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Urban Transport Supervision by the Padang Transportation Agency under Mayor Regulation No. 42/2022

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Abstract

Urban public transportation supervision is essential for ensuring passenger safety, service quality, and regulatory compliance. However, studies examining the implementation of supervision under Padang Mayor Regulation Number 42 of 2022 remain limited. This study aims to analyze the implementation of urban public transportation supervision by the Padang City Transportation Agency and identify the factors influencing its effectiveness. A qualitative descriptive approach was employed, with informants selected through purposive sampling, including transportation agency officials, drivers, vehicle owners, and service users. Data were collected through interviews and documentation and analyzed through data reduction, data display, and conclusion drawing. The findings indicate that supervision has been implemented through observation, periodic inspections, and reporting activities. Nevertheless, its implementation has not been fully effective because supervisory activities remain largely situational rather than routine, systematic, and comprehensive, while operational and administrative violations continue to occur. The factors influencing supervision include environmental changes, organizational complexity, operational violations, and the need for delegated authority. This study concludes that

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strengthening observation mechanisms, regular inspections, inter-unit coordination, and integrated reporting systems is necessary to improve the effectiveness and sustainability of urban public transportation supervision in Padang City. Theoretically, this study contributes to the literature on transportation governance and regulatory implementation at the local government level. Practically, it provides policy implications for improving supervisory practices and strengthening institutional accountability in urban public transportation management.

Keywords: Public Transportation Supervision; Urban Public Transport; Transportation Governance; Regulatory Implementation; Local Transportation Policy

INTRODUCTION

Transportation is an essential component of daily life as it facilitates mobility and supports various social and economic activities (Rahayu & Martini, 2022). Beyond serving as a means of moving people and goods, transportation functions as a key driver of economic and social development. Therefore, transportation systems are expected to provide services that are efficient, convenient, safe, and sustainable for society (Lukman Hakim & Aribah Hanif, 2023). In this context, transportation management and supervision play a crucial role in ensuring safety, orderliness, and service quality. Many countries have strengthened transportation governance through regulatory frameworks and technological innovations to enhance the security and reliability of transportation systems. This demonstrates that transportation supervision is a fundamental element in achieving a safe, efficient, and sustainable mobility system (Pande & Taeihagh, 2023).

One of the most widely used modes of transportation is public transport, which serves as a means of moving people from one location to another through vehicles operating on public roads (Candra & Muttaqien, 2024). According to Warpani (1990, as cited in (Nugroho et al., 2022), public transportation refers to passenger transport services operated on a fare-paying basis to provide accessible and adequate transportation services to the public. Public transportation includes various modes such as buses, minibuses, taxis, pedicabs, motorized rickshaws, and online motorcycle taxis, all of which contribute to supporting community mobility in an effective, safe, and efficient manner.

As the capital city of West Sumatra Province, Padang experiences a relatively high level of community mobility, requiring a well-organized and reliable public transportation system. Urban public transport (angkot) remains one of the transportation modes frequently used by residents to support their daily activities. Consequently, effective supervision by the Padang City Transportation Agency is necessary to ensure that transport operations comply with applicable regulations and service standards. Previous studies on the existence of angkot in Padang have also indicated that urban public transport continues to play a significant role in supporting urban mobility in the modern era.

The supervisory function of transportation authorities in Indonesia is regulated under Law Number 22 of 2009 concerning Road Traffic and Transportation and further strengthened by Padang Mayor Regulation Number 42 of 2022. From the perspective of supervision theory, (Handoko, 2016) defines supervision as a process of monitoring activities through observation, periodic inspections, and reporting mechanisms to ensure that organizational activities are implemented according to established plans. Similarly, (Siagian, 2008) argues that supervision serves to ensure organizational effectiveness and prevent deviations in policy implementation. Therefore, supervision conducted by the Transportation Agency constitutes an essential instrument for maintaining order and compliance in urban public transportation services.

Under the aforementioned regulation, the Padang City Transportation Agency is responsible for assisting the Mayor in managing governmental affairs in the transportation sector, including traffic regulation, guidance, and supervision of road transportation services. Through its traffic and transportation divisions, the agency is also responsible for supervising transport operations and managing transportation infrastructure to support traffic order and mobility within the city.

