

Analysis of the Effectiveness of Facilities and Infrastructure Management at PT Kereta Api Indonesia (Persero) Regional Division I, North Sumatra

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ABSTRACT

This study aims to analyze the effectiveness of facilities and infrastructure management at PT Kereta Api Indonesia (Persero) Regional Division I of North Sumatra from the perspective of railway service users at Medan Station. A qualitative approach with a case study design was employed. Data were collected through in-depth interviews, observation, and document analysis, and analyzed thematically. The findings indicate that the effectiveness of facilities and infrastructure management is perceived not merely in terms of availability, but more importantly through functional consistency, accessibility, and maintenance practices in service delivery. Although the management of facilities and infrastructure is considered reasonably effective in supporting basic railway services, limitations remain in terms of functional sustainability and alignment with users' needs. This study highlights the importance of user perspectives as external indicators in evaluating the effectiveness of public transportation facilities and infrastructure management.

Keywords: Facilities and Infrastructure Management, Railway Services, Service Quality

ABSTRAK

Penelitian ini bertujuan untuk menganalisis efektivitas pengelolaan sarana dan prasarana pada PT Kereta Api Indonesia (Persero) Divisi Regional I Sumatera Utara dari perspektif pengguna layanan kereta api di Stasiun Medan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan analisis dokumen, kemudian dianalisis secara tematik. Hasil penelitian menunjukkan bahwa efektivitas pengelolaan sarana dan prasarana tidak hanya dipahami dari aspek ketersediaan, tetapi juga dari konsistensi fungsi, aksesibilitas, dan praktik pemeliharaan dalam pelayanan. Meskipun pengelolaan sarana dan prasarana dinilai cukup efektif dalam mendukung layanan dasar perkeretaapian, masih terdapat keterbatasan dalam hal keberlanjutan fungsi serta kesesuaian dengan kebutuhan pengguna. Penelitian ini menegaskan pentingnya perspektif pengguna sebagai indikator eksternal dalam mengevaluasi efektivitas pengelolaan sarana dan prasarana transportasi publik.

Kata Kunci: Pengelolaan Sarana dan Prasarana, Layanan Kereta Api, Kualitas Pelayanan

INTRODUCTION

Rail transport is one of the public transport modes that plays a strategic role in supporting community mobility, economic growth, and equitable regional development. As a mass transit mode, railways are expected to provide safe, comfortable, reliable, and affordable services to the public. The management of facilities and infrastructure in the railway sector is a crucial component in ensuring the smooth operation of high-quality public services. Infrastructure and facilities encompass physical assets such as stations, departure and arrival facilities, passenger information systems, and other operational support elements. The effectiveness of managing these assets not only impacts the company's operational performance but also directly influences users' perceptions and experiences regarding the comfort, safety, and accessibility (service quality) they perceive (Nowotarski, 2024).

PT Kereta Api Indonesia (Persero) Regional Division I North Sumatra (PT KAI Divre I Sumut) is the operational unit responsible for providing railway services in the North Sumatra region and surrounding areas. PT Kereta Api Indonesia (Persero), as the primary operator of domestic railway services in Indonesia, faces challenges in the maintenance and development of facilities and infrastructure, particularly in regions with distinct geographical characteristics and high urban mobility, such as the city of Medan. Medan Station, as the main transportation hub in North Sumatra, serves as a space where the management of physical assets and the public user experience intersect. Accessibility, facility comfort, safety, and service quality at the station are key focal points in user satisfaction studies regarding infrastructure and facilities (passengers' basic needs), which must meet public service standards. Previous research indicates that accessibility at Medan Station still faces challenges in several aspects of user services, particularly regarding public space facilities and comfort, which impact their satisfaction with railway services in the city. (Fadilah et al., 2024)

In practice, railway services in the Medan area still present several issues that are directly experienced by users. Several frequently cited findings relate to the quality of infrastructure and facilities that concern railway users in Medan. Users still encounter varying conditions of facilities, such as inconsistent levels of train comfort, facility cleanliness that varies under certain conditions, and the availability of supporting facilities at some stations that still require adjustments. Additionally, the number and capacity of train sets at certain times still need to be adjusted to accommodate the growth in passenger numbers, particularly during peak hours and on commuter routes. The physical condition of the rolling stock such as carriages, seats, air conditioning systems, and restrooms on some services also indicates a need for improvement to support passenger comfort and satisfaction. In terms of infrastructure, railway stations in the Medan area and its surroundings still exhibit disparities in quality, whether in terms of waiting room capacity, accessibility for people with disabilities, or supporting facilities. The rail tracks on some routes are still limited (single track), thereby hindering travel frequency and increasing the risk of delays.

