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Coordination by The Subdistrict Head Regarding Public Street Lighting (PJU) Services in Singkep Subdistrict in 2025

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Abstract

This study aims to analyze the coordination of the Subdistrict Head in Public Street Lighting (PJU) services in Singkep Subdistrict in 2025 and identify supporting and inhibiting factors. A descriptive qualitative approach was employed. Data were collected through observation, in-depth interviews, and documentation involving the Singkep Subdistrict Head, the Lingga Regency Transportation Agency, village and urban-village officials, and community members. Data were analyzed using the Miles, Huberman, and Saldaña interactive model through data reduction, data display, and conclusion drawing, with source triangulation applied to strengthen credibility. The findings indicate that coordination was generally fairly good in terms of communication, cooperation, and division of tasks. Communication occurred through formal and informal channels, while cooperation among the Subdistrict Government, Transportation Agency, and PT PLN (Persero) supported the handling of PJU problems according to institutional responsibilities. Task division was relatively clear, with the Subdistrict Government acting as coordinator and the Transportation Agency performing technical functions. However, coordination was constrained by limited budgets, materials, technical personnel, and insufficient public understanding of complaint mechanisms. Strengthening resources, public communication, and interinstitutional coordination is therefore necessary to improve responsive and sustainable PJU services.

Keywords: *coordination, Subdistrict Head, public street lighting, public services, Singkep Subdistrict.*



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INTRODUCTION

Public service is one of the main instruments of government in meeting community needs while realizing effective, responsive, and public-oriented governance. The quality of public services is determined not only by the availability of policies and resources but also by the government's ability to coordinate various actors with different authorities in service delivery. In the context of regional government, coordination becomes increasingly important because various public services involve working relationships across organizations, ranging from local governments, territorial administrative units, technical agencies, to the community as service recipients. Therefore, the effectiveness of public services is closely related to the government's ability to establish communication, cooperation, division of authority, and synchronization of activities among the actors involved (Hendrayady et al., 2023; Ndraha, 2015).

One form of public service that is directly related to public safety and comfort is the provision of Public Street Lighting (PJU). PJU does not merely function as a lighting facility at night but also plays an important role in supporting road users' visibility, improving the convenience of community mobility, and reducing the potential risks of traffic accidents and security disturbances in public spaces. Ainy and Nugroho (2021) found that PJU services are closely related to government responsiveness in addressing public complaints, indicating that service quality is determined not only by the availability of facilities but also by the government's speed in responding to emerging problems. Therefore, PJU management requires a well-planned service and maintenance mechanism as well as coordination capable of ensuring that every damage or lighting need receives appropriate follow-up according to the respective authorities of the parties involved (Ainy & Nugroho, 2021).

PJU-related problems are still found in various regions, indicating that the provision of these facilities has not yet been fully optimized. Rudini et al. (2021) showed that public street lighting is not only concerned with the availability of lamps but also with lighting levels and management efficiency, while Shamin and Demak (2019) identified problems concerning PJU illumination levels on road sections that require continuous technical evaluation. From a governance perspective, these problems become more complex when limitations in budgets, facilities, human resources, and management capacity affect the government's ability to maintain facilities and respond to infrastructure damage. This condition indicates that PJU services should not be understood merely as a technical infrastructure issue but also as a public administration issue requiring effective inter-organizational coordination (Augusty, 2024; Azizah & Trimurni, 2025).

Normatively, the provision of street lighting equipment constitutes part of the government's obligation to support traffic management and public safety. Law Number 22 of 2009 concerning Road Traffic and Transportation identifies lighting equipment as one of the road facilities that must be provided on public roads, while Minister of Transportation Regulation Number 47 of 2023 regulates street lighting equipment as part of road equipment provision. These provisions demonstrate that PJU provision and management have a clear legal basis, requiring local governments to ensure that such facilities function according to community needs. However, the existence of regulations does not automatically guarantee optimal service delivery when implementation continues to face resource limitations, technical problems, and ineffective inter-organizational coordination (Republic of Indonesia, 2009; Ministry of Transportation of the Republic of Indonesia, 2023; Nasution, 2025).

This condition is also relevant in Singkep Subdistrict, Lingga Regency, which continues to experience problems related to damaged and inadequately functioning PJU facilities on several road sections. Based on the research data, there are approximately 200 PJU points in Singkep Subdistrict, of which around 100 points have undergone repairs, while the remaining points continue to experience various forms of damage, including those located on Garuda Street, Hang Kasturi Street, and Kesehatan Street. Insufficient lighting in several locations is also associated with public concerns regarding road-user safety, particularly at night, as reported in news coverage concerning PJU problems and traffic accident risks in Lingga (Hanani, 2025; Rohman, 2025). This fact indicates a gap between community needs for PJU services and the capacity of service providers to ensure that all street lighting facilities function optimally and sustainably.