Despite the existence of a clear regulatory framework, the implementation of urban public transport supervision in Padang City has not yet achieved optimal results. This condition is reflected in the persistence of operational violations, including reckless driving, unauthorized stopping practices, non-compliance with designated routes, and the operation of vehicles that fail to meet administrative and operational requirements, such as route permits and vehicle roadworthiness certificates (KIR).

The problem becomes more significant considering that Padang City has approximately 2,604 urban public transport vehicles operating across 87 routes (Sonia et al.,

2024), while only 544 vehicles have processed route permit requirements. This disparity indicates weaknesses in both operational and administrative supervision of urban public transportation. The issue is further supported by official data regarding route permits and supervision cards, which reveal a relatively low level of administrative compliance among transport operators.

Table 1 Recapitulation of Route Permit and Supervision Card Administration for Urban Public Transport in Padang City

No	Description	Total
1.	Active Supervision Cards	77 units
2.	Inactive Supervision Cards	472 units
3.	Active Route Permits	141 units
4.	Inactive Route Permits	431 units

Source: Padang City Transportation Agency (processed by the author, 2026).

Table 1 demonstrates that the number of active supervision cards and route permits remains considerably lower than the number of inactive documents. Only 77 urban public transport vehicles possess active supervision cards, while 472 vehicles have inactive supervision cards. Likewise, only 141 vehicles hold active route permits, whereas 431 vehicles operate with inactive permits. These figures indicate that a substantial proportion of urban public transport vehicles have not fully complied with administrative requirements. The low number of active supervision cards and route permits suggests weak compliance among transport operators and reflects limitations in the effectiveness of administrative supervision conducted by the Padang City Transportation Agency. Such conditions may contribute to operational problems that potentially affect transportation safety, orderliness, and service quality.

Furthermore, interviews with officials of the Padang City Transportation Agency revealed that operational supervision is not conducted routinely according to a predetermined schedule but is instead implemented on a situational basis. Limitations in human resources, internal coordination challenges, and insufficient field supervision contribute to the recurrence of violations and negatively affect public safety and service quality. This condition indicates a gap between the regulatory provisions established by local regulations and their practical implementation in the field.

Previous studies have examined various aspects of public transport supervision. Sonia et al. (2024) found that numerous operational violations continue to occur within

Padang City's urban public transport system. Similarly, (Sihombing and Siahaan, 2024)reported that public transport supervision has not been fully effective due to weaknesses in reporting systems and inter-agency coordination. (Irfan, 2022) further argued that deficiencies in transportation supervision are largely attributable to weaknesses in institutional arrangements and supervision data management. While these studies provide valuable insights into transportation supervision, they primarily focus on operational challenges and institutional constraints.

However, studies specifically examining the supervision of urban public transportation by the Padang City Transportation Agency based on Padang Mayor Regulation Number 42 of 2022 remain limited. Consequently, a research gap exists because previous studies have not explicitly integrated the implementation of the latest local regulatory framework with operational supervision practices in the field. Drawing upon theories of organizational supervision and policy implementation, the effectiveness of supervision is strongly influenced by organizational structure, reporting systems, and coordination mechanisms among implementing units (Handoko, 2016; Siagian, 2008). Therefore, the novelty of this study lies in its examination of transportation supervision through the lens of the most recent local regulation while simultaneously assessing its practical implementation at the local level.

Based on these considerations, this study investigates how the Padang City Transportation Agency implements the supervision of urban public transportation under Padang Mayor Regulation Number 42 of 2022 and identifies the obstacles encountered during its implementation. The study aims to provide an evaluation of current supervisory practices and contribute to improving the effectiveness of transportation supervision in order to enhance safety, orderliness, and the quality of public transportation services in Padang City.

METHODS

This study employed a qualitative descriptive approach to examine the implementation of urban public transport supervision conducted by the Padang City Transportation Agency based on Padang Mayor Regulation No. 42 of 2022. According to (Sugiyono, 2018), qualitative research is used to investigate natural social phenomena by emphasizing an in-depth understanding of the studied issue.

Informants were selected using purposive sampling (Moleong, 2012) based on their involvement, experience, and knowledge regarding urban public transport supervision. The informants consisted of the Head of Transportation Management Section, Head of Operations Section, law enforcement staff, the Head of the Vehicle Inspection Administration Subdivision, as well as urban public transport owners, drivers, and users.

