

FACTORS CAUSING THE DECLINE IN REVENUE OF KMP RAJA DILAUT BEFORE COVID-19 UNTIL PANDEMIC RECOVERY

Arif Fuddin Usman^{1*}, Andi Nur Alimah², Andi Murtafiah³, Rusnaedi⁴, Rifkah Fitriah⁵

¹²⁴⁵ Marine Transportation Department, AMI Makassar Maritime Polytechnic

³ Logistics Management Department, AMI Makassar Maritime Polytechnic

*Email : arifusman575@gmail.com

ABSTRACT

This research is to determine and compare KMP. Raja Dilaut income before COVID-19, during COVID-19, and the pandemic recovery period, as well as the factors causing the decline. KMP. Raja Dilaut is one of the crossing vessels owned by PT Pelayaran Nusantara Juli Rahayu which operates at the Bajoe-Kolaka Ferry Port. The purpose of this research is: 1) to determine KMP. Raja Dilaut income before, during, and during the COVID-19 recovery period, from 2018 to 2022, 2) to determine the factors causing the decline and increase in income KMP. Raja Dilaut. This research is qualitative research using interactive model data analysis techniques, starting from the data collection stage followed by data reduction, data display, and the final stage, namely the conclusion. KMP. Raja Dilaut income recap calculation results from 2018 worth "IDR 7,464.519,207", in 2019 worth "IDR 7.135.582.768", in 2020 worth "IDR 3.277.331.031", in 2021 worth "IDR 4.667.035.509", and in 2022 worth "IDR 15.948.678.745". In 2020 there was a significant decline. Ship income is only 30% of total capital costs. In 2020, at the peak of the COVID-19 pandemic, the company almost went bankrupt. The company almost closed the business because capital costs could not be covered by revenue. But the company was able to survive and survive and in 2021 revenue increased to 61% and in 2022 it rose to 70%. The most dominant causal factor in the decline in KMP Raja Dilaut income using the fishbone method includes Large-Scale Social Restrictions (PSBB), examination and mandatory Rapid Antigen testing, and the Peduli Protect application which is still difficult for the community to implement. The ship, which was originally capable of carrying 286 passengers per trip, experienced a decline of around 50-100 percent.

Keywords: ferry, ferry port, income, COVID-19, pandemic

INTRODUCTION

Indonesia is a maritime country that makes water transportation has a very vital role. Smooth water transportation helps achieve national development goals through the development of existing economic potential and others. (Arianto & Sutrisno, 2020). Transportation using water transportation has many advantages because the cargo of goods and passengers transported is larger and more economical. One of the means of water transportation is sea transportation in the form of ships. (Dewi, 2021).

One of the ship transportation that is main supporter of water transportation is the ferry. This type of ship meets the requirements for shipping at sea and is used to organize permanent transportation, for example between islands. (Fathullah, 2021). The need for more and more ferries is because the transportation rates using ferries are quite affordable which is a favorite for the public to use. Some cases of ferry transportation business are businesses in the field of transportation organized for the public on crossings by charging fees using ships that have specifications that are by the technical and operational conditions of infrastructure, facilities, and waters. (Jinca, 2019).

At the end of 2019, the COVID-19 pandemic shook the world, including Indonesia in early 2020. Sea transportation, in this case, passenger ships and crossings, is very vulnerable to covid-19 transmission which causes changes in revenue for shipping companies that own passenger ships.

(Arianto & Sutrisno, 2020). During a pandemic, companies carry out efficiency programs, namely the accuracy of the method and the ability to carry out tasks properly without wasting costs, time, and energy to increase organizational capacity to be able to adapt and keep working high in this difficult time, through innovative and critical efforts in acting and continuing to run business as usual by applicable safety standards. In the conditions of the *COVID-19* pandemic, besides having challenges for companies in the form of an impact on current business, it has good opportunities by changing healthy, efficient, and effective living behaviors such as thinking about every cost incurred must have a big impact on company profits. (Mulatsih et al., 2018).

