

The Role of Stakeholders in Increasing the Quality of Lake and River Traffic Service Unit in Jatiluhur Dam

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Abstract. West Java is one of the regions in Indonesia which has a fairly large water area, so the existence of water transportation services, also known as lake and river transportation traffic service unit, is very much needed to help people move around, namely in the Saguling Dam area, which is located in West Bandung Regency, Cirata Dam which is located in Cianjur Regency, and Jatiluhur Dam which is located in Purwakarta Regency. Jatiluhur is an area of lake and river traffic service unit that still needs to improve the quality of service when compared to the other three dams in West Java. In fact, the existence of water transportation in Jatiluhur is one of the livelihoods that can help empower local communities in the economic sector. Therefore, the role of various stakeholders is needed to improve the quality of lake and river traffic service at the Jatiluhur Dam. This research aims to describe the role of stakeholders in improving the quality of services of lake and river traffic service unit at Jatiluhur Dam. This research used a qualitative descriptive method, in which the selected informants came from 82 stakeholders who were involved, either directly or indirectly, in efforts to improve the quality of services of lake and river traffic service unit at Jatiluhur Dam. The results of the research indicated that stakeholders have various roles in improving the quality of services of lake and river traffic service unit at Jatiluhur Dam.

Keywords: Lake and River Traffic Service Unit, Local Community, Empowerment, Economy, Role of Stakeholders

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INTRODUCTION

Indonesia is one of the largest archipelagic countries in the world which has about 17 thousand islands with a total area of 7.81 million km². An area of 3.25 million km² of Indonesian territory is water area and 2.01 million km² of Indonesian territory is land area (United Nation Convention on the Law of the Sea, 1982). This shows that Indonesia has a large water area and makes Indonesia a maritime country. Aji (2021) explained that the existence of lake and river traffic service unit is needed to make it easier for the Indonesian people to mobilize. Meanwhile, Riski (2021) said that not only does it facilitate community mobilization, the existence of lake and river traffic service unit can also support the country's foreign exchange, because lake and river traffic service unit can also be used as a medium to conduct interregional trade and tourism. Furthermore, based on Kumala's research (2018), it is known that lake and river traffic service unit have a large role in connecting remote areas in Indonesia, this is due to the development of the situation and the role of lake and river traffic service unit to be multimodal, so it requires attention so that its role becomes even better.

The existence of water transportation services or also known as lake and river traffic service unit, is very necessary to help the community in mobility. However, based on information obtained from the Communication and Public Information Bureau of the Ministry of Transportation of the Republic of Indonesia (2022), lake and river traffic service unit in Indonesia still need qualified human resources. This is because there are still few people who can work in providing public services related lake and river traffic service unit itself. Not only that, another factor that is still a concern for several parties related to lake and river traffic service unit in Indonesia is the provision of a fleet of ships and boats. Based on Yusuf's research (2016), it was explained that the number and capacity of the fleet of ships and boats in Indonesia is still largely not in accordance with the needs of the community, so that this makes community mobilization hampered.

West Java is one of the regions in Indonesia that has a fairly large water area, covering an area of 1.2 million hectares. This happens due to the erosion of land areas by water every year. Based on information obtained from the Central Statistics Agency of West Java (2022), rivers and lakes in West Java have a vital role for the community, because in addition to functioning as transportation that can facilitate community mobility in the waters. These rivers and lakes are also one of the resources to meet the needs of life for some people in West Java. The existence of these rivers and lakes is also one of the indications that shows that West Java has considerable potential for aquatic resources, so this also supports the high number of people in West Java who work in the water sector. This is also supported by a report by the Marine and Fisheries Service of West Java (2022) which states that there are at least 120 thousand fishermen and the number of fish farmers and communities working in the aquatic tourism sector which is estimated to number millions of people.

However, based on information from the West Java Transportation Office (2022), the current condition of the lake and river traffic service unit in West Java

also still requires qualified human resources. Not only the number of human resources, the capacity of the fleet of ships and boats, as well as supporting tools also still need to be considered. In addition, innovations that can support lake and river traffic service unit services are also needed in order to better assist the community in mobilizing, especially for people who use the waters to meet their living needs.

Jatiluhur Dam is an area that has the quality of lake and river traffic service unit that still need to be improved when compared to the other three dams in West Java. In fact, the existence of water transportation in Jatiluhur Dam is one of the livelihoods that can help empower local communities in the economic field. Therefore, the role of various stakeholders is needed in improving the quality of lake and river traffic service unit at Jatiluhur Dam. This research aims to illustrate the role of stakeholders in improving the quality of lake and river traffic service unit at Jatiluhur Dam.