In the administration of government at the subdistrict level, the Subdistrict Head (Camat) has a strategic position as a coordinator who connects the interests of the local government with village or urban village governments and the community. Government Regulation Number 17 of 2018 concerning Subdistricts places the Subdistrict Head within the coordination function of government administration, public services, and community empowerment, meaning that the position is not merely administrative but also involves integrating various interests within the subdistrict. In the context of PJU services, this role can be implemented through collecting information concerning lighting conditions, receiving and forwarding public complaints, submitting proposals for lighting needs, and coordinating with regional agencies possessing technical authority. Thus, the effectiveness of PJU services at the territorial level depends not only on the performance of technical agencies but also on the ability of the Subdistrict Head to perform the coordination function effectively within the scope of their authority (Republic of Indonesia, 2018; Government of Lingga Regency, 2018).

Previous studies indicate that PJU management problems have generally been examined from the perspective of technical agencies and policy implementation. Azizah and Trimurni (2025) found that PJU management in Medan City continues to face problems related to regulation, supervision, and limited resources, while Augusty (2024) demonstrated that street lighting maintenance is related to the implementation of transportation policies and the government's capacity to maintain infrastructure sustainability. Verdianti et al. (2025) also demonstrated that PJU governance by regional agencies is associated with traffic accident risks, while Ainy and Nugroho (2021) emphasized the importance of government responsiveness in addressing public complaints concerning PJU services. Nevertheless, studies specifically positioning the Subdistrict Head as a territorial government coordinator in integrating communication, cooperation, division of tasks, and synchronization of PJU service activities remain relatively limited, creating an opportunity to expand public administration research at the subdistrict government level.

Based on these empirical conditions and research gaps, examining the coordination of the Subdistrict Head in PJU services in Singkep Subdistrict is important because street lighting problems are not merely related to facility availability but also to the effectiveness of inter-organizational working relationships in responding to community needs. This study employs Handayani's coordination perspective, which emphasizes communication, cooperation, division of tasks, and synchronization of activities as essential elements determining the integration of governmental functions (Handayani, 2006). The study focuses on analyzing how the Subdistrict Head of Singkep performs the coordination function in PJU services in 2025 and identifying the factors that support and hinder the implementation of such coordination. The findings are expected to provide empirical contributions to the development of public administration studies while serving as a consideration for local governments in strengthening coordination and improving the quality of PJU services at the subdistrict level.

RESEARCH METHODS

This study employed a qualitative approach with a descriptive research design to obtain an in-depth understanding of the coordination undertaken by the Subdistrict Head in the provision of Public Street Lighting (PJU) services in Singkep Subdistrict, Lingga Regency, Riau Islands Province. This approach was selected because the study focused on understanding coordination processes, interactions among stakeholders, experiences, and informants' perspectives regarding the implementation of PJU services within the context of territorial government administration. The study was conducted in Singkep Subdistrict, focusing on coordination among the Subdistrict Head, the Lingga Regency Transportation Agency, urban village government officials, and the community based on four coordination indicators proposed by Handayani (2006), namely communication, cooperation, division of tasks, and synchronization of activities. The research data consisted of primary and secondary data, with primary data obtained through in-depth interviews with informants selected using purposive sampling, including the Subdistrict Head of Singkep, officials of the Lingga Regency Transportation Agency, urban village officials, and community members directly affected by PJU conditions, while secondary data were obtained from government documents, laws and regulations, institutional reports, scientific literature, and previous studies relevant to the research topic (Sugiyono, 2019).

Data were collected through observation, in-depth interviews, and documentation to obtain comprehensive information regarding the coordination process and implementation of PJU services. The collected data were analyzed using the interactive analysis model developed by Miles, Huberman, and Saldaña (2014), which consists of three main stages: data condensation or reduction, data display, and conclusion drawing and verification. Data reduction was conducted by selecting and categorizing information according to the research focus, while data display was used systematically to identify coordination patterns based on the indicators of communication, cooperation, division of tasks, and synchronization of activities. Data credibility was established through source triangulation by comparing information obtained from the Subdistrict Head, Transportation Agency, urban village officials, and community members and cross-checking it with observation and documentation findings, thereby enabling the study to provide a credible and contextual representation of coordination in PJU service delivery (Miles et al., 2014).