Data were collected through in-depth interviews and documentation. Interviews were conducted to obtain information regarding supervisory practices, implementation mechanisms, and challenges encountered in supervising urban public transport. Documentation was used to collect supporting data, including regulations, route permits, supervision cards, inspection records, and other relevant administrative documents.

Data validity was ensured through source triangulation by comparing information obtained from different categories of informants. The data were analyzed using the interactive model of (Miles et al., 2014), which consists of data reduction, data display, and conclusion drawing/verification.

RESULTS

1. Implementation of Urban Public Transport Supervision by the Padang City Transportation Agency

Supervision is a fundamental management function that ensures activities are carried out in accordance with established objectives, plans, and regulations. In public transportation services, supervision plays a crucial role in maintaining safety, order, and service quality. Drawing on Handoko's framework of effective supervision, the implementation of supervision by the Padang City Transportation Agency is analyzed based on three key indicators.

a. Observation

The Padang City Transportation Agency conducts observation activities through field monitoring, enforcement operations, and vehicle inspections at strategic locations, including markets, terminals, and major road intersections. These activities aim to monitor driver compliance, vehicle operating conditions, and conformity with applicable transportation regulations. Evidence of these observation activities can be seen in Figure 1,

which illustrates the monitoring of urban public transport conducted by the Padang City Transportation Agency.



Figure 1 Observation of Urban Public Transport Conducted by the Padang City Transportation Agency

The findings indicate that observation has been implemented as part of the urban public transport supervision process. However, supervisory coverage has not yet reached all operating routes. Various operational violations were still identified, including route deviations, unauthorized stopping practices, and the use of inactive administrative documents. These findings suggest that while the observation function has been implemented, its effectiveness remains limited due to the lack of routine and comprehensive field supervision.

b. Periodic inspection

Periodic inspection is one of the supervisory mechanisms employed to ensure that urban public transportation operators comply with applicable technical and administrative requirements. Based on the findings, the Padang City Transportation Agency conducts inspections through field examinations, enforcement operations, administrative document verification, and mandatory vehicle roadworthiness testing (KIR). These activities aim to monitor vehicle conditions, document completeness, and driver compliance with transportation regulations. Evidence of these inspection activities can be observed in Figure 2, which depicts the implementation of periodic vehicle roadworthiness testing (KIR) by the Padang City Transportation Agency.



Figure 2. Periodic Vehicle Roadworthiness Testing (KIR) Conducted by the Padang City Transportation Agency

In addition to field inspections, supervision is carried out through periodic vehicle testing. The results of urban public transport KIR inspections conducted by the Padang City Transportation Agency in 2026 are presented in Table 2.

Tabel 2 Urban Public Transport KIR Inspection Data in Padang City, 2026

No	Description	Total
1.	Vehicles Subject to Periodic Re-inspection that Completed Testing	34
2.	Registered Vehicles Required to Undergo Re-inspection	139
3.	Registered Vehicles with Expired KIR Certificates	20

Source: UPTD PKB Report of the Padang City Transportation Agency (processed by the author, 2026).

Based in Table 2, only 34 of the 139 vehicles required to undergo periodic re-inspection completed the testing process. Furthermore, 20 vehicles were recorded as having expired KIR certificates. These findings indicate a relatively low level of compliance with mandatory vehicle roadworthiness inspection requirements among urban public transport operators.

Additional evidence of compliance monitoring is reflected in the administration of route permits and supervision cards for urban public transport vehicles. A recapitulation of route permit and supervision card administration in Padang City is presented in Table 3.

Table 3 Recapitulation of Route Permit and Supervision Card Administration for Urban Public Transport in Padang City

No	Description	Total
1.	Active Supervision Cards	77 units
2.	Inactive Supervision Cards	472 units
3.	Active Route Permits	141 units
4.	Inactive Route Permits	431 units

Source: Padang City Transportation Agency (processed by the author, 2026).

