. The ideal number is a guard is given the responsibility to look after two passenger carriages. Therefore, if a train series consists of twelve carriages, then the assigned security guards will be six people. Assigning one security guard to two carriages will make it easier for the officers to carry out their duties, even though the train conditions are crowded with passengers.

Regarding the presence of security guards in carrying out their duties, there are now changes to the security uniforms based on the Regulation of Indonesian National Police Number 4 of 2020 concerning Self-Reservation. In this regulation, there are similarities between the using the brown colour for security guards uniforms with those of the National Police. The philosophy of the security guard uniform is light brown for the shirt and dark brown for the pants, with the meaning of brown being identical to the colour of earth or earth, wood, and stone which means natural colour. In addition, the brown colour of the value security guard uniform is a neutral colour that symbolizes modesty, foundation, stability, warmth, security and comfort, as well as trust, elegance, fortitude, and honesty.

The philosophy of the similarity of the security guard uniform to the National Police is expected to foster at least four things. First, there is an

emotional closeness between the Police and the security guard so that there is no longer a gap or boundary between the two. Some of security guards on duty admitted that they felt inferior when they joined the police, which could lead to self-doubt which affected their morale. Second, to grow the pride of security guards as carrying out limited police functions, third to glorify the security guard profession and fourth to increase the deployment of police functions in the community.

Support facilities PT. KCI in implementing security management to prevent threats and disturbances for Commuter Line passengers, according to the author, is still not ideal. If it is associated with the opportunity reduction technique in the situational crime prevention strategy proposed by Clarke, then PT. KCI ideally performs the Increasing Perceived Effort technique in terms of target hardening (hardening of the target). This technique is an effective way to reduce the chance of crime in preventing criminals from carrying out their actions by providing additional barriers to the target. That's why on the Commuter Line train the security function should not only be left to the security guard, but there should be adequate support facilities such as procurement or installation of CCTV is one of them.

So far, the security of passengers has only depended on the foresight of officers in seeing an event, or reports from passengers. With the presence of a surveillance camera (which may be connected to the driver in the front carriage), it can make it easier for officers to monitor the behaviour of passengers while on KRL commuter line trains. In the event of a crime case, it is easy for

officers to see the CCTV footage, so that the chronology and perpetrators can be known. In addition, if there are passengers who are not in an orderly manner or interfere with the comfort of other passengers, the officers can find out from coordination with the driver and can immediately take actions (from persuasive to repressive efforts) so that the disturbance can be immediately addressed and does not disturb other passengers.

The presence of CCTV in the KRL commuter line trains also makes it easier for officers to track down the perpetrators who often throw stones at the train. Some unknown people often throw stones at trains that pass along the Jabodetabek rail chain, causing the glass to shatter and injuring passengers who happen to be sitting near the glass. So far, it is difficult for officers to find the perpetrators, because they do not know the exact location of the shooting. However, with the presence of CCTV, it can be seen in the area where the train is thrown. From these instructions, officers can coordinate with the police, to find the perpetrators to be held accountable.

In addition, the use of screening tools to monitor the luggage of passengers who want to get on KRL commuter line must also be optimized by PT. KCI. This is in accordance with the opportunity reduction technique in the situational crime prevention strategy proposed by Clarke. In his thinking, Clarke mentions the IPR (Increasing Perceived Risks) technique, one of which is the entry/exit screening (screening of entrances/exits).

This method is deliberately used to monitor the entry and exit of goods through the entrance/exit by conducting screening. Different purposes between

screening at the entrance/exit with supervision on access control to prevent crime. Entrance/exit screening focuses more on detecting a person or object as a condition to be able to enter or leave the area under surveillance. If it is associated with this writing then this is PT. KCI ideally installs a screening device, so that passengers' luggage will always be monitored and will not become a factor in creating threats or disturbances for passengers while at the station or during the KRL trip.

Passengers who use KRL commuter line as a mode of transportation can be involved in order to prevent threats and disturbances that occur both at stations and along KRL commuter line carriages. This effort can be done using the Removing Excuses technique proposed by Clarke in terms of stimulating conscience. In this technique, passengers are asked to be aware of the security that occurs at stations and in the KRL, for example by reporting the incidents of criminal cases that have occurred to themselves or others, recording the occurrence of crimes as evidence that can be submitted to the police, informing other passengers who are the targets of crime and so on.

5. CONCLUSIONS

- a. PT. KCI has made some improvements regarding the security management of KRL commuter line.
- b. Factors supporting the implementation of management functions by the leadership are planning, organizing, implementing, and evaluating stages.
- c. The synergy of PT. KCI with TNI and the National Police through structural positioning has supported PT. KCI to implement good security management

in order to realize safety and comfort for passengers while at the station and on the train.

- d. Factors inhibiting the implementation of management functions are the lack of security facilities, especially on trains that are not installed with CCTV as well as the number of security guards.

6. IMPLICATIONS

- a. PT. KCI should provide a tool or machine that can check passengers' luggage, especially when entering the station before boarding KRL commuter line.
- b. PT. KCI should provide security equipment for security guards on duty, especially on trains, equipped with handcuffs, batons, whistles and Handy Talkies.
- c. PT. KCI should install CCTV in every carriage and recruit more security officers.

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