RESEARCH METHOD

This research was conducted from October to December 2022 in Purwakarta Regency. The research method used is a qualitative research method with a qualitative descriptive type of research. This method is used to describe clearly and in detail and analyze the stakeholder approach in order to improve the quality of river and lake crossing traffic services unit at the Jatiluhur Dam. The selection of informants was carried out using purposive techniques, where informants came from 82 stakeholders who played a role in efforts to improve the quality of river and lake crossing traffic services unit at the Jatiluhur Dam.

The data needed to conduct this research comes from two sources, namely primary data and secondary data. Primary data for research were obtained through in-depth interviews and observations. In-depth interview techniques were conducted to find out in detail about the stakeholder approach in improving the quality river and lake crossing traffic services unit at the Jatiluhur Dam. Meanwhile, it is carried out to see firsthand the activities carried out by the subject. Furthermore, the secondary data used in this research came from documents, archives, literature studies, and so on, which were sourced from the Profile of the Technical Implementation Unit of the Lake River Transportation Traffic Service and West Java Provincial Crossings in 2022 and the internet.

RESULT

Lake and River Traffic Service Unit

Indonesia is one of the archipelagic countries and has a large water area, so that Indonesia needs the existence of lake and river traffic service unit is needed to make it easier for the Indonesian people to mobilize (Aji, 2021). According to Faturachman (2019), lake and river traffic is water transportation services intended to support the daily activities of the community and are generally managed by

certain parties, such as the provincial government, local government, or the transportation agency. Then, Fitriyani & Fajarwati (2017) also explained that lake and river traffic are public services in the form of a set of service facilities provided for the benefit of the community in transportation services, both the transportation of goods in trade activities and the transportation of the community in tourist activities.

Listantari (2016) explained that the lake and river traffic is defined as a share of basic services or facilities and transportation capital equipment needed by the community as the implementation of the functions of a country or region. The presentation was also supported by Kadarisman, Yuliantini, & Majid (2016) who mentioned that the role of lake and river traffic can support the income of an area, because one of the goods transportation services through water transportation can facilitate mobilization in export and import activities of goods. Meanwhile, Riski (2021) said that not only does it facilitate community mobilization, the existence of lake and river traffic can also support the country's foreign exchange, because lake and river traffic can also be used as a medium to conduct interregional trade and tourism. Furthermore, based on Kumala's research (2018), it is known that lake and river traffic have a large role in connecting remote areas in Indonesia, this is due to the development of the situation and the role of lake and river traffic to be multimodal, so it requires attention so that its role becomes even better.

Stakeholders

The activities of an entity certainly intersect with various parties who come from outside. These parties have certain interests and are interrelated, so these parties are more often known as stakeholders (Agustya, 2020). Ambadar (2008) mentioned that these stakeholders can be investors and non-investors which include customers, employees, suppliers, the surrounding community, and the government. While Cornelissen (2004) defines stakeholders as a society, both individually and in groups that have legitimacy, power, and interest in the success of an entity's activities. In the activities of an entity, stakeholders are seen as subjects obtained based on the results of an assessment to describe, both individuals and institutions, who have the opportunity to collaborate, support activities, and strategies that have an impact on the sustainability of an entity (Freeman & Dmytriiev, 2017). Aspari (2015) and Dewi (2019) mentioned that stakeholders have a large role and influence on the sustainability of an entity's activities.

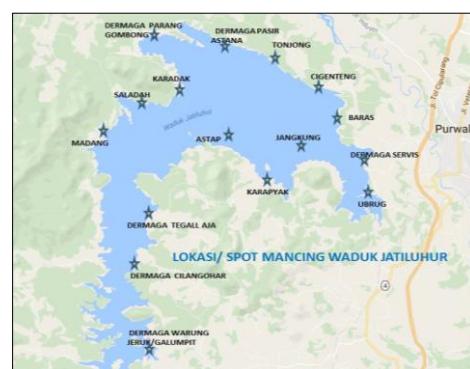
Freeman & Dmytriiev (2017) stated that stakeholders can be divided into three parts, namely key stakeholders, primary stakeholders, and secondary stakeholders. Key stakeholders are the parties who have the most role, so often key stakeholders are referred to as the main actors in the sustainability of an entity. Not only do they have the biggest role, but key stakeholders are also the parties who act as the originators of ideas in an activity. Then, the main stakeholders are related parties that affect the sustainability of an entity, such as shareholders, suppliers, customers, and employees. Finally, supporting stakeholders are those who do not directly influence or are affected by the activities of an entity, such as communities, environmental or social activist groups, and governments or policymakers.