Table 3 shows that only 77 urban public transport vehicles possess active supervision cards, while 472 vehicles have inactive supervision cards. A similar pattern is evident in route permit administration, with 141 vehicles holding active route permits and 431 vehicles having inactive permits. These figures indicate that the administrative compliance of urban public transport operators in Padang City remains relatively low, as the majority of vehicles do not possess valid supervisory and licensing documents. Although the Padang City Transportation Agency has implemented administrative inspections as part of its supervisory function, vehicles that do not meet the required administrative standards are still identified, suggesting that the effectiveness of supervision in improving operator compliance requires further enhancement.

c. Written and oral reporting

The findings indicate that the supervision reporting process within the Padang City Transportation Agency is still predominantly conducted through verbal communication, while written reports are not consistently documented. In addition, supervision data, including field inspection results, vehicle administration records, route permits, supervision cards, and vehicle roadworthiness test (KIR) records, are managed separately by different organizational units. This condition limits data integration and hinders the comprehensive presentation of supervision information. These findings suggest that the reporting function has been implemented; however, its effectiveness remains limited due to the absence of an integrated reporting and documentation system.

2. Factors Influencing Supervision

The findings indicate that the effectiveness of urban public transport supervision conducted by the Padang City Transportation Agency is influenced by various internal and external organizational factors. These factors are analyzed using (Siswanto, 2009) framework, which includes environmental changes, organizational complexity, operational errors, and the need for delegated authority. Collectively, these factors affect the implementation of supervision and the organization's ability to ensure compliance with operational and administrative regulations governing urban public transport.

a. Environmental Changes

The findings indicate that environmental changes constitute one of the factors affecting the effectiveness of urban public transport supervision in Padang City. Traffic dynamics, changes in driver behavior, and evolving operational patterns have increased the complexity of supervisory activities. In addition, driver compliance tends to improve when supervisors are present in the field; however, various violations reoccur once supervision activities end. These findings suggest that the existing supervisory system has not yet fully adapted to environmental changes in a sustainable manner.

b. Organizational complexity

The findings indicate that urban public transport supervision involves several organizational units, including the Safety and Operations Division, the Transportation Division, and the Regional Technical Implementation Unit for Motor Vehicle Inspection (UPTD PKB). Although responsibilities have been distributed across these units, inter-unit coordination has not been fully optimized. This condition is reflected in the absence of specific supervision standard operating procedures (SOPs), formal coordination mechanisms, and an integrated supervision data management system. Consequently, challenges in information sharing and supervisory implementation remain, potentially reducing the effectiveness of urban public transport supervision.

c. Operational errors and Violations

The findings indicate that operational errors and violations remain prevalent in the provision of urban public transport services in Padang City. Identified violations include route deviations, unauthorized stopping practices, delays in route permit renewal, and non-compliance with mandatory vehicle roadworthiness testing (KIR). These findings suggest

that operational violations continue to pose a challenge to the supervision process. In addition to suboptimal compliance among operators and drivers, this condition is also associated with operational competition in attracting passengers.

d. The need for delegated authority

The findings indicate that urban public transport supervision involves the delegation of responsibilities to several organizational units according to their respective functions and authorities. However, this delegation has not been fully supported by clear coordination mechanisms, specific supervision standard operating procedures (SOPs), and an integrated data-sharing system. As a result, supervisory activities remain highly dependent on managerial direction and situational conditions in the field. These findings suggest that the need for delegation of authority has not yet been adequately supported by institutional mechanisms that ensure consistent supervision practices.

DISCUSSION

1. Implementation of Urban Public Transport Supervision by the Padang City Transportation Agency

This study aims to analyze the implementation of urban public transport supervision conducted by the Padang City Transportation Agency. In examining this implementation, the study adopts the effective supervision indicators proposed by (Handoko, 2016), namely observation, periodic inspection, and reporting. These indicators serve as the analytical framework for assessing the effectiveness of supervisory functions in the management of urban public transportation services. Based on the findings, the Padang City Transportation Agency has generally implemented supervision in accordance with its duties and authority. However, the effectiveness of supervision has not yet been fully optimized, as various operational and administrative violations continue to occur, indicating that the compliance level of urban public transport operators remains relatively low.

a. **Observation**

Observation is one of the primary indicators of effective supervision. According to (Handoko, 2016), observation activities must be conducted continuously, systematically, and comprehensively to enable the early detection of deviations and operational irregularities. In

the context of urban public transport supervision, observation serves as an essential mechanism for monitoring compliance with operational and administrative regulations.

The findings indicate that the Padang City Transportation Agency has conducted observation activities through field monitoring, enforcement operations, and vehicle inspections at various strategic locations throughout the city. These activities demonstrate that the observation function has been implemented as part of the supervisory process. Nevertheless, the effectiveness of observation remains limited because supervisory activities have not yet covered all urban transport routes comprehensively. As a result, several operational violations continue to be identified, including route deviations, unauthorized passenger pick-up and drop-off practices, and the operation of vehicles with inactive administrative documents.