RESULTS AND DISCUSSION

Communication in the Coordination of Public Street Lighting Services

Communication constitutes the first and fundamental indicator of coordination because the achievement of organizational objectives depends on the ability of actors to exchange accurate information, convey instructions, and respond to emerging problems in a timely manner. In the provision of Public Street Lighting (PJU) services in Singkep Subdistrict, communication involves several actors, particularly the Subdistrict Head, the Lingga Regency Transportation Agency, urban village officials, PT PLN (Persero), and the community. The findings indicate that communication among government institutions has generally operated through both formal and informal channels, allowing information concerning damaged lighting facilities, requests for new lighting points, and field conditions to be transmitted between the parties involved. This finding is consistent with Handayani's (2006) view that coordination requires an effective communication process to

ensure that activities performed by different organizational units remain directed toward common objectives.

At the subdistrict level, the Subdistrict Head functions as an intermediary between community needs and technical government agencies responsible for PJU management. Information regarding damaged or inadequate PJU facilities is received from villages, urban villages, and community members and subsequently communicated to the Lingga Regency Transportation Agency. The findings show that formal communication is conducted through official letters, reports, and proposals, particularly when the issue requires administrative processing or inclusion in government planning mechanisms. This mechanism demonstrates that the Subdistrict Head does not directly perform technical repairs but facilitates the transfer of information from the community to the institution possessing the relevant technical authority.

In addition to formal communication, the coordination process also utilizes informal communication channels to respond to urgent problems. The Subdistrict Head indicated that telephone communication may be used when a damaged PJU requires immediate attention, allowing information to reach the relevant technical personnel without waiting for a complete administrative procedure. Communication is also facilitated through meetings and the Musyawarah Perencanaan Pembangunan (Musrenbang), where development proposals from villages, urban villages, and communities can be communicated and discussed as part of the regional planning process. The combination of formal and informal communication reflects a flexible coordination mechanism in which administrative procedures remain important while urgent public service problems can be addressed through more immediate channels.

The findings further indicate that communication between the Singkep Subdistrict Government and the Lingga Regency Transportation Agency has been relatively continuous. The Transportation Agency reported that communication with the subdistrict takes place through face-to-face meetings, telephone calls, WhatsApp communication, and coordination meetings. Such communication channels facilitate the transmission of reports and allow technical personnel to receive information regarding PJU conditions in the field. From the perspective of public administration, the availability of multiple communication channels is important because public service problems frequently vary in urgency and therefore require different response mechanisms (Hendrayady et al., 2023).

The communication mechanism can be summarized based on the actors, channels, information exchanged, and coordination function identified in the research. The following table presents the qualitative findings regarding communication in PJU service coordination in Singkep Subdistrict.

Table 1. Communication Mechanisms in PJU Service Coordination in Singkep Subdistrict

Actor		Communication Channel	Main Information Communicated	Coordination Function
Singkep Subdistrict Head		Official letters, reports, telephone, meetings, calls, meetings, WhatsApp, and Musrenbang	Reports of damaged PJU, requests for repairs, proposals for additional lighting points	Forwarding community needs and coordinating follow-up with the technical agency
		Official correspondence, meetings, telephone calls, WhatsApp, and field coordination	Receiving reports, verifying PJU conditions, determining technical responses, and implementing repairsTechnical verification, repair requirements, maintenance priorities, and follow-up actions	Receiving reports, verifying PJU conditions, determining technical responses, and implementing repairs

Urban Village/Village Officials	Reports, direct communication, meetings, telephone calls, and WhatsApp	Local conditions, community complaints, damaged lighting points, and requests for additional facilities	PJU	Identifying problems at the local level and transmitting information to the Subdistrict Head
Community	Direct reports, telephone calls, complaints through local government, and informal communication	Information concerning damaged, non-functioning, or insufficient PJU facilities	PJU	Monitoring PJU conditions, reporting problems, and providing information about community lighting needs
PT PLN (Persero)	Direct coordination, telephone communication, and field coordination	Electrical network conditions, electrical safety, and requirements for temporary power disconnection		Supporting technical work through electrical network safety and temporary power disconnection when required

Source: Processed by the researchers based on field findings and relevant institutional regulations, 2026

The table demonstrates that communication in PJU service coordination is multidirectional rather than limited to a relationship between the Subdistrict Head and the Transportation Agency. The Subdistrict Head occupies an intermediary position by collecting information from the community and transmitting it to the technical agency, while the Transportation Agency communicates the technical response and follow-up requirements. Urban village officials also function as important information providers because they are geographically closer to community conditions and can identify problems occurring within their respective areas. This arrangement reflects Ndraha's (2015) argument that coordination in government administration involves the integration of functions performed by organizations with different authorities.