According to Mitchell et al. (1997), stakeholders can include people, the environment, institutions, groups, organizations, communities, and the environment (Mitchell et al., 1997). Clarkson (1995) defines a stakeholder as a person or group who owns or claims ownership, rights, or interests in the activities of an entity in the past, present, or future. Freeman (1984) defines stakeholders as groups or individuals who can influence or be influenced by the achievement of organizational goals. Furthermore, Clarkson (1995) classifies stakeholders into primary stakeholder groups and secondary stakeholder groups. Primary stakeholders are people who without their continued participation the corporation cannot survive as a viability. These primary stakeholder groups include shareholders, employees, customers, and suppliers, as well as the public sector, such as governments and communities that provide infrastructure, regulate organizational activities, and enforce taxes (in Benn, Abratt, & O'Leary, 2016). Meanwhile, secondary stakeholders as those who influence or are influenced by the organization, but they are not involved in transactions with the organization and are not essential to its survival (Clarkson, 1995). Secondary stakeholder groups include competitions, media, trade associations, and support groups (special interests).

Jatiluhur Dam Overview

Jatiluhur is one of the largest dam in Indonesia that stems the flow of the Citarum River in Jatiluhur District, Purwakarta Regency, West Java. Based on information obtained from the Profile of the West Java Technical Implementation Unit of the Lake River Transportation Traffic Service in 2022, geographically, the Jatiluhur Dam is located in the upper reaches of the Cirata Dam and Saguling Dam. Based on the observations, the Jatiluhur Dam is a water area that has a length of about 1.200 meters and a height of about 105 meters. Jatiluhur Dam also has a water storage capacity of 9,100,000 m³ with an area of 83 km² and an average depth of about 30 to 80 meters. Then, information was also obtained regarding the position of the Jatiluhur Dam, where its position was at 6° 0' 31" South Latitude and 107° 23' East Longitude. In addition, Jatiluhur Dam has an average daily temperature of about 30°C.

Figure 1.
Jatiluhur Dam Map



Source: Research Data (2023)

Jatiluhur Dam is used as a source for people's lives, especially people in the Purwakarta Regency area. In addition to being a source of life, Jatiluhur Dam is also used as one of the locations that can be an attraction for tourists. This is shown by various tourist attractions in the Jatiluhur Dam. Therefore, it is possible that this potential can be one of the supports for the quality of services for lake and river traffic service unit. This is because the potential of the Jatiluhur Dam can provide benefits, especially in contributing to improving the quality of management of lake and river traffic service unit.

Jatiluhur Lake and River Traffic Service Unit

Wanto (2018) explained that the lake and river traffic service unit is a party that has the duty and responsibility to provide a series of services to people who use a service. Meanwhile, Khairi (2021) defines the lake and river traffic service unit as a party who is also responsible for maintaining and improving the quality of lake and river traffic service unit to the community, because the lake and river traffic service unit are parties who have the capacity to ensure the comfort and safety of the community as service users. Then, Dewi (2021) mentioned several duties and responsibilities of the lake and river traffic service unit, including: (1) regulating the management of water transportation placement at docks or ports; (2) regulate the management of the arrival and departure schedules of water transportation; (3) regulate the management of the mobilization of passengers and goods; (4) record passenger and freight data; (5) inspect water transport safety documents and equipment; (6) maintain the assets or facilities of the lake and river traffic service unit; (7) inspect and order the shipping lanes of water transportation; (8) maintain the condition of the surrounding waters; (9) socialize the security and safety of shipping and insurance guarantees to skipper; (10) coordinate with outside parties if necessary; and (11) perform SAR assistance duties if needed.

Jatiluhur lake and river traffic service unit is a service unit in charge of the Jatiluhur Dam, Purwakarta Regency. Based on information obtained from the Profile of the West Java Technical Implementation Unit of the Lake and River Traffic Service in 2022, the types of services provided by Jatiluhur lake and river traffic service unit are tourist transportation and freight transportation. In addition, Jatiluhur lake and river traffic service unit are also managed by parties from the Purwakarta Regency Government, the West Java PSDA Office, the Ministry of PUPR, and Perum Jasa Tirta II.

Stakeholders Role in Improving the Quality

There are several stakeholders involved in the activities of the Jatiluhur lake and river traffic service unit, including the government, local communities, companies, academics, and information media. The results showed that these stakeholders have a diverse role in improving the quality of Jatiluhur lake and river traffic service unit is a service unit. Government is the stakeholder that has the highest level and a considerable role in functioning all activities and stakeholders. The details of the government's role in improving the quality of Jatiluhur lake and river traffic service unit is a service unit are as follows.