As a crossing service provider, the company must continue to ensure that service users get the highest level of safety and service to avoid the outbreak that has been designated as a global pandemic so that ship revenues increase and there is no decline. (Utami & Kusumawati, 2021). Despite the tough economic conditions during the pandemic, PT Pelayaran Nusantara Juli Rahayu is managing Kapal Motor Penyeberangan (KMP) Raja Dilaut can survive and not collapse even with heavy operating costs. The factors that cause and the handling carried out in overcoming the decline in income are one of the focuses of this study (Nadia, 2022).

Based on the above background, the problems formulated include; first, what is the value of KMP Raja Dilaut revenue, before the pandemic, during the pandemic, and the economic recovery period from 2018 to 2022? Second, what is the percentage of revenue and the worst trend in KMP revenue? Thirdly, what are the factors causing the decline and increase in revenue of KMP Raja Dilaut. The objectives of this study were carried to; first determine the value of ship revenue before and during COVID-19, from 2018 to 2022, secondly to find out the percentage of revenue and when is the worst performance trend of KMP Raja Dilaut revenue, and to determine the factors causing the decline and increase in KMP Raja Dilaut revenue.

The author restricts the research from the gross revenue of KMP Raja Dilaut by excluding ship operating costs. Data collected from 2018 and 2019 represent the pre-pandemic period, revenue data from 2020 and 2021 represent the pandemic period, and revenue data from 2022 represent the economic recovery process. During the pandemic, several public restriction policies carried out by the government resulted in a decrease in activity at the port. Along with the ban on Lebaran homecoming in 2020, revenue also decreased dramatically. The management is required to be more sensitive in observing the factors that cause ferry crossings, especially KMP Raja Dilaut almost collapsed.

METHODS

This research is a type of qualitative research with a descriptive presentation. Based on the type of qualitative research, the data collection techniques used are document analysis, observation, and interviews. (Darmalaksana, 2020). This research was conducted at PT Pelayaran Nusantara Juli Rahayu which is located at Jl. Cakalang Kompleks Waringin Sejahtera Shophouse No. 18, Makassar City, South Sulawesi. Kapal Motor Penyeberangan (KMP) Raja Dilaut is one of the ships owned by PT Pelayaran Nusantara Juli Rahayu which operates on the Bajoe - Kolaka crossing route. Primary data in this study were obtained by interview and direct observation with the director and employees of the company totaling 3 people. Secondary data sources in this study were obtained from internal and external parties of the company which can be seen from the company's documentation as a supporting object, such as KMP Raja Dilaut revenue reports.

The data analysis technique for the amount of income is calculated using the *Break-even* equation. The *break-even* method is to condition the profit obtained is equal to zero. So that a break-even condition is obtained. From the supply side, that profit is the difference between revenue and expenses (*operating cost*). So it is formulated:

$$\text{Profit (B)} = \text{Income (R)} - \text{Expenses (C)}$$

The full revenue of one trip is obtained from the overall tariff multiplied by the full load / full production of the ship once a trip. And in this study only measured gross revenue.

$$\text{Gross Revenue (R)} = \text{Fare (F)} \times \text{number of passengers (Q)}$$

The second method used to obtain the percentage of revenue rate is the formula used, namely:

$$\frac{\text{income at one trip}}{\text{full income at one trip}} \times 100\%$$

The third method to determine the factors that cause the ferry almost collapse is using *fishbone* analysis.

RESULTS AND DISCUSSION

A. Revenue Value of KMP Raja Dilaut

Kapal Motor Penyeberangan (KMP) Raja Dilaut crossing transportation business revenue is sourced from the rental of passenger transportation, goods, and vehicles, it's called Berita Acara Pemuatan (BAP).

Table 1. BAP of KMP Raja Dilaut dated July 7, 2021

NO	TICKET TYPE	FEE (IDR)	PRODUCTION (UNIT)	INCOME (IDR)
1	PEOPLE			
a.	Adult Business		-	
b.	Children's Business		-	
c.	Mature Economy	87.500	51	4.462.500
d.	Infant Economy (0-2 Years)	8.800	5	44.000
	SUB NUMBER		56	4.506.500
2	VEHICLES			
a.	Class I	109.910	-	-
b.	Group II	215.300	10	2.153.000
c.	Class III	418.590	-	-
d.	Class IV Pnp.	1.566.125	5	7.830.625
e.	Class IV Brg.	1.522.605	2	3.045.210
f.	Group V Pnp.	2.936.180	1	2.936.180
g.	Class V Brg.	2.605.100	5	13.025.500
h.	Group VI Pnp.	4.979.105	-	-
i.	Class VI Goods.	4.150.445	3	12.451.335
j.	Class VII	5.044.145	-	-
k.	Class VIII	7.101.305	-	-
l.	Class IX	10.704.705	-	-
	SUB NUMBER		26	41.441.850