Although intergovernmental communication has generally functioned adequately, the findings reveal an important weakness in communication with the community. Some community informants reported that they had not received sufficient information concerning the mechanism for reporting damaged PJU facilities or which institution was responsible for receiving their complaints. As a result, some residents remained uncertain about whether PJU complaints should be directed to the subdistrict government, the Transportation Agency, or PT PLN. This condition demonstrates that the existence of communication channels does not necessarily guarantee effective public communication because the channels must also be accessible, understandable, and known by service users. The limited dissemination of complaint mechanisms may influence the responsiveness of PJU services because the quality of information received by government agencies depends partly on the ability of citizens to report problems through appropriate channels. Ainy and Nugroho (2021) emphasized the importance of government responsiveness in handling public complaints concerning PJU services, indicating that effective complaint management is an important component of public service quality.

In the context of Singkep Subdistrict, the communication mechanism between government institutions has provided a relatively effective basis for coordination, but the same effectiveness has not yet been fully achieved in communication directed toward citizens. Therefore, strengthening public information regarding complaint procedures would allow residents to become more active participants in monitoring PJU conditions and reporting infrastructure problems.

From the perspective of coordination theory, the findings indicate that communication in Singkep Subdistrict has fulfilled the basic requirement of connecting different organizational units with different responsibilities. Formal communication provides administrative legitimacy and documentation, while informal communication supports rapid responses when PJU problems require immediate attention. Nevertheless, communication effectiveness should not be assessed solely from

the perspective of institutional relationships because public service coordination ultimately needs to produce accessible and responsive services for citizens. The findings therefore support the argument that communication should operate simultaneously vertically, horizontally, and outward toward the community so that information regarding public infrastructure can circulate comprehensively among all relevant actors (Handayani, 2006; Hendrayadi et al., 2023).

Overall, the communication indicator can be categorized as fairly good, particularly in the relationship between the Singkep Subdistrict Government and the Lingga Regency Transportation Agency. The use of official documents, meetings, telephone calls, WhatsApp, Musrenbang forums, and direct communication provides sufficient channels for transmitting information about damaged PJU facilities and community needs. However, the communication function remains less optimal at the public level because the mechanism for submitting PJU complaints has not been disseminated evenly among residents. Therefore, improving public communication through clearer complaint procedures, routine dissemination of information, and stronger involvement of urban village officials would strengthen the coordination role of the Subdistrict Head and support more responsive PJU services in Singkep Subdistrict.

Cooperation in the Coordination of Public Street Lighting Services

Cooperation represents a fundamental component of coordination because public service delivery frequently involves multiple institutions whose authorities, resources, and operational responsibilities are distributed across organizational boundaries. Handayani (2006) explains that coordination requires the alignment of activities among organizational units so that each actor can contribute to the achievement of a common objective. In the provision of Public Street Lighting (PJU) services in Singkep Subdistrict, cooperation involves the Singkep Subdistrict Government, the Transportation Agency of Lingga Regency, PT PLN (Persero), village and urban-village governments, and the community. Each actor contributes according to its institutional position, with the Subdistrict Head functioning primarily as a coordinator and intermediary, the Transportation Agency carrying technical responsibility for PJU management and maintenance, and PT PLN providing support related to electrical network safety when technical work is conducted. The findings indicate that cooperation among these institutions has generally been established and has enabled damaged PJU facilities to be reported, verified, and repaired, although the effectiveness of cooperation continues to be affected by limitations in financial resources, materials, and technical personnel.

The cooperation mechanism begins with the identification and reporting of PJU problems at the local level. When damaged or non-functioning lighting facilities are identified, information is conveyed through the subdistrict government to the Transportation Agency as the technical institution responsible for PJU management. The Subdistrict Head does not directly perform technical repairs because such activities fall outside the authority of the subdistrict government. Instead, the Subdistrict Head facilitates the process by collecting reports, coordinating relevant actors, and ensuring that identified problems are transmitted to the institution with technical authority. This arrangement demonstrates that cooperation does not require every institution to perform the same task; rather, effective cooperation emerges when different institutions contribute complementary functions toward a shared service objective. Such a pattern is consistent with Ndura's (2015) perspective that governmental coordination is necessary because public administration involves different organizations performing interdependent functions within a common governance system.

The Transportation Agency plays a central operational role in transforming reported PJU problems into technical interventions. According to the research findings, reports received from the subdistrict are followed by field verification in which technical personnel inspect the reported location and determine the appropriate action. Where repairs are required, the Transportation Agency deploys personnel to the affected area and performs maintenance according to available technical resources. This process demonstrates that cooperation is closely connected to the ability of the technical agency to respond to information originating from the subdistrict and community. Therefore, cooperation should be understood as a continuing process rather than a single interaction: reporting must be followed by verification, technical assessment, resource allocation, and implementation. Previous research by Azizah and Trimurni (2025) similarly indicates that PJU management requires

institutional involvement in which the Transportation Agency plays an important role in managing and maintaining public lighting infrastructure.