Table 1 The Role of Government

No.	Stakeholders	Role
1.	Ministry of Transportation	Provide safety equipment such as life jackets, life vests, and rescue ropes.
2.	Governor of West Java	Conducting socialization activities regarding safety and expertise in controlling boats to fishing groups and skipper groups.
3.	West Java Technical Implementation Unit of the Lake and River Traffic Service	It houses Jatiluhur lake and river traffic service unit related to the operation and legality of boats and boats.
4.	Regional Disaster Management Agency of West Java	Provide safety equipment such as life jackets, buoys, and rescue ropes and provide rescue boats.
5.	Jatiluhur lake and river traffic service unit	Providing safety to the community users of crossing services and managing the mobilization of boats and boats. In addition, Jatiluhur lake and river traffic service unit also plays a role in providing socialization about the safety and expertise of driving boats and boats to fishing groups and skipper groups.
6.	People's Welfare Bureau of West Java	Analyze and assist the operational development of land, sea, air, and rail transportation.
7.	Transportation Office of Purwakarta Regency	Implementing transportation management activities at the Jatiluhur Dam. In addition, the Transportation Office of Purwakarta Regency also acts as a liaison for the floating net cage, skipper associations, and fishermen's groups to PT. Pertamina.
8.	Fisheries Service of Purwakarta Regency	Sheltering the management of fish and the transfer of local community businesses around the Jatiluhur Dam and monitoring water quality to support the Citarum Harum program, one of which is the floating net cage. In addition, the Fisheries Service of Purwakarta Regency also acts as a liaison for the floating net cage, skipper associations, and fishermen groups and provides recommendations for business actors for fuel subsidies to PT. Pertamina, specifically for fisheries business actors.
9.	Jatiluhur Water Police Unit	Providing safety and maintaining the security of the Jatiluhur Dam. One of the efforts is to conduct regular patrols.

Source: Research, 2022

Furthermore, the involvement of surrounding communities and local communities in providing and managing infrastructure is necessary, given the limited government investment. Not only generating benefits, the surrounding community and local communities are also directly involved in providing and managing the infrastructure of the Jatiluhur lake and river traffic service unit. Local communities involved in efforts to improve the quality of Jatiluhur lake and river traffic service unit include the Tirta Mas Farmer Group, skipper village association, village fishermen group, village apparatus, and village communities. The role of the Tirta Mas Farmer Group in improving the quality of Jatiluhur lake and river traffic service unit is to manage hyacinths into plant and animal nutrition and handicrafts. The role of the village skipper community in each village is to provide crossing services for the surrounding community in their respective villages. The role of village fishermen group is to manage and sell the potential products of the Jatiluhur Dam in the form of freshwater fish, especially those around their respective villages. The role of the village apparatus is to oversee and monitor the activities of the community in their respective villages, especially activities carried out by fishermen and skipper groups. Finally, the role of the village community is as a user of crossing services and a beneficiary of the potential results of the Jatiluhur Dam, especially those in their respective villages.

In addition to the government and rural communities, a number of companies also have an important role in improving the quality of Jatiluhur lake and river traffic service unit services. A number of these companies have different roles. This can be seen in the table, as follows.

Table 2 Company Roles

No.	Stakeholders	Role
1.	Floating net cage	Managing and selling the potential results of the Jatiluhur Dam in the form of freshwater fish. In addition, the floating net cage also plays a role in providing feed supply for the freshwater fish.
2.	Environmental Division of Perum Jasa Tirta II	Managing the environmental cleanliness of Jatiluhur Dam, especially with regard to hyacinths.
3.	Tourism Division of Perum Jasa Tirta II	Managing tourism around Jatiluhur Dam.
4.	Dam Division Sector IV Perum Jasa Tirta II	Managing water resources and hydropower of Jatiluhur Dam.
5.	PT. Jasa Raharja	Issue insurance for boats and boats owned by the floating net cage, skipper associations, and fishing groups.
6.	PT. Pertamina	Providing and providing fuel subsidies for boats and boats owned by the floating net cage, skipper associations, and fishing groups.

No.	Stakeholders	Role
7.	Pawnshop	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
8.	Air Nav Indonesia	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
9.	Garuda Indonesia	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
10.	Indonesian Surveyors	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
11.	Perumnas	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
12.	Major Indonesian Reinsurance	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
13.	Bulog	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
14.	Pelindo	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
15.	Wijaya Karya (Wika)	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
16.	Taspem	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
17.	State Bank of Indonesia (BNI)	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
18.	IFG	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.
19.	ASDP Indonesia Ferry	Providing funds and marketing to the hyacinth processing program at the Jatiluhur Dam.