Judging from the BAP per trip, for example, the income earned on July 7, 2021, from the adult economic group, the calculation is:

$$\begin{aligned} \text{Revenue (R)} &= \text{Fare (F)} \times \text{number of passengers (Q)} \\ R &= \text{IDR } 87.500 \times 51 \text{ of Peoples} \\ R &= \text{IDR } 4.462.500 \end{aligned}$$

The same goes for calculating revenue from vehicles (e.g. class II vehicles):

$$\begin{aligned} \text{Revenue (R)} &= \text{Fare (F)} \times \text{number of vehicles (Q)} \\ R &= \text{IDR } 215.300 \times 10 \text{ units} \\ R &= \text{IDR } 2.153.000 \end{aligned}$$

The ship's revenue per year obtained from the entry of each cargo according to the set tariff is as follows:

1. 2018 Revenue

Table 2 above shows the revenue of ships in 2018. Where January is worth IDR 900.500.190, February docking, March docking, April docking, May worth IDR 890.722.125, June is worth IDR 910.506.810, July worth IDR 830.691.000, August worth IDR 724.098.537, September worth IDR 791.255.124, October worth IDR 813.214.513, November worth IDR 746.811.904, December worth IDR 856.719.004. When concluded in 2018 that the income of ships is very normal.

2. 2019 Revenue

Table 2 above shows the revenue of KMP Raja Dilaut in 2019. Where January is worth IDR 890.002.245, February docking, March docking, April docking, May worth IDR 721.004.005, June worth IDR 891.012.247, July worth IDR 760.202.000, August worth IDR 777.000.322, September worth IDR 802.654.000, October worth IDR 835.253.004, November worth IDR 758.434.045, December worth IDR 700.020.900. When concluded in 2019 although December experienced a decline it can still be said that ship revenue is still in normal condition. The beginning of decline in vessel revenue at the end of December gave PT Pelayaran Nusantara Juli Rahayu a sense of anxiety. Save the news of the existence of COVID-19 made them take quick action according to government recommendations, such as mandatory masks, providing hand sanitizers, and providing whatever is needed including medical supplies.

3. Revenue in 2020

Table 2 above shows the revenue of KMP Raja Dilaut in 2020. January is worth IDR 400.500.321, February is worth IDR 303.434.000, March is worth IDR 402.332.122, April is worth IDR 414.000.231, May is worth IDR 322.011.766, June worth IDR 245.300.000, July worth IDR 375.111.901, August worth IDR 412.345.600, September is docking, October is docking, November is docking, December worth IDR 400.116.000. When concluded in 2020 the income of the vessel plummeted and experienced a decline. Passengers are very quiet so the income of the vessel in that year decreased rapidly. Various ways are done so that income remains stable but what power of various government policies that must be obeyed makes service users and service providers limited in making movements.

4. Revenue in 2021

Table 2 above shows the revenue of KMP Raja Dilaut in 2021. Where January is worth IDR 306.789.000, February is worth IDR 400.322.177, March is worth IDR 427.999.313, April is docking, May is docking, June is docking, July is worth IDR 498.765.001, August is worth IDR 479.002.355, September is worth IDR 500.000.098, October is worth IDR 619.702.500, November is worth IDR 711.000.065, December is worth IDR 723.455.000. When concluded at the beginning of 2021 KMP Raja Dilaut revenue was still in a position of decreasing income but in September 2021 there has been a recovery even though it is not as much as the income before the *covid-19*.

5. Revenue in 2022

The year 2022 was truly a lucky year for PT Pelayaran Nusantara Juli Rahayu. After going through various downturns in the two years of the pandemic, KMP Raja Dilaut revenue is even higher than the year before. This is a matter of gratitude for the company. According to Satria Russa the director of PT Pelayaran Nusantara Juli Rahayu, this is homework and an important point for their company, so that it can still maintain the value of ship revenue.