The involvement of PT PLN (Persero) illustrates another dimension of interorganizational cooperation. Although the Transportation Agency is responsible for the management and maintenance of PJU facilities within its authority, certain technical activities require coordination with the electricity provider, particularly when work involves electrical networks. PT PLN can support the process through electrical network safety measures and temporary disconnection of electricity when necessary for technical work. This division demonstrates that the successful maintenance of PJU infrastructure may depend on institutional actors whose primary responsibilities are not identical but whose functions intersect during implementation. Such interdependence reinforces the importance of coordination because technical intervention cannot always be completed by one institution acting independently. Cooperation between the government and electricity provider therefore reduces operational risks and allows maintenance activities to be conducted according to technical safety requirements.

The research findings indicate that cooperation is generally supported by an understanding of institutional roles. The Subdistrict Government recognizes that its primary function is to facilitate reporting and coordination, while the Transportation Agency understands its responsibility for technical management and maintenance. PT PLN contributes within the scope of electricity network-related support. This role differentiation prevents cooperation from developing into overlapping responsibilities. Instead, each institution contributes according to its respective authority. The arrangement is consistent with the principle of division of institutional functions in public administration, in which coordination becomes necessary precisely because authority and responsibility are distributed among several organizational units. Hendrayady et al. (2023) emphasize that public service management requires institutional arrangements capable of connecting different actors so that services can be implemented consistently and responsively.

Nevertheless, cooperation does not automatically eliminate implementation constraints. Interviews with the Transportation Agency revealed that some repair activities are delayed because of limited availability of materials or PJU components. In such circumstances, the existence of effective institutional relationships does not necessarily result in immediate service delivery because technical cooperation remains dependent on the availability of operational resources. The findings therefore suggest that cooperation in Singkep is institutionally functional but materially constrained. This distinction is important because weaknesses in service outcomes should not automatically be interpreted as evidence of poor cooperation. Rather, delays may occur when institutions have already established a functional coordination mechanism but lack sufficient resources to execute agreed actions. Widyaningrum and Galih (2024), as cited in the manuscript, similarly identify budget limitations, infrastructure, and human resources as important constraints in the maintenance of public street lighting.

The relationship between cooperation and resource limitations can be observed in the condition of PJU infrastructure in Singkep. The research identifies approximately 200 PJU points, with around 100 points having been repaired, while several other points remain damaged. Specific examples include five non-functioning lights among twenty points on Jalan Garuda, two damaged points on Jalan Hang Kasturi, and three non-functioning lights among five points on Jalan Kesehatan. These conditions create a continuing demand for institutional cooperation because maintenance requirements may exceed the resources immediately available to the technical agency. Cooperation consequently becomes important for establishing priorities, identifying urgent locations, and coordinating available technical capacity. The significance of such prioritization is also supported by research concerning PJU infrastructure and road safety, which demonstrates that lighting conditions can influence the safety and usability of road environments (Rudini et al., 2021; Verdianti et al., 2025).

The role of the community in cooperation also deserves attention because residents are not merely recipients of PJU services but can contribute to monitoring infrastructure conditions. Community members are often the first to observe damaged lights because they directly use roads and public spaces during nighttime activities. Their reports can provide valuable field information to local government institutions and help the government identify locations requiring technical assessment. However, the findings indicate that community participation in cooperation remains uneven because

not all residents understand the institutional mechanism for reporting PJU problems. This limitation means that cooperation is stronger among government institutions than between government institutions and citizens. Strengthening community involvement would therefore broaden the cooperation network and allow the government to obtain more comprehensive information about PJU conditions. Ainy and Nugroho (2021) emphasize the significance of responsiveness to public complaints, reinforcing the importance of connecting institutional cooperation with mechanisms for receiving and acting upon community information.