Source: Research, 2022

The implementation of the activities of an entity also needs to involve the role of academics as parties who have competence or expertise in certain fields. Academics can provide their role as researchers and recommenders for activities so that entities as initiators can evaluate and improve the implementation of their activities. The following are the stakeholders of Jatiluhur lake and river traffic service unit who come from academics.

Table 3 The Role of Academics

No.	Stakeholders	Role
1.	Langlangbuana University	Conducting research and making articles related to Jatiluhur lake and river traffic service unit and the potential around it.
2.	Padjadjaran University	Jatiluhur lake and river traffic service unit profiling.
3.	Singaperbangsa Karawang University	Conduct research related to the content of hyacinths that can be used as plant and animal nutrition.

Source: Research, 2022

The media as stakeholders act as parties who publish and carry out trace recording with the aim that the activities of an entity can be known by the wider community. With the widespread publication of the activities of an entity, it is hoped that it will provide progress on the implementation of these activities and can bring in other stakeholders to be involved and contribute. The following are the stakeholders of Jatiluhur lake and river traffic service unit which come from the information media.

Table 4 The Role of Information Media

No.	Stakeholders	Role
1.	Lensa Purwakarta	Publish on environmental sterilization and maintenance of the ecosystem around the Jatiluhur Dam.
2.	Headlines Jabar	Conducting publications on tourism in Jatiluhur Dam.
3.	Poskota	Publish on weather condition notifications, so that fishing groups and skipper groups are careful when carrying out activities at the Jatiluhur Dam.
4.	Republika	Conducting publications on hyacinth processing at Jatiluhur Dam.
5.	Jurnal Gaya	Publish about Parang Gombong which is one of the tourist locations in Jatiluhur Dam.
6.	IDN Times	Conducting publications on educational tourism at the Jatiluhur Dam.
7.	Antara	Publish on the promotion of superior tourism in the Jatiluhur Dam.
8.	Liputan 6	Conducting publications about floating resorts in Jatiluhur Dam.
9.	Bisnis.com	Publish on efforts to develop tourism in Jatiluhur Dam.
10.	Merdeka.com	Publish on floating tourism at Jatiluhur Dam.

Source: Research, 2022

All stakeholders involved in the activities of Jatiluhur lake and river traffic service unit they all carry out their duties and functions properly in accordance with their respective work capacities. As for all stakeholders, we found several things that are important notes, including several stakeholders that need to be studied and discussed more deeply so that their roles can be maximized and able to support other stakeholders. Not only that, stakeholders must continue to be able to cooperate and continue to provide innovations and new ideas so that the work program related to the process of Jatiluhur lake and river traffic service unit is more dynamic so that it is able to answer every problem that occurs in the field

DISCUSSION

Lake River Traffic and Crossings

Indonesia is one of the archipelagic countries and has a large water area, so that Indonesia needs the existence of river and lake crossing traffic services unit to make it easier for the Indonesian people to mobilize (Wanto, 2018; Aji, 2021). According to Faturachman (2019), river and lake crossing traffic services unit are water transportation services intended to support the daily activities of the community and are generally managed by certain parties, such as the provincial government, local government, or the transportation agency. Then, Fitriyani & Fajarwati (2017) also explained that river and lake crossing traffic services unit are public services in the form of a set of service facilities provided for the benefit of the community in transportation services, both the transportation of goods in trade activities and the transportation of the community in tourist activities. v Wanto (2018) explained that river and lake crossing traffic services unit is a party that has the duty and responsibility to provide a series of services to people who use river and lake crossing traffic services unit. Meanwhile, Khairi (2021) defines river and lake crossing traffic services unit as a party who is also responsible for maintaining and improving the quality of river and lake crossing traffic services unit to the community, because river and lake crossing traffic services unit are parties who have the capacity to ensure the comfort and safety of the community as service users.

Listantari (2016) explained that river and lake crossing traffic services unit is defined as a share of basic services or facilities and transportation capital equipment needed by the community as the implementation of the functions of a country or region. The presentation was also supported by Kadarisman, Yuliantini, & Majid (2016) who mentioned that role of river and lake crossing traffic services unit can support the income of an area, because one of the goods transportation services through water transportation can facilitate mobilization in export and import activities of goods. Meanwhile, Riski (2021) said that not only does it facilitate community mobilization, the existence of river and lake crossing traffic services unit can also support the country's foreign exchange, because river and lake crossing traffic services unit can also be used as a medium to conduct inter-regional trade and tourism. Furthermore, based on Kumala's research (2018), it is known that river and lake crossing traffic services unit have a large role in connecting remote areas in Indonesia, this is due to the development of the situation and the role of river and lake crossing traffic services unit to be multimodal, so it requires attention so that its role becomes even better.