NO	MONTHS	2018	2019	2020	2021	2022
1	January	IDR 900.500.190	IDR890.002.245	IDR 400.500.321	IDR 306.789.000	IDR1.242.184.870
2	February	Docking	Docking	IDR30 0.434.000	IDR 400.322.177	IDR963.551.330
3	March	Docking	Docking	IDR 407.511.212	IDR427.999.313	IDR1.077.584.035
4	April	Docking	Docking	IDR 414.000.231	Docking	IDR1.442.474.935
5	May	IDR 890.722.125	IDR721.004.005	IDR322.011.766	Docking	IDR1.386.407.265
6	June	IDR910.506.810	IDR891.012.247	IDR245.300.000	Docking	IDR1.291.445.590
7	July	IDR 830.691.000	IDR760.202.000	IDR375.111.901	IDR 498.765.001	IDR1.682.422.060
8	August	IDR724.098.537	IDR777.000.322	IDR 412.345.600	IDR479.002.355	IDR 1.354.510.810
9	September	IDR 791.255.124	IDR 802.654.000	Docking	IDR 500.000.098	IDR1.049.248.350
10	October	IDR 813.214.513	IDR 835.253.004	Docking	IDR 619.702.500	IDR1.334.823.250
11	November	IDR746.811.904	IDR 758.434.045	Docking	IDR711.000.065	IDR1.518.683.080
12	December	IDR 856.719.004	IDR 700.020.900	IDR 400.116.000	IDR723.455.000	IDR1.605.343.170
TOTAL		IDR7.464.519.207	IDR7.135.582.768	IDR3.277.331.031	IDR 4.667.035.509	IDR15.948.678.745

Source: Data processing results (2023)

B. Percentage Trend of KMP Raja Dilaut Revenue

As one of the river, lake, and ferry transportation facilities, KMP Raja Dilaut in its operation requires operational costs that must be incurred by the manager of crossing transportation services commonly called the Crossing Transportation Business Entity. The operational costs of the ship which have been added to other costs are then charged to prospective service users / prospective passengers in the form of crossing transportation tariffs according to the applicable ticket type. The crossing transportation tariff itself is the value that must be paid by service users/passengers for services obtained at a certain crossing. One of the supporting/revenue variables of KMP Raja Dilaut is show in the table 3.

Table 3. Recap of KMP Raja Dilaut Revenue 2018-2022

YEAR	REVENUE (IDR)
2018	IDR 7.464.519.207
2019	IDR 7.135.582.768
2020	IDR 3.277.331.031
2021	IDR 4.667.035.509
2022	IDR 15.948.678.745

Source: Data processing results (2023)

In Table 3, the revenue of KMP Raja Dilaut in 2018 and 2019 was still normal, but in 2020 with the impact of the *COVID-19* pandemic, revenues decreased dramatically. The transportation sector is a sector that is quite heavily affected by restrictions due to the *COVID-19* pandemic, one of which is KMP Raja Dilaut. Although the number of passengers and vehicles has decreased drastically, the vessel remains optimistic about carrying out operations and trying to survive. The movement of passengers and passenger vehicles has decreased dramatically because the government has imposed restrictions on movement to overcome the pandemic, starting from PSBB in 2020, Micro PPKM to Emergency PPKM. 2020 is a *COVID-19* emergency year which puts pressure on sea transportation service providers, especially KMP Raja Dilaut. The beginning of 2021 still applies restrictions so it is not completely normal.

Mid-2021 will be the first year of economic and revenue recovery for KMP Raja Dilaut. Ship revenues began to return gradually even though government policies had to be implemented. In October 2021, there was a change in restrictions so that the income of KMP Raja Dilaut began to return even though it was still relatively minimal. As stated by the Director General of Land Transportation of the Ministry of Transportation, adjusting the rules of travel requirements in land transportation is part of efforts to handle the *COVID-19* situation, namely the transition from pandemic to endemic. The issuance of the Ministry of Transportation's circular letter requires crossing service users to meet the requirements of a complete vaccine and a third booster and can cross without having to attach a negative *COVID-19* result letter for both antigen and polymerase chain reaction (PCR). However, they are still required to make ticket reservations online.