The following table summarizes the principal forms of cooperation identified in the PJU service process:

Table 2. Inter-Institutional Cooperation in Public Street Lighting (PJU) Management in Singkep Subdistrict

Cooperating Actor	Form of Cooperation	Main Responsibility	Main Responsibility	Main Constraint
Singkep Subdistrict Government – Transportation Agency	Reporting, verification, coordination, and follow-up	The subdistrict facilitates reports; the Transportation Agency conducts technical assessment and action	Damaged PJU identified and followed up	Limited operational resources
Singkep Subdistrict Government – Village/Urban Village Government Transportation Agency – PT PLN	Identification and transmission of local PJU problems	Local governments collect information from residents and transmit reports	More accurate identification of local needs	Uneven public reporting
	Technical field coordination and electrical safety support	Transportation Agency performs PJU work; PT PLN supports electrical network safety	Safe implementation of technical maintenance	Dependence on technical conditions and scheduling
Government – Community	Complaints, monitoring, and information sharing	Residents identify and report problems; government receives and processes reports	Faster identification of damaged PJU	Limited public awareness of complaint mechanisms
All Relevant Actors	Cross-institutional coordination	Integrating administrative, technical, and community functions	More integrated PJU service delivery	Budget, materials, and human-resource limitations

Source: Processed by the researchers based on field findings, relevant institutional regulations, and previous studies, 2026.

The table indicates that cooperation in PJU services is characterized by functional interdependence rather than by a single institutional relationship. The Subdistrict Government provides an administrative bridge between community needs and technical intervention, while village and urban-village administrations provide localized information about infrastructure conditions. The Transportation Agency converts reports into technical action, whereas PT PLN contributes specialized support related to electricity network safety. The community contributes through monitoring and

reporting, although this function has not yet been fully optimized because public knowledge concerning complaint procedures remains uneven. Consequently, the cooperation structure already exists across several levels, but the intensity and effectiveness of cooperation differ between institutional and community actors. This finding supports Handyaningrat's (2006) view that coordination requires the integration of activities rather than merely the existence of organizational relationships.

From an analytical perspective, the cooperation indicator in Singkep can therefore be categorized as fairly good, because the relevant institutions have established complementary relationships and generally understand their respective contributions to PJU services. Reports from the subdistrict can be followed by field verification and technical intervention from the Transportation Agency, while PT PLN can provide supporting assistance when electrical safety is involved. However, the effectiveness of this cooperation is constrained by limited budgets, materials, and technical personnel, which may delay the realization of otherwise well-coordinated interventions. The findings suggest that strengthening cooperation should consequently focus not only on improving institutional relationships but also on ensuring adequate operational resources and strengthening community participation. This conclusion is consistent with previous research showing that PJU management problems frequently involve institutional, resource, and coordination dimensions simultaneously (Augusty, 2024; Azizah & Trimurni, 2025; Verdianti et al., 2025). In this respect, cooperation in Singkep has provided an important institutional foundation for PJU service delivery, but its practical effectiveness will depend on the government's ability to align interinstitutional collaboration with sufficient resources, clear follow-up mechanisms, and stronger community involvement.

Division of Tasks in the Coordination of Public Street Lighting Services

Division of tasks is an essential element of coordination because effective public service delivery requires clarity concerning who is responsible for particular activities, decisions, and operational actions. Handyaningrat (2006) explains that coordination depends on the harmonization of activities among organizational units, which requires each actor to understand the scope of its responsibilities and its relationship with other actors. In the provision of Public Street Lighting (PJU) services in Singkep Subdistrict, task division involves the Subdistrict Government, the Transportation Agency of Lingga Regency, village and urban-village administrations, PT PLN (Persero), and the community. The findings indicate that the distribution of responsibilities between the Subdistrict Government and the Transportation Agency is relatively clear, with the former functioning primarily as a coordinator and information intermediary and the latter holding technical responsibility for PJU management, maintenance, repair, and installation. This clarity has prevented significant overlap in institutional authority, although implementation remains affected by limited technical personnel and uneven public understanding of institutional responsibilities.

The institutional basis for task division is reflected in the regulations governing the organization and functions of the Subdistrict Government and the Transportation Agency. The study refers specifically to Lingga Regent Regulation No. 125 of 2018 concerning the position, organizational structure, duties, functions, and work procedures of subdistricts and Lingga Regent Regulation No. 34 of 2020 concerning the position, organizational structure, duties, functions, and work procedures of the Transportation Agency. Within this framework, the Subdistrict Head does not possess direct technical authority to repair PJU infrastructure. Instead, the subdistrict collects information from villages, urban villages, and residents, monitors conditions in the field, and communicates reports and proposals to the technical agency. The Transportation Agency, in contrast, possesses the technical mandate to manage, maintain, repair, and install PJU facilities according to its institutional authority. This regulatory differentiation establishes the administrative foundation for coordination because it provides a reference for determining which institution should perform a particular task.