The findings indicate that the Padang City Transportation Agency has conducted observation through field monitoring, enforcement operations, and vehicle inspections at strategic locations. However, these activities remain partial and not fully comprehensive across all routes, resulting in persistent violations such as route deviations, illegal passenger pick-up, and inactive administrative documents.

From a theoretical perspective, these findings align with the concept of intelligent transport supervision, where continuous monitoring supported by technology is essential to improve compliance. Studies such as (Won, 2020) highlight that manual observation alone is insufficient without automated monitoring systems capable of detecting violations in real time. Similarly, **"**(Fuller et al., 2020) emphasizes the importance of real-time simulation systems for transport control and supervision. Furthermore, (Becerra-moreno et al., 2026) explains that effective observation in smart mobility systems must integrate performance indicators, data analytics, and continuous monitoring frameworks. Comparatively, the findings of this study indicate that the Padang City Transportation Agency is still at a conventional monitoring stage, whereas the literature suggests a transition toward technology-driven supervision systems (smart monitoring and digital twin-based control). Implication Strengthening observation requires integration of digital monitoring systems (CCTV analytics, GPS tracking, and real-time dashboards) to improve coverage and deterrence effects.

b. Periodic Inspection

Periodic inspection is an important component of an effective supervision system because it enables supervisory agencies to assess compliance with technical and administrative requirements on a continuous basis. (Handoko, 2016) emphasizes that inspection activities should be conducted regularly, systematically, and consistently to ensure sustainable compliance. In urban public transport supervision, periodic inspection functions as a mechanism for verifying vehicle roadworthiness, administrative completeness, and operator compliance with transportation regulations.

The findings reveal that the Padang City Transportation Agency has implemented periodic inspections through field examinations, enforcement operations, administrative document verification, and mandatory vehicle roadworthiness testing (KIR). These activities demonstrate that the inspection function has been carried out as part of the supervisory mechanism. However, the inspection results indicate that operator compliance remains relatively low. Data from periodic vehicle inspections show that only 34 out of 139 vehicles required to undergo re-inspection completed the testing process, while 20 vehicles were recorded as having expired KIR certificates. Furthermore, administrative data indicate that 472 supervision cards and 431 route permits were inactive.

These findings suggest that a considerable proportion of urban public transport vehicles have not fulfilled the required technical and administrative standards. Consequently, although inspection activities have been implemented, they have not yet been fully effective in ensuring long-term compliance among transport operators. The persistence of inactive permits and expired inspection certificates indicates that the supervisory system has not yet produced a sustainable compliance culture.

This condition is consistent with (Bolobonov et al., 2021), which explains that safety compliance in transport systems improves significantly when inspection processes are supported by digital tracking and automated compliance systems. The study highlights the role of IoT-based monitoring in ensuring continuous vehicle compliance. In addition, weak compliance patterns observed in Padang City also reflect the findings of (Fuller et al., 2020) which states that traditional inspection systems often fail to maintain long-term compliance without predictive monitoring mechanisms. Therefore, compared to international literature, the inspection system in Padang City is still reactive rather than proactive.Implication:

Periodic inspection should shift toward a digital compliance system, integrating vehicle databases, automated reminders for KIR renewal, and real-time violation tracking.

c. Reporting

Reporting is a fundamental component of effective supervision because it provides the information necessary for evaluation, accountability, and decision-making processes. (Handoko, 2016) and (Siagian, 2008) argue that reporting systems should be systematic, properly documented, and continuous to support organizational control and performance improvement. Within the context of public transport supervision, reporting functions as an instrument for monitoring supervisory outcomes and facilitating evidence-based policy decisions.

The findings indicate that the reporting process within the Padang City Transportation Agency is still predominantly conducted through verbal communication, while written reports are not consistently documented. Furthermore, supervisory information, including field inspection results, vehicle administration records, route permit data, supervision card records, and vehicle roadworthiness testing (KIR) data, is managed separately by different organizational units. As a result, supervision-related information is not fully integrated into a unified reporting system.