These issues indirectly reflect how the management of facilities and infrastructure is carried out, as the quality of facilities perceived by users is the result of the planning, maintenance, and management processes conducted by the operators. These issues indicate that the effectiveness of railway infrastructure management cannot be assessed solely from the internal perspective of the operator but must also be evaluated based on user perceptions as external stakeholders who directly experience the impacts of such management. User perceptions regarding service reliability, trip availability, and the quality of facilities and infrastructure serve as key

indicators in assessing the extent to which facility and infrastructure management has effectively supported railway services in the city of Medan. However, these initial perceptions need to be scientifically tested through systematic measurements to obtain an objective picture of the effectiveness of the facilities and infrastructure managed by PT KAI Divre I North Sumatra.

Nevertheless, a review of the literature indicates that most studies on facilities and infrastructure management in the Indonesian and international railway sectors remain confined to an internal organizational perspective. These studies primarily measure management effectiveness in terms of compliance with technical standards, operational efficiency, and administratively measurable outcomes, while conceptual understanding of how users subjectively experience and interpret the effectiveness of infrastructure management within the context of daily service remains relatively limited. Quantitative studies, such as those examining the influence of facility quality on purchasing decisions or railway user satisfaction, emphasize relationships between variables and statistical measures rather than an in-depth exploration of users' social experiences with these facilities. However, this approach is deemed insufficient to fully capture the actual service conditions as perceived by users as external stakeholders. In fact, in the context of public services, users play a crucial role as direct evaluators of the performance of facility and infrastructure management, as they interact directly with the facilities and services provided. Previous literature studies on sustainability models for facilities and infrastructure highlight the importance of internal management in determining facility conditions for the sustainability of public transport operations (Ivina & Palmqvist, 2024).

Although there are studies on user satisfaction and accessibility at Medan Station, research that positions user experience as the starting point for understanding the effectiveness of facility and infrastructure management remains limited. This gap serves as the conceptual basis for this study, namely the need for an approach capable of revealing, in a reflective manner, how users' perceptions of facility and infrastructure management reflect social dynamics, subjective experiences, and deeper constructions of meaning rather than merely technical metrics. A qualitative approach is relevant for understanding this phenomenon holistically from the users' perspective.

The research question in this study is how the effectiveness of facility and infrastructure management at PT Kereta Api Indonesia (Persero) Regional Division I North Sumatra is reflected through the experiences of service users. This study aims to deeply understand users' perceptions and experiences regarding facility and infrastructure management, as well as to identify its implications for improving the effectiveness of railway service management.

METHODS

Research Approach and Type

This study employs a descriptive qualitative approach to gain a deep understanding of the effectiveness of facility and infrastructure management at PT Kereta Api Indonesia (Persero) Regional Division I North Sumatra within the context of railway service practices. A qualitative approach was chosen because this study does not aim to measure relationships between variables quantitatively, but rather to explore the meanings, processes, and dynamics of facility and infrastructure management as reflected through the experiences of users as the direct recipients of the service.

In this study, social reality is understood as a construction formed through the

interaction between an organization's internal policies and practices and user experiences within the context of public services. Therefore, the effectiveness of infrastructure management is viewed as a contextual phenomenon that cannot be fully understood solely through numerical indicators or statistical measurements. A qualitative approach allows the researcher to capture this complexity through the research subjects' interpretations of the conditions of the facilities and infrastructure they experience.

The research method employed is a qualitative case study, focusing on the management of facilities and infrastructure at PT KAI Divre I Sumut as a specific context. A case study was chosen because it allows researchers to examine phenomena in depth and holistically within a real-world context, without detaching them from the social and operational environment in which the phenomena occur.

Research Location and Subjects

The research location was set within the operational area of PT Kereta Api Indonesia (Persero) Regional Division I North Sumatra, specifically at the stations and railway facilities in the city of Medan. This location was chosen based on the consideration that the city of Medan is one of the main hubs for railway services in North Sumatra, with relatively high usage of facilities and infrastructure as well as diverse user characteristics.