Stakeholders

The activities of an entity certainly intersect with various parties who come from outside. These parties have certain interests and are interrelated, so these parties are more often known as stakeholders (Agustya, 2020). Ambadar (2008) mentioned that these stakeholders can be investors and non-investors which include customers, employees, suppliers, the surrounding community, and the government. While Cornelissen (2004) defines stakeholders as a society, both individually and in groups that have legitimacy, power, and interest in the success of an entity's

activities. In the activities of an entity, stakeholders are seen as subjects obtained based on the results of an assessment to describe, both individuals and institutions, who have the opportunity to collaborate, support activities, and strategies that have an impact on the sustainability of an entity (Freeman & Dmytriiev, 2017). Aspary (2015) and Dewi (2019) mentioned that stakeholders have a large role and influence on the sustainability of an entity's activities.

Freeman & Dmytriiev (2017) stated that stakeholders can be divided into three parts, namely key stakeholders, primary stakeholders, and secondary stakeholders. Key stakeholders are the parties who have the most role, so often key stakeholders are referred to as the main actors in the sustainability of an entity. Not only do they have the biggest role, but key stakeholders are also the parties who act as the originators of ideas in an activity. Then, the main stakeholders are related parties that affect the sustainability of an entity, such as shareholders, suppliers, customers, and employees. Finally, supporting stakeholders are those who do not directly influence or are affected by the activities of an entity, such as communities, environmental or social activist groups, and governments or policymakers.

According to Mitchell (1997), stakeholders can include people, the environment, institutions, groups, organizations, communities, and the environment (Mitchell, 1997). Clarkson (1995) defines a stakeholder as a person or group who owns or claims ownership, rights, or interests in the activities of an entity in the past, present, or future. Freeman (1984) defines stakeholders as groups or individuals who can influence or be influenced by the achievement of organizational goals. Furthermore, Clarkson (1995) classifies stakeholders into primary stakeholder groups and secondary stakeholder groups. Primary stakeholders are people who without their continued participation the corporation cannot survive as a viability. These primary stakeholder groups include shareholders, employees, customers, and suppliers, as well as the public sector, such as governments and communities that provide infrastructure, regulate organizational activities, and enforce taxes in Benn, Abratt, & O'Leary (2016).

Meanwhile, secondary stakeholders are those who influence or are influenced by the organization, but they are not involved in transactions with the organization and are not essential to its survival (Clarkson, 1995). Secondary stakeholder groups include competitions, media, trade associations, and support groups (special interests). Basically, stakeholders have power and interest. Stakeholder's power that can be optimized to support an activity, process, or goal achievement. Meanwhile, interest is a need, expectation, or ideal that the stakeholder wants to achieve. The power and interest of each stakeholder has a different level, it is determined by the type and needs of each stakeholder itself (Friedman & Miles, 2006; Freeman & Dmytriiev, 2017; Fedora, 2019). Then, Riordan (2017) mentioned four types of approaches that can be taken by an entity, namely communication, consultation, dialogue, and partnership. This type of approach can also be an indication that can be used as a determinant of the relationship that occurs between entities and stakeholders.

Communication

Communication is an approach process carried out by Jatiluhur River and Lake Crossing Traffic Service Unit by involving complex interaction processes, thoughts, and actions. The communication process requires a series of reciprocal activities between the Jatiluhur River and Lake Crossing Traffic Service Unit and stakeholders. Not only that, the communication process also goes through cyclical repetition within a certain period of time so that communication goals can be achieved (Freeman & Dmytriiev, 2017; Zainal, 2020). The effectiveness of communication that is built in general in an approach process can be seen from how much the achievement of the objectives of communication itself. In the concept of stakeholder approach, communication is usually carried out verbally through direct interaction carried out by Jatiluhur River and Lake Crossing Traffic Service Unit in building networks towards implementation of quality improvement activities (Greenwood, 2007; Worsley, 2017; Riordan, 2017; Nirmala, 2019).

Based on the results, Jatiluhur River and Lake Crossing Traffic Service Unit has implemented communication with various stakeholders. The majority of communication is carried out to stakeholders from the local community. The implementation of good communication with stakeholders is important in improving the quality of Jatiluhur River and Lake Crossing Traffic Service Unit. This can bring benefits such as increased customer satisfaction, employee loyalty, and increased company value. The Jatiluhur River and Lake Crossing Traffic Service Unit can identify stakeholders involved, such as employees, customers, investors and governments.