This condition is consistent with (Ofe & Sandberg, 2023), which highlights that fragmented reporting systems weaken coordination and reduce governance effectiveness in transport management. Similarly, (Becerra-moreno et al., 2026) emphasizes the importance of integrated data architectures for transparent and evidence-based reporting systems. Furthermore, (Zapolskytė et al., 2022) explains that integrated digital systems enable better policy evaluation, transparency, and cross-agency coordination.Thus, the absence of integrated reporting in Padang City indicates a significant gap between current practices and global digital governance standards.Implication: The agency needs to develop an integrated digital reporting system/dashboard that connects inspection data, permits, and enforcement records in real time.

2. factors that influence supervision of the Padang City Transportation Agency

The effectiveness of supervision is not solely determined by the mechanisms and procedures implemented within an organization but is also influenced by various factors that may support or hinder supervisory performance. According to (Siswanto, 2009), several factors affect the implementation of supervision, including environmental changes,

organizational complexity, errors or deviations occurring during operational activities, and managerial needs for accurate and timely information. These factors are important considerations because they influence an organization's ability to achieve effective supervisory outcomes. The first factor affecting supervision is environmental changes.

a. Environmental Changes

Environmental change is a critical factor influencing the effectiveness of urban transportation supervision. The findings indicate that the increasing number of vehicles and dynamic traffic conditions in Padang City directly affect the effectiveness of supervision over public transportation. Violations tend to decrease when officers are physically present in the field but increase again once supervisory activities cease. This finding suggests that supervision effectiveness remains temporary and highly dependent on direct monitoring. Such conditions are consistent with (Siswanto, 2009) argument that control systems must continuously adapt to changing environmental conditions. As urban mobility and traffic complexity increase, transportation supervision systems are required to become more adaptive, sustainable, and less dependent on conventional monitoring approaches.

The findings are also supported by previous studies(B, 2022) found that the supervision of online transportation services in Makassar faced challenges due to rapid changes in the transportation environment, requiring more flexible and technology-based supervisory mechanisms. Furthermore, Sonia, Zuriyani, and Afryansih (2024) demonstrated that changes in mobility patterns and the development of service centers in Padang City significantly influence transportation service effectiveness and require continuous policy adjustments. These studies reinforce the argument that environmental change is not limited to the growth of vehicle numbers but also encompasses shifts in road-user behavior, travel patterns, and urban development, all of which necessitate innovative and adaptive supervisory strategies.

The implication of this finding is that the Padang City Transportation Agency should develop a more adaptive supervisory system through the utilization of digital technologies, data-based monitoring systems, and continuous enforcement mechanisms. Such approaches can reduce reliance on the physical presence of officers while improving long-term compliance among public transport drivers.

b. Organizational Complexity

Organizational complexity is a crucial factor influencing supervisory effectiveness because it involves multiple organizational units with different functions, responsibilities, and authorities. The findings reveal that task division in the supervision of public transportation in Padang City has been implemented; however, coordination among units remains suboptimal due to the absence of specific Standard Operating Procedures (SOPs) governing coordination mechanisms and the lack of an integrated information system. Consequently, supervisory activities tend to be fragmented and insufficiently coordinated. This finding is consistent with (Siswanto, 2009) , who argues that increasing organizational complexity requires stronger coordination and control mechanisms. The findings are further supported by (Adhitama, 2021), who found that the success of electronic public service management depends significantly on inter-departmental coordination and collaboration among government agencies. Likewise, (Amroni & Taufan, 2024) demonstrated that the implementation of government information systems requires effective communication, coordination, and shared understanding among organizational units to support successful supervision. These similarities indicate that coordination and information integration remain essential elements in addressing organizational complexity within public service supervision.

The implications of these findings suggest that the Padang City Transportation Agency should strengthen cross-department coordination through clearer SOPs, improved internal communication mechanisms, and the development of integrated information systems that facilitate data sharing and decision-making processes. Such integration can enhance supervisory effectiveness, reduce duplication of work, and accelerate follow-up actions on identified violations.

c. Operational Errors and Violations

Operational errors and violations are important indicators in assessing supervisory effectiveness because a high level of violations suggests that supervision has not yet created a strong deterrent effect. The findings reveal that various violations continue to occur in urban transport services in Padang City, including route deviations, improper passenger pick-up and drop-off practices, delays in renewing operational permits, and failure to conduct mandatory vehicle inspections (KIR). These conditions indicate that the existing supervisory mechanisms have not yet been fully effective in reducing operational violations on a sustainable basis. This finding is consistent with (Siswanto, 2009), who argues that

supervision plays a crucial role in minimizing operational errors through consistent and continuous control.