The research subjects in this study are railway service users who interact directly with the facilities and infrastructure managed by PT KAI Regional Division I North Sumatra. Users were selected as research subjects because they are the parties who directly experience the outcomes of facility and infrastructure management practices within the context of daily services. Users' perceptions and experiences are viewed as the primary data sources for reflecting the effectiveness of railway facility and infrastructure management. Informants were selected purposefully based on the following criteria: users who have used facilities at Medan Station, users with direct experience in utilizing service facilities and infrastructure, and users willing to provide reflective information regarding their experiences. This study involved ten (10) user informants, with varying frequencies of service use. The number of informants was determined based on the principle of *data saturation*, namely when additional interviews no longer yielded new themes relevant to the research focus.

Data Collection Techniques

Data collection was conducted through in-depth interviews, observation, and document analysis. In-depth interviews were used as the primary technique to explore users' experiences, assessments, and interpretations of the functionality of facilities and infrastructure. Interviews were conducted in a semi-structured manner with open-ended questions to allow informants the space to freely and deeply share their experiences. Observations were conducted to obtain a direct picture of the condition of facilities and infrastructure as well as patterns of their utilization in service practice. Documentary studies were used to examine supporting documents such as regulations, reports, and policies regarding the management of facilities and infrastructure as a context for understanding management practices.

Data Analysis Techniques

Data analysis was conducted thematically and continuously from the data collection stage. The analysis process began with organizing data from interviews,

observations, and documentation. Next, open coding is performed to identify initial themes relevant to the research focus. These initial themes are then developed through a process of categorization and reflective interpretation to generate main themes that represent users' experiences and interpretations regarding the effectiveness of facilities and infrastructure management. Data interpretation is conducted by linking empirical findings to the conceptual framework and theories employed.

Data Validity

Data validity in this study was ensured through the application of the principle of *trustworthiness*, which encompasses credibility, transferability, dependability, and confirmability. Data credibility was strengthened through the use of various data collection techniques and the researcher's direct involvement in the field. Transferability is achieved by presenting the research context in detail so that readers can understand the limitations of applying the findings. Dependability and confirmability are maintained through the systematic documentation of the research process, including methodological decisions made during the course of the study. Additionally, the researcher engages in critical reflection on their own position and involvement in the research process to minimize interpretive bias.

Research Limitations

This study has limitations that must be acknowledged, particularly regarding the scope of the subjects and the research context, which focuses on the operational area of PT KAI Divre I Sumut. Therefore, the findings of this study are not intended for broad generalization but rather to provide an in-depth understanding of the phenomena under study within a specific context. These limitations also serve as the basis for the interpretation of the research results and the resulting academic implications.

RESULTS AND DISCUSSION

Overview of Data Analysis Results

PT Kereta Api Indonesia (Persero) Regional Division I North Sumatra (PT KAI Divre I Sumut) is one of the strategic operational units within the railway transportation service network in western Indonesia. Divre I Sumut is officially responsible for operating railway services in the North Sumatra region (), covering both passenger and freight transport as the primary mode of transportation connecting the economic and social hubs of the community in this province. Throughout 2025, PT KAI Divre I Sumut successfully served more than 1.7 million passengers, covering popular routes such as Medan–Tanjung Balai, Medan–Rantau Prapat, and Medan–Siantar, as well as freight transport with a total volume reaching hundreds of thousands of tons of key commodities such as fuel, containers, and crude palm oil (CPO) as part of the company's operational performance within the context of dynamic regional logistics.

This performance demonstrates that PT KAI Division I North Sumatra is not only focused on the quantitative aspects of service but also strives to ensure service sustainability through a commitment to quality improvement. This is reflected in various internal policies and programs, such as enhancing human resource competencies through employee certification to support operational reliability and safe, comfortable, and on-time public service. This commitment aligns with operational preparation efforts, such as inspections and maintenance of equipment (ensuring

locomotives and trains are in good working order for major seasonal transport), which demonstrate Divre I Sumut's readiness to maintain service continuity during critical periods such as the Christmas and New Year's transport season.