The year 2022 was a year of revenue recovery for KMP Raja Dilaut after experiencing a downturn and a complete economic collapse. One of the supporters of the increase in KMP Raja Dilaut revenue is due to the increasing number of vehicle loads and the delay in docking in 2022. A comparison of KMP Raja Dilaut loading minutes or Berita Acara Pemuatan (BAP) can be seen. In 2021, revenue from vehicles amounted to IDR 34.458.450.- while in the year it amounted to IDR 74.788.410.- or 2022 increased. PT Pelayaran Nusantara Juli Rahayu hopes that they can maintain the income of KMP Raja Dilaut in the future or further increase it.

Full revenue per trip is obtained from the overall tariff multiplied by the full load/full production of the ship per trip. To test this, the author used BAP samples in 2021 and 2022. The author uses two samples because in 2022 KMP Raja Dilaut experienced a tariff increase of approximately 11%.

Table 4. Percentage of KMP Raja Dilaut Revenue Per Trip

Year	Revenue Per Trip (IDR)	Full Trip Revenue IDR	Percentage
2018	40.344.023	58.267.705	69%
2019	38.231.445	58.267.705	65%
2020	17.845.713	58.267.705	30%
2021	35.781.150	58.267.705	61%
2022	64.232.810	90.908.010	70%

Source: Data processing results (2023)

The income value for the last 5 years has fluctuated. However, in 2020 experienced a very significant decline. The ship's revenue was only 30% of the total capital cost. In 2020, at the peak of the COVID-19 pandemic, the company almost went bankrupt. The company almost closed the business because the capital costs could not be covered by revenue. But the company was able to survive and survive and in 2021 revenue increased to 61% and in 2022 it rose to 70%.

C. Factors Causing Revenue Decline

The pandemic has had a major impact on KMP Raja Dilaut which has led to a decrease in revenue. The things that caused the decline in the shipping revenue with the *fishbone* analysis method, using the 6 M variables, Man, Machine, Method, Material, Measurement, and Mother Earth are as follows:

1. **Man:** This variable includes the role of humans who lack training, misapplied policies, or lack of passenger awareness.
 - a. The crew of the ship was less than proficient in loading and unloading passengers/goods.
 - b. The level of service of the stewards in the anchoring process is less skillful so it takes a long time.
 - c. Handling of ship passengers who will travel less optimally because it is difficult with the rules of Lockdown during COVID-19.
2. **Machine:** This variable covers problems caused by the ship's machinery or equipment on board.
 - a. KMP Raja Dilaut's engine failure makes passengers opt for other vessels
 - b. The failure of auxiliary equipment or poor machine quality.
3. **Method:** This variable refers to the methods or procedures used in the process. Problems in the method can include a mismatch of procedures, errors in the process, or ineffective methods including;
 - a. As a result of Large-Scale Social Restrictions (PSBB), which means the closure of port terminal activities during the pandemic, revenue has plummeted by 50% to 100%. This ship which can carry as many as 286 passengers, experienced a decline ranging from 50-100 percent.
 - b. Rapid Antigen test examination. The high cost of rapid tests is widely complained about by

- prospective users of sea transportation services.
- c. The Peduli Lindungi application which functions to control and monitor the spread of *covid-19* in Indonesia often experiences problems in its use. There are still quite a lot of people who do not have cell phones and the difficulty of internet networks.
4. **Materials:** This variable covers the raw materials or materials used in the production process or execution of KMP Raja Dilaut's tasks that are the cause of the problem.
 - a. Due to the lockdown, the number of passengers and vehicles to be transported by KMP Raja Dilautis minimal and tends to be non-existent in the early days of the pandemic.
 5. **Measurement:** This variable refers to the metrics or performance indicators used to measure processes or outcomes.
 - a. a KMP Cruise. Raja Dilaut still finds many prospective passengers reluctant to have their bodytemperature measured with a thermal gun.
 - b. Port Business Policy Factors with increases in applicable taxes and tariffs.
 6. **Mother Nature:** Environmental factors in some cases, nature or natural disasters such as earthquakes, storms, or floods can be the cause of the problem.
 - a. In the case of KMP Raja Dilaut had a fire, so this must be a concern for ship owners and operators.
 - b. Natural factors such as extreme weather that is not favorable for shipping activities.