Good communication implementation can have a significant positive impact on stakeholders, such as increasing stakeholder trust in Jatiluhur River and Lake Crossing Traffic Service Unit and its leaders, resulting in higher engagement from stakeholders, which can increase their participation and contribution to the organization, helping to reduce stakeholder uncertainty such as concern or confusion about plans or decisions, help manage potential conflicts with stakeholders and help resolve conflicts that have occurred, as well as ensure that stakeholders understand the strategic objectives and priorities of Jatiluhur River and Lake Crossing Traffic Service Unit and can work effectively to achieve them (Greenwood, 2007; Freeman & Dmytriiev, 2017; Worsley, 2017; Riordan, 2017; Nirmala, 2019; Zainal, 2020).

Consultation

Consultation is an approach process carried out by Jatiluhur River and Lake Crossing Traffic Service Unit which is built through the relationship established between Jatiluhur River and Lake Crossing Traffic Service Unit with stakeholders directly through a thought exchange process. Consultation can be established when Jatiluhur River and Lake Crossing Traffic Service Unit ask for consideration in decision making, especially with regard to improving the quality of Jatiluhur River and Lake Crossing Traffic Service Unit itself (Johansen, 2008; Worsley, 2017; Riordan, 2017; Carroll, Brown, & Buchholtz, 2018; Coleman, Manyindo, Parker, & Schultz, 2019).

Based on the results, Jatiluhur River and Lake Crossing Traffic Service Unit also has implemented consultation with stakeholders from companies and academics. Consultation can have a significant positive impact on improving the quality of Jatiluhur River and Lake Crossing Traffic Service Unit. Consultation can help employees to develop new skills needed to improve work quality and efficiency. Consultation can also help Jatiluhur River and Lake Crossing Traffic Service Unit to identify problems that may not have been seen before, as companies and academics can provide solutions to improve the quality of Jatiluhur River and Lake Crossing Traffic Service Unit. Consultation can also help Jatiluhur River and Lake Crossing Traffic Service Unit to identify and correct inefficient processes and systems, thereby improving productivity and performance (Worsley, 2017; Riordan, 2017; Carroll, Brown, & Buchholtz, 2018).

Consultation can help Jatiluhur River and Lake Crossing Traffic Service Unit to improve the quality of their services by providing appropriate advice and development. By improving service quality, Jatiluhur River and Lake Crossing Traffic Service Unit can increase service user satisfaction. This can generate additional benefits and help organizations retain existing service users. Through consultation, Jatiluhur River and Lake Crossing Traffic Service Unit can also improve their processes and systems which has implications for improving Jatiluhur River and Lake Crossing Traffic Service Unit's reputation in the eyes of service users and the general public (Worsley, 2017; Riordan, 2017; Carroll, Brown, & Buchholtz, 2018).

Dialogue

Dialogue is an approach process carried out by Jatiluhur River and Lake Crossing Traffic Service Unit in form of brainstorming interactions related to certain goals (Zyl, 2013). Dialogue can also be interpreted as a process of intertwined discussions about certain problems that can produce an outcome, but sometimes there are still some parties who are dissatisfied. The implementation of the approach carried out through dialogue generally presents representatives from stakeholders in a discussion forum simultaneously (Panwar, Rinne, Hansen, & Juslin, 2006; Berebon & Sorbarikor, 2020). At the dialogue stage, stakeholders who are in direct contact with the activities of Jatiluhur River and Lake Crossing Traffic Service Unit will have more approaches, because these stakeholders are parties who are more aware of the conditions and needs to be achieved or met (Freeman & Dmytriiev, 2017; Worsley, 2017; Riordan, 2017; Coleman, 2019).

Based on the results, Jatiluhur River and Lake Crossing Traffic Service Unit also has implemented dialogue with stakeholders from local government. This shows that Jatiluhur River and Lake Crossing Traffic Service Unit has been working to improve their quality and effectiveness through proper dialogue with local governments. A good dialogue with the local government can help Jatiluhur River and Lake Crossing Traffic Service Unit get the necessary resources and support to achieve their goals and improve the overall quality of the organization. Not only with the local government, but basically, a well-conducted dialogue with various stakeholders will have a positive impact on Jatiluhur River and Lake Crossing Traffic Service Unit, especially the impact on its positive image (Zyl,

2013; Freeman & Dmytriyev, 2017; Worsley, 2017; Riordan, 2017; Coleman, 2019; Berebon & Sorbarikor, 2020).