In this context, the effectiveness of facilities and infrastructure management is a central aspect that influences the quality of the user experience on a practical level. Facilities and infrastructure—including station infrastructure, departure and arrival facilities, information systems, and railway operational support tools—are fundamental elements that must be available, well-maintained, and functioning optimally to support service delivery. (. Relatively high operational performance, such as consistent data on departure and arrival punctuality as well as high volumes of passenger and freight traffic, indicates sufficient coordination in the management of these elements, although challenges remain regarding the functionality of certain facilities experienced by users in actual service practice.

The research findings further indicate that users' experiences with facilities and infrastructure are inseparable from the operational context established by the management of Divre I Sumut. On the positive side, users generally acknowledge the availability of basic facilities such as platforms, waiting areas, and schedule information as part of a service structure that functions to meet operational needs. However, on the other hand, variations between the presence of facilities and the sustainability of their functionality under specific service conditions were also revealed in user experiences, such as when certain facilities demonstrated functional adjustments during peak hours or in specific situations, including in terms of accessibility for users with diverse needs. In this interaction, users do not merely evaluate facilities as physical objects but as an integral part of the service experience that reflects the effectiveness of management from their perspective. Through the interpretive analysis of interviews and observations, four main themes were identified that directly address the research questions.

Thus, the general overview of this study's findings integrates two distinct yet interrelated perspectives: (1) the operational and organizational commitment in managing facilities and infrastructure as the foundation for public service delivery at Divre I Sumut, and (2) users' experiences and interpretations, which serve as reflective indicators of the effectiveness of such management in real-world practice. The qualitative approach in this study allows for a more in- t exploration of the meaning of experiences—one that does not merely stop at describing the condition of facilities, but also examines how those experiences shape perceptions of the overall effectiveness of management.

Functionality of Facilities and Infrastructure in Service Practice

The first theme indicates that users assess the effectiveness of facility and infrastructure management primarily based on the extent to which facilities can be used as intended when needed. Interview results show that core facilities such as platforms, waiting rooms, and schedule information boards generally function well. However, regarding supporting facilities, users still encounter varying conditions, such as toilet cleanliness fluctuating at certain times, limited seating capacity in waiting areas during peak hours, and information on schedule boards that sometimes require adjustments when schedule changes occur. This is reflected in the experience of one user who stated: *"The platforms are always there, but the toilets are sometimes clean and sometimes not. When it's crowded, it's often uncomfortable."* (Informant 3). This finding indicates that users do not assess management effectiveness solely based on

the presence of facilities, but also on the sustained functionality of those facilities in real-world service situations. When facilities are available yet exhibit functional variations under certain conditions, users interpret this as part of the dynamics of service management. This aligns with research in the railway sector at Cepu Station, which revealed findings related to restroom facility services. Based on data from Cepu Station, the available facilities still require adjustments to comply with applicable regulations. Additionally, the condition of sinks and restrooms at certain times indicates the need for enhanced maintenance to support user comfort (Budiarto et al., 2021). These findings align with research in the urban rail transport sector, which indicates that the quality and functionality of facilities are a direct reflection of the effectiveness of asset and service management. A study on the Jakarta MRT found that the quality of station facilities significantly influences passenger satisfaction, reflecting the organizational success of facility and service management. (Devanka, 2023)

Facility Accessibility as an Indicator of Management Effectiveness

The second theme relates to the accessibility of infrastructure and facilities, both within the station and its connectivity to the surrounding environment. Users assess that access to the station, ease of moving between spaces, and the availability of facilities for vulnerable groups (the elderly, people with disabilities) are key indicators of management effectiveness. Some users noted that while primary facilities are available, access to these facilities is not yet fully user-friendly. One user stated: "Actually, the facilities are there, but it's a bit difficult if you're bringing an elderly person. The signage is also sometimes unclear." (Informant 6) This narrative indicates that accessibility limitations are perceived not merely as technical issues, but as weaknesses in the overall planning and management of facilities and infrastructure. Accessibility is one of the dimensions explicitly highlighted by users as part of their experience with railway facilities.