The findings demonstrate that the Subdistrict Head performs an important intermediary function despite not possessing technical authority over PJU infrastructure. When residents, village officials, or urban-village administrations report damaged lighting facilities, the subdistrict receives and consolidates the information before forwarding it to the Transportation Agency. This role is consistent with the broader function of the Subdistrict Head as a coordinator of government

administration and public services at the subdistrict level, as established by Government Regulation No. 17 of 2018 concerning Subdistricts. The Subdistrict Head therefore contributes to service delivery through coordination rather than through direct technical intervention. This distinction is important because it prevents the subdistrict from assuming responsibilities that belong to the technical agency while simultaneously ensuring that local community needs are connected to the appropriate governmental institution. In this sense, task division strengthens rather than weakens the coordinating role of the Subdistrict Head.

The Transportation Agency occupies a different position within the division of tasks because it is responsible for the technical aspects of PJU management. Once information concerning damaged or non-functioning PJU facilities has been received, the agency is responsible for field verification, technical assessment, maintenance, repair, and, where necessary, installation. The study findings indicate that the Transportation Agency's relevant technical function is carried out through its transportation-related organizational structure, while the subdistrict remains responsible for monitoring and transmitting field information. Such specialization is important because PJU maintenance requires technical knowledge and operational capacity that are not necessarily available within the subdistrict administration. Azizah and Trimurni (2025), in their study of PJU management in Medan, similarly highlight the important role of the Transportation Agency in the management of public street lighting. The findings from Singkep therefore reinforce the importance of assigning technical responsibilities to institutions possessing the appropriate authority and expertise.

The division of tasks also extends beyond the relationship between the Subdistrict Government and the Transportation Agency. Village and urban-village governments contribute by identifying local infrastructure problems and communicating information concerning PJU conditions to the subdistrict. Their proximity to residents provides an important administrative advantage because they can observe local problems more directly and receive complaints from community members. Meanwhile, PT PLN (Persero) has a supporting role when PJU maintenance activities involve electrical networks, particularly with regard to electrical safety and temporary power disconnection during technical work. The community itself contributes through monitoring and reporting damaged facilities. Although these roles are not identical, they are interconnected because the successful delivery of PJU services depends on the sequence of information identification, administrative coordination, technical intervention, and supporting electrical work.

The clarity of these institutional roles is particularly important because PJU services involve responsibilities that may easily be misunderstood by the public. Several community informants indicated that they did not clearly understand which institution was responsible for PJU management and some assumed that all street-lighting problems fell under the authority of PT PLN. This misunderstanding illustrates that formal division of tasks among government institutions does not automatically translate into public understanding. From the institutional perspective, responsibilities may already be clearly established, while from the citizen perspective, the boundaries between the Subdistrict Government, Transportation Agency, and PT PLN may remain unclear. Consequently, the effectiveness of task division should be assessed at two levels: first, whether institutional responsibilities are clearly distributed internally; and second, whether those responsibilities are sufficiently communicated externally. The second dimension is essential because citizens need to know where complaints should be directed in order to access public services effectively.

The following table summarizes the division of responsibilities identified in the PJU service coordination process:

Table 3. Roles and Responsibilities of Stakeholders in Public Street Lighting (PJU) Service Delivery in Singkep Subdistrict

Actor		Principal Task	Authority /Role in PJU Services	Relationship with Other Actors
Singkep Head	Subdistrict	Receive reports, monitor conditions, coordinate, and forward proposals	Administrative coordination and facilitation; no direct technical repair authority	Connects community, village/urban-village governments, and Transportation Agency

Transportation Agency of Lingga Regency	Manage, maintain, repair, and install PJU	Main technical authority for PJU services	Receives reports from the subdistrict and conducts technical follow-up
Village/ Urban Village Governments	Identify local problems and collect community information	Local-level monitoring and information provision	Transmit local PJU conditions to the Subdistrict Government
Community	Monitor and report PJU problems	Public participation and field information provision	Communicates infrastructure problems through available government channels
PT PLN (Persero)	Support electrical network safety during technical activities	Supporting role related to electrical infrastructure	Coordinates with technical personnel when electrical intervention is required

Source: Processed by the researchers based on Lingga Regent Regulation No. 125 of 2018, Lingga Regent Regulation No. 34 of 2020, Government Regulation No. 17 of 2018, and field findings, 2026

The table demonstrates that the division of tasks is based on functional specialization rather than equal distribution of authority. The Subdistrict Government functions as an administrative coordinator, while the Transportation Agency serves as the principal technical actor. Village and urban-village administrations provide localized information, PT PLN provides supporting electrical functions, and residents contribute through monitoring and reporting. This structure reduces the potential for overlapping authority because each actor occupies a relatively distinct position within the service process. The arrangement is consistent with Ndraha's (2015) argument that governmental coordination becomes necessary when different institutions possess different functions and authorities but must work toward shared public objectives. Therefore, task division should not be interpreted as organizational separation; instead, it represents a mechanism for structuring interdependence among actors.