Not only that, in the dialogue, stakeholders can grant Jatiluhur River and Lake Crossing Traffic Service Unit access to resources and facilities that were not available before. This can help Jatiluhur River and Lake Crossing Traffic Service Unit improve the quality of their services and improve operational efficiency. Stakeholders can also provide information on regulations and policies relevant to the industry or sector served by the organization. This can help organizations comply with applicable regulations and policies and ensure that their operations conform to established standards. Stakeholders may also offer cooperation on projects or initiatives that relate to organizational goals. This can help organizations to achieve their goals faster and in a more effective manner (Panwar, Rinne, Hansen, & Juslin, 2006; Freeman & Dmytriyev, 2017; Worsley, 2017; Riordan, 2017; Coleman, 2019; Berebon & Sorbarikor, 2020).

Partnership

Partnership is an approach process carried out by Jatiluhur River and Lake Crossing Traffic Service Unit which is based on similar orientations, one of which is in obtaining maximum benefits (Freeman & Dmytriyev, 2017; Zainal, 2020). Partnership can be interpreted as a form of collaboration between Jatiluhur River and Lake Crossing Traffic Service Unit with stakeholders by forming a cooperation bond on the basis of agreement and mutual need in order to increase capacity and capability in a certain field or goal, so as to obtain better results (Carroll, Brown, & Buchholtz, 2018). Jatiluhur River and Lake Crossing Traffic Service Unit with stakeholders in partnership needs to be based on their respective agreements, principles, and roles (Freeman & Dmitriyev, 2017; Dickinson-Delaporte, 2010; Worsley, 2017; Riordan, 2017).

Based on the results, Jatiluhur River and Lake Crossing Traffic Service Unit also has implemented dialogue with stakeholders from government and company. This shows that Jatiluhur River and Lake Crossing Traffic Service Unit has been working to improve their quality and effectiveness, because partnership can be an effective strategy for Jatiluhur River and Lake Crossing Traffic Service Unit through collaboration with potential partners. By implementing a good partnership, Jatiluhur River and Lake Crossing Traffic Service Unit can achieve common goals with potential partners, improve their service quality, and expand their reach and impact in the community (Freeman & Dmitriyev, 2017; Dickinson-Delaporte, 2010; Worsley, 2017; Riordan, 2017; Carroll, Brown, & Buchholtz, 2018; Zainal, 2020).

With the partnership, Jatiluhur River and Lake Crossing Traffic Service Unit can obtain additional resources such as expertise, technology, or funds from potential partners. This can help organizations to improve the quality of their services. Jatiluhur River and Lake Crossing Traffic Service Unit can learn from potential partners about best practices or recent industry trends. Thus, organizations can improve their skills and knowledge in managing business and producing quality of services. Partnerships can also help Jatiluhur River and Lake Crossing Traffic Service Unit to spread risk, as it can share risk and finance with partners, thus

minimizing the risks faced by the organization. With partnerships, organizations can also expand their networks with potential partners who have a wider network. This can help organizations to expand the market and increase their market share (Freeman & Dmitriyev, 2017; Dickinson-Delaporte, 2010; Worsley, 2017; Riordan, 2017; Carroll, Brown, & Buchholtz, 2018; Zainal, 2020).

CONCLUSION

Based on the results, it is stated that stakeholders can be divided into three parts, namely key stakeholders, primary stakeholders, and secondary stakeholders. In this research, the stakeholders involved included the government, local communities, companies, academia, and information media. All of these stakeholders have various roles in improving the quality of Jatiluhur lake and river traffic service unit, both as key stakeholders, primary stakeholders, and secondary stakeholders. Conclusion from the results, that stakeholders have various roles in improving the quality of lake and river traffic service unit at Jatiluhur Dam, consisting of the government, local communities, companies, academics and information media who carry out their duties and functions properly so that they are able to manage, maintain, and utilize all the potential that exists in the Jatiluhur Dam. Stakeholders continue to strive to jointly improve the quality of lake and river traffic services so that all stakeholders involved are able to obtain results that are in accordance with what they want.

The suggestions from the results can hopefully help to map every problem point related to lake and river traffic services at Jatiluhur Dam, so that the need for the role of each stakeholder is not only to be the person in charge of all activities carried out at Jatiluhur Dam, but also to continue to maintain a good communication flow system between one stakeholder and another. Jatiluhur lake and river traffic service unit also need to implement approach process with stakeholders, apply the 5P principle (people, planet, prosperity, partnership, and peace), focus on the interests of the stakeholders, and need to prioritize disasters (natural, non-natural, and social) in order to improve the quality of the lake and river traffic service unit itself and also in accordance with standards that have been determined by policymakers can be realized effectively and efficiently.

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