From the users' perspective, accessibility limitations are perceived not merely as technical issues, but as weaknesses in the overall planning and management of infrastructure. This finding aligns with research confirming that accessibility at train stations in Medan City still faces challenges, particularly regarding the integration of facilities and user mobility convenience (Fadilah et al., 2024)

User Perceptions of Maintenance Patterns and Management Responses

The third theme indicates that users indirectly interpret the management process through the maintenance patterns of facilities they observe. Users tend to perceive that maintenance is performed based on the condition of facilities requiring attention at specific times. Additionally, some facilities exhibit varying conditions related to usage intensity, necessitating the strengthening of sustainable maintenance patterns. This was expressed by one informant: *"Usually, repairs are made only after something breaks. It's rarely seen being checked before it breaks."* (Informant 8). This quote reflects users' perceptions of the facility maintenance patterns they observe while using the service. These perceptions indicate that the effectiveness of management is not only understood through the final condition of the facility but also through the sustainability of the maintenance process in supporting service quality. Users tend to evaluate facility management not only based on its availability but also on how the facility's functionality and comfort are maintained throughout its operational period. In line with this, several informants linked variations in facility functions to maintenance patterns based on usage conditions and the need for timely

intervention (. Facility maintenance is also a critical matter. This is further highlighted by Kathelo R.M. Mafokosi's research, which states that transportation infrastructure—particularly railway infrastructure—plays a vital role in goods delivery and passenger transport. The capacity and reliability of railway infrastructure for transporting goods and people are threatened by derailments and collisions caused by infrastructure damage. Lack of maintenance has been identified as one of the causes of infrastructure damage leading to accidents (Mafokosi et al., 2024) .

This narrative indicates that users expect a more systematic and preventive maintenance approach, rather than merely addressing issues after their impact is felt. As Anastasya noted, railway station facilities are often unusable due to negligence in the maintenance process. Maintenance that is not carried out properly will be highly detrimental to many parties. (Leony et al., 2024) . Although most empirical studies in this field use a quantitative approach to evaluate relationships between variables, narrative interpretations like this provide a new dimension to studies on facility effectiveness, namely that the functionality of facilities also depends on sustainable and responsive managerial processes (see other empirical findings emphasizing the importance of facilities as a service component in the context of public transportation) (Syaiful et al., 2023)

The Effectiveness of Infrastructure Management as a Service Outcome

The final theme indicates that users directly associate the condition of facilities and infrastructure with the overall quality of their service experience. When facilities function properly and are easily accessible, users perceive the service as orderly, safe, and comfortable. Conversely, when facility disruptions occur, perceptions of the service also decline, as stated by the following informant: "If the facilities are neat and functional, we also feel the service is more organized." (Informant 2) This narrative confirms that, from the users' perspective, the effectiveness of facility and infrastructure management is a tangible outcome of PT KAI's internal management practices, even though users are not directly involved in the organization's decision-making process. This finding confirms the results of previous research showing that the quality of public transportation facilities directly contributes to perceptions of an organization's service performance. (Devanka, 2023)

Implications of Research Findings for PT KAI North Sumatra Regional Division I's Policies and Internal Practices

These research findings have important implications for strengthening the policies and management practices of PT KAI Regional Division I North Sumatra, particularly in the management of facilities and infrastructure as strategic elements in the delivery of public transportation services. First, findings regarding variations in facility functionality highlight the importance of strengthening preventive and sustainable maintenance systems. Second, findings on infrastructure accessibility and ease of use have direct implications for facility planning and service design. Third, the research results indicate that user experience can serve as *an early indicator* of limitations in management practices that are not always detected through internal evaluations alone. Fourth, the strategic implication of this research is the need for a paradigm shift in the management of facilities and infrastructure from an approach that is purely administrative and technical toward one that is more adaptive and service-oriented. In the context of PT KAI Divre I Sumut, which has high operational volumes and a large user base, facility management must be understood as a dynamic

process that continuously adapts to changes in user needs and operational conditions.

Thus, the implications of this research are not intended to evaluate the performance of PT KAI Divre I Sumut in a normative sense, but rather to provide a reflective foundation for strengthening infrastructure management policies and practices so that they are more contextual, responsive, and sustainable. The user perspective in this study serves as an evaluative lens that enriches management's understanding of how internal policies and practices manifest in daily public service experiences.

Synthesis of Findings, Theoretical Concepts, and Research Implications

Based on the results of thematic analysis of interview, observation, and documentation data, this study identifies several key themes that represent the effectiveness of PT KAI Regional Division I North Sumatra's infrastructure management from the perspective of service users. To clarify the relationship between empirical findings, the theoretical concepts used, and the conceptual implications of the research.