The findings are further supported by (Imam Budy Prastiyo, 2024), who found that 27% of public transport vehicles inspected in Jambi City violated operational legality requirements, including route deviations, expired vehicle inspection certificates, incomplete operational documents, and the absence of supervisory cards. Similarly, (Putra et al., 2020) found that weak supervision, limited field operations, and inadequate guidance contributed to low compliance with route permit renewal requirements among urban transport operators. These similarities indicate that operational violations remain a common challenge in urban transportation management and reflect the need for more consistent supervision and sustainable law enforcement mechanisms.The implications of these findings suggest that the Padang City Transportation Agency should strengthen field inspections, improve coordination with law enforcement agencies, and implement stricter sanctions for violations related to route permits, operational licenses, and mandatory vehicle inspections. In addition, supervisory efforts should be supported by continuous education and outreach programs aimed at increasing legal awareness and compliance among transport operators and drivers.

d. Delegation of Authority

Delegation of authority is a crucial element in supervisory effectiveness because it enables the distribution of responsibilities and tasks to organizational units and personnel with relevant expertise. The findings reveal that delegation of authority in the supervision of urban transport services in Padang City has been implemented through task distribution among divisions and supervisory personnel. However, its implementation is not yet supported by effective coordination mechanisms or an integrated data-sharing system, resulting in supervisory activities that remain highly dependent on leadership directives and situational field conditions. This finding is consistent (Siswanto, 2009), who argues that delegation of authority must be accompanied by clear control mechanisms to ensure effective and systematic task implementation. The findings are further supported by (Haning et al., 2016), who found that the successful implementation of delegated authority in public service delivery depends on clear task distribution, competent personnel, and effective inter-unit coordination. Likewise, (Jabar, 2026) explained that delegation of authority in public administration can only function effectively when supported by accountability systems, control mechanisms, and clear coordination between the delegating and receiving authorities.

These similarities indicate that the success of delegation is determined not only by the distribution of responsibilities but also by the organization's ability to establish coordination, accountability, and supervisory mechanisms that support task implementation across all organizational levels.

The implications of these findings suggest that the Padang City Transportation Agency should strengthen inter-departmental coordination through more detailed operational procedures, integrated information-sharing systems, and enhanced human resource capacity in supervisory activities. Such improvements would reduce excessive dependence on leadership directives and enable each organizational unit to carry out supervisory functions more independently, efficiently, and accountably. Consequently, the urban transport supervision system can operate more effectively, sustainably, and responsively in addressing operational challenges in a timely manner.

This study has several limitations that should be considered in interpreting the findings. First, the research was conducted only within the Padang City Transportation Agency; therefore, the results cannot be fully generalized to other regions. Second, the qualitative approach with a limited number of informants means that the findings largely depend on the information provided by respondents and reflect conditions within a specific time context. Third, this study does not deeply examine the role of digital technology in the transportation supervision system.

Therefore, future research is recommended to conduct comparative studies across different regions to obtain a broader understanding of transport supervision implementation. In addition, future studies should also explore the application of digital-based supervision systems to enhance effectiveness, data accuracy, and the overall quality of public transport supervision.

CONCLUSION

Based on the findings, urban public transport supervision conducted by the Padang City Transportation Agency under Padang Mayor Regulation Number 42 of 2022 has been implemented through observation, periodic inspections, and reporting activities. However, its effectiveness remains limited because supervisory activities are still largely situational, lack systematic scheduling, and are not yet supported by an integrated reporting system, resulting in the persistence of operational and administrative violations. The effectiveness of

supervision is influenced by dynamic environmental changes, organizational complexity, recurring operational violations, and suboptimal delegation of authority mechanisms. This study contributes to the advancement of public administration and supervision management literature by providing empirical evidence on the implementation of local transportation supervision from the perspectives of organizational control and policy implementation within a local government context. Furthermore, the findings emphasize the importance of adaptive, integrated, and sustainable supervisory systems in improving compliance and governance in public transportation services. Future research is recommended to undertake comparative studies across different regions and explore the integration of digital technologies and data-driven supervision systems to enhance the effectiveness, accuracy, and sustainability of public transport supervision.

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