The findings further indicate that the absence of significant task overlap is one of the strengths of PJU coordination in Singkep. The Subdistrict Head explicitly recognizes that technical repair is outside the authority of the subdistrict and therefore does not directly intervene in technical operations. Instead, the subdistrict concentrates on collecting reports, monitoring conditions, and facilitating communication with the Transportation Agency. The Transportation Agency likewise recognizes the subdistrict's role as a source of field information rather than as a technical implementing unit. Such mutual recognition reduces institutional ambiguity and creates a relatively clear chain from public complaint to technical action. This finding is important in light of previous studies that have identified institutional weaknesses as among the factors affecting PJU management. Augusty (2024), for example, examines the implementation of transportation policies concerning the maintenance of public street lighting and demonstrates the importance of institutional implementation in maintaining public lighting infrastructure.

Nevertheless, the clarity of task division does not mean that implementation is free from obstacles. The Transportation Agency faces limitations in the number of technical personnel, meaning that some locations may require longer periods before repair activities can be completed. Thus, the problem in Singkep is not primarily the absence of clearly defined responsibilities but the capacity of the responsible institution to execute those responsibilities under existing resource constraints. This distinction is analytically important because strengthening task division alone may not substantially improve service outcomes if the technical agency lacks adequate personnel, materials, and financial resources. Research by Widyaningrum and Galih (2024), as referenced in the manuscript, similarly identifies budget, infrastructure, and human-resource limitations as constraints in PJU maintenance. The finding also corresponds with Azizah and Trimurni (2025), whose study identifies resource and management issues as relevant to PJU service implementation.

From the perspective of public governance, task division should therefore be accompanied by mechanisms that ensure accountability and continuity between one stage of service delivery and the next. A clearly defined responsibility is useful only when an institution can be identified as accountable for completing its assigned function. In Singkep, the administrative responsibility of the subdistrict is connected to the technical responsibility of the Transportation Agency, creating a sequential relationship between receiving complaints and conducting repairs. However, the system would become more effective if the status of reported problems could be monitored systematically from initial complaint through verification and completion. Such a mechanism would enable the Subdistrict Government to provide clearer information to residents regarding the progress of their reports while also strengthening institutional accountability. Hendrayady et al. (2023) emphasize that public service management requires organizational arrangements that support effectiveness, responsiveness, and accountability across service processes.

Overall, the division-of-tasks indicator can be categorized as good, particularly in terms of formal institutional authority and the absence of significant overlap between the Subdistrict Government and the Transportation Agency. The Subdistrict Government performs a coordinating and facilitative role, while the Transportation Agency carries the principal technical responsibility for PJU management, maintenance, and repair. Village and urban-village administrations, PT PLN, and community members occupy supporting roles that contribute information, local monitoring, technical assistance, and public participation. However, the effectiveness of this division remains constrained by limited technical personnel and insufficient public understanding of which institution is responsible for particular PJU problems. Therefore, future improvement should focus not only on maintaining clear institutional responsibilities but also on strengthening public socialization, increasing technical capacity, and establishing a more systematic follow-up mechanism for reported PJU problems. Such measures would transform formal task division into a more effective operational coordination system and strengthen the overall quality of PJU public services in Singkep Subdistrict.

CONCLUSION

This study concludes that the coordination of the Subdistrict Head in Public Street Lighting (PJU) services in Singkep Subdistrict in 2025 was generally fairly good based on the coordination indicators of communication, cooperation, and division of tasks. Communication between the Singkep Subdistrict Government and the Lingga Regency Transportation Agency was conducted through formal and informal mechanisms, including official correspondence, reports, meetings, telephone calls, WhatsApp, and Musrenbang forums. Cooperation among the Subdistrict Government, Transportation Agency, PT PLN (Persero), village and urban-village governments, and the community enabled the identification, reporting, verification, and follow-up of PJU problems according to institutional responsibilities. The division of tasks was also relatively clear, with the Subdistrict Government functioning as a coordinator and intermediary, while the Transportation Agency was responsible for technical management, maintenance, repair, and installation of PJU facilities.

The effectiveness of coordination remains constrained by limited budgets, availability of materials and PJU components, and the number of technical personnel. In addition, public understanding of PJU complaint procedures and institutional responsibilities remains uneven, limiting community participation in monitoring and reporting damaged facilities. Therefore, strengthening PJU services requires improved interinstitutional coordination, adequate technical and operational resources, clearer complaint mechanisms, and more intensive public information dissemination. Strengthening the role of village and urban-village governments as local information channels may also improve the flow of information between communities and government institutions. These measures are expected to support more responsive, effective, and sustainable PJU services in Singkep Subdistrict.

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