Table 1. Synthesis of Findings, Theoretical Concepts, and Research Implications

Theme Findings	Empirical Findings in the Field (User Perceptions)	Relevant Theoretical Concepts	Conceptual Synthesis & Implications
Functionality of Facilities and Infrastructure	Major facilities such as platforms and waiting areas are generally available and usable, but some supporting facilities do not always function consistently, especially during peak hours.	Effectiveness of facilities and infrastructure management; management of physical assets in public services	Management effectiveness is not sufficiently measured by asset availability, but by consistent functionality in service practice. User perceptions reflect the limits of management effectiveness at the maintenance and control stages.
Infrastructure Accessibility	Users experience limited access to certain facilities, including the legibility of information and ease of mobility for specific groups.	Infrastructure accessibility; quality of public services	Accessibility is a key indicator of infrastructure effectiveness. Mismatches between infrastructure design and user needs highlight the

			need for a more responsive and context-sensitive management approach.
Maintenance and Management Processes	Variations in facility conditions are interpreted by users as a reflection of the need to strengthen aspects of monitoring and sustainable maintenance.	Maintenance management; a preventive approach to facility management	Users interpret the quality of maintenance as a representation of management performance. This indicates that internal evaluations need to be supplemented with reflections based on user experience.
Impact on Service Experience	Facility conditions directly influence comfort, safety, and the perception of PT KAI's service professionalism.	Public transportation service quality; the facility-user experience relationship	User experience serves as a reflective indicator of the effectiveness of infrastructure management—not as an end goal, but as a mirror of managerial practices.
Effectiveness of Infrastructure Management	Management is perceived as fairly effective, with findings indicating dynamics in several aspects of service practices and the sustainability of facility management.	Organizational effectiveness in the public service sector	Management effectiveness is contextual and partial. These findings expand upon previous studies that predominantly assessed effectiveness from an internal organizational perspective.

Table 1 shows that the empirical findings of the study not only describe the factual condition of facilities and infrastructure but also reveal the meanings and dynamics formed within users' experiences. Each theme of the findings demonstrates the interconnection between infrastructure management practices, the concept of management effectiveness in public services, and relevant conceptual implications.

This synthesis confirms that the management effectiveness of PT KAI Divre I Sumut's infrastructure is contextual and partial, and is influenced by the consistency of facility functions and their alignment with user needs in daily service practices.

Research Limitations

This study has several limitations that should be noted. First, the scope of the study is limited to PT KAI Regional Division I North Sumatra; therefore, the findings are not intended to be generalized to the entire operational area of PT KAI or the public transportation sector at large. Second, the use of a qualitative approach focused on user perceptions allows for a deeper exploration of meaning and context but does not provide quantitative measures of the level of infrastructure management effectiveness.

These limitations are not viewed as weaknesses but rather as methodological consequences consistent with the research objective of understanding the phenomenon in depth and within its context.

CONCLUSIONS

This study concludes that the effectiveness of PT KAI Regional Division I North Sumatra's infrastructure management is a contextual, dynamic phenomenon that cannot be understood in a linear manner. This effectiveness is determined not only by the physical presence of facilities and infrastructure but also by how the processes of planning, maintenance, utilization, and control of these facilities are implemented in service practices and interpreted by users as the direct recipients of public transportation services.

The research findings indicate a close relationship between empirical dynamics in the field and the theoretical framework employed, particularly the concept of the effectiveness of facilities and infrastructure management in public service organizations. On one hand, the research results confirm the theoretical assumption that well-functioning facility management contributes to service quality. However, on the other hand, this study also reveals the limitations of theory in explaining the complexity of user experiences, especially when facilities are available but not yet fully functional or not yet aligned with user needs.

Based on the results of the qualitative data analysis, it can be concluded that the management of facilities and infrastructure at PT KAI Regional Division I North Sumatra is perceived as sufficiently effective in supporting the operation of railway services, particularly regarding the provision and basic functions of operational facilities. The research findings also indicate dynamics in several service aspects, such as the sustainability of facility functions, ease of accessibility, and user experiences in daily service practices. Thus, the effectiveness of PT KAI Regional Division I North Sumatra's infrastructure management is contextual and dynamic, highlighting the importance of continuous management adjustments to remain aligned with user needs as the direct recipients of public services.

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