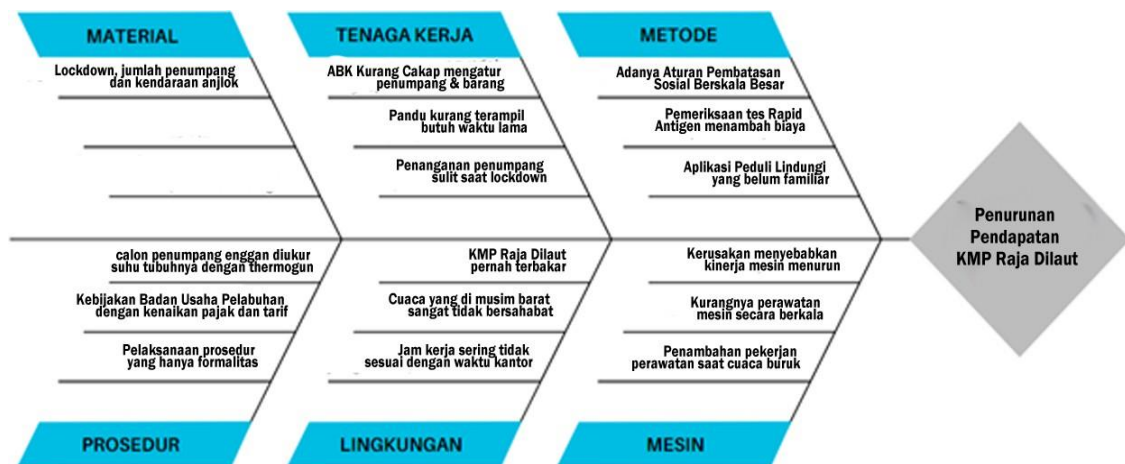


Figure 1. Fishbone diagram
Source: Data processing results (2023)

D. Factors Causing an Increase in Income

1. Vehicle Increase

Looking at Tables 8 and 9, one of the factors increasing KMP Raja Dilaut revenue is the number of tickets for vehicle classes has increased. This is evidenced by the comparison of BAP tables 1.8 and 1.9. Namely in 2021, vehicles totaled 22 units, while in 2022, vehicles were full 30 units.

2. Rate Increase

The new rules for adjusting crossing transportation tariffs have been officially signed by the Indonesian Minister of Transportation, Budi Karya Sumadi. This provision refers to the enactment of Decree of the Minister of Transportation Number 184 of 2022 concerning Amendments to Decree of the Minister of Transportation Number 172 of 2022 concerning Tariffs for the Implementation of Economy Class Crossing Transportation Across Interprovincial and Cross-Country Lines. According to Director General of Land Transportation Hendro Sugiatno, interprovincial tariff adjustments were made

on 23 commercial crossings with tariff adjustments ranging from 11 percent.

CONCLUSIONS

The revenue value of KMP Raja Dilaut in 2018 is considered normal, namely IDR 7.464.519.207. At the end of 2019, revenue decreased by IDR 7.135.582.768 but it can still be said that revenue is still in normal condition. In 2020 KMP revenue. Raja Dilaut plummeted and experienced a decrease of IDR 3.277.331.031. At the beginning of 2021, revenue was still in a position of decreasing revenue of IDR 4.667.035.509 but in September 2021 there was a recovery even though it was not as much as the income before *COVID-19*. Then, in 2022 the recovery continued at IDR 14.343.335.575.

The percentage of vessel revenue, namely in 2018 by 69%, in 2019 by 65%, in 2020 by 30%, in 2021 by 61%, and in 2022 by 70%. In 2020 it was the worst year for KMP Raja Dilaut revenue. Ship revenue is only 30% of the total cost of capital, a very significant decline resulting in the company almost going bankrupt. The company almost closed the business because the cost of capital could not be covered by revenue.

Factors causing a decrease in KMP Raja Dilaut revenue during *COVID-19*, namely Large-Scale Social Restrictions (PSBB), the high cost of rapid tests, and the existence of the Peduli Lindungi Application which many prospective passengers still find it difficult to access. The factors causing an increase in ship revenue after *COVID-19* are the increasing number of vehicle ticket purchases, an 11% increase in tariffs, and the occurrence of dock delays in 2022.

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