

# IMPLEMENTATION OF THE NATIONAL FLIGHT SECURITY PROGRAM IN UPBU DJALUDDIN GORONTALO

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## ABSTRACT

The purpose of this study was to analyze the factors that determine the Implementation of the National Aviation Security Program at the Djalaluddin Gorontalo Airport Operator Unit (UPBU).

This research uses qualitative research methods, the type of research is descriptive research. Data was collected by means of observation, interviews and documentation.

The results of this study indicate that the factors that support the implementation of the national aviation security program at the Djalaluddin Gorontalo Airport Operator Unit (UPBU) are communication in the form of optimal socialization using various media including social media, disposition or attitude of implementers who have high commitment and bureaucratic structure in the form of good delegation of authority. The inhibiting factors in the implementation of the national aviation security program at the Djalaluddin Gorontalo Airport Operator Unit (UPBU) are communication with relevant agencies that have not been optimal, resources that have not met expectations in the form of lack of personnel, procedures that are still considered troublesome for passengers because there are two Security Check Point (SCP) and inadequate facilities and bureaucratic structure in the form of protocol activities that are entrenched in Gorontalo.

**Keywords:** implementation, program, aviation security

## INTRODUCTION

The increasing mobility of people from one area to another has led to a higher need for the use of air transportation, this is also supported by more adequate air transportation infrastructure. The increase in flight service users requires airport management to ensure flight security which is the main factor supporting flight safety itself, in this case airport managers must carry out flight security checks on all people and their luggage who will enter the airport's limited security area without exception.

In the world of aviation, international regulations used as references are sourced

from ICAO (International Civil Aviation Organization), which is an international organization that regulates civil aviation in the world, its duties and functions are to make regulations in the world of aviation and oversee their implementation, including Indonesia.

Indonesia already has a National Aviation Security Program which aims to protect the safety, regularity and efficiency of flights in Indonesia through the provision of regulations, standards and procedures as well as the necessary protection for passengers, aircraft crew, ground personnel and the public from unlawful acts.

Djalaluddin Gorontalo Airport is the only airport in Gorontalo Province which is the gateway to Gorontalo Province and its existence is expected to increase the regional economy. In the vision and mission of the Governor of Gorontalo, Mr. Drs. H. Rusli Habibie, M.A.P stated that in the future Djalaluddin Airport Gorontalo is projected to become an international airport, export-import airport, as well as a full Hajj embarkation airport. For this reason, a culture/awareness of airport service users is needed to comply with the regulations and SOPs implemented by the airport authorities.

All services at Djalaluddin Airport Gorontalo are provided by adhering to one main aspect, namely flight safety. To support the security and safety of the flight of an airport, there are several requirements that must be met by airport managers. First, reliable human resources, in this case every security personnel namely Aviation Security (AVSEC) officers who carry out aviation security measures must have a valid and valid license as stipulated in chapter/sub-chapter/point 15.4.1 Ministerial Decree Transportation of the Republic of Indonesia Number KM. 211 of 2020 concerning the National Aviation Security Program.

Second, the security equipment/facilities are adequate and in accordance with the needs, meaning that in addition to meeting the minimum number that must be owned, the security equipment/facilities must also be in good condition and pass the test of safety equipment (certified). Third, the procedures used must be clear and properly implemented. The procedure must also refer to national and international aviation security regulations. Between the application of procedures in the field and those stated in the existing rules, there must be appropriateness. Both procedures regarding security checks and procedures

regarding the operation of security facilities.

Based on the Letter of the Director General of Civil Aviation Number: AU.211/11/8/24/DJPU.DKP-2020 dated March 19, 2020 regarding the Djalaluddin Airport Flight Security Audit Report, researchers found several problems that needed attention at the Airport Management Unit Office. Djalaluddin Gorontalo, which is related to flight security inspections that have not been carried out consistently and even these findings are repeated findings, referring to the Results of the Exposure to the Djalaluddin Airport Aviation Security Audit on April 4-7 2017.

This can be seen from, First, there are prospective airplane passengers including protocols (who do not have airport PAS) who take airplane passengers into the airport's limited security area, namely to the checkin room, even to the departure waiting room, resulting in mixing of people. who have an entry permit and who do not have a permit to enter the airport's limited security area which makes it easy for people who have the intention to take unlawful actions such as infiltrating flights even though this has never happened at Djalaluddin Airport Gorontalo.

This is certainly not in accordance with the provisions of KM. 211 of 2020 where in chapter / sub chapter / 5.3.1 protection of limited security areas point (k) that "airport management units must carry out access control to the restricted security area to prevent people who have no interest in entering the airport. Limited Security Area", the control of the entrance is to check the entry permit, where the entry permit for people other than passengers is in the form of airport PAS for people or flight crew ID cards.

Second, there are prospective airplane passengers who are not willing to follow the inspection procedure when asked to remove jackets, hats, belts, cellphones,

watches, keys and other items that contain metal for inspection through an X-ray machine, making it possible to infiltrate the goods. dangerous goods that can be used to carry out unlawful acts in flight. Based on the Regulation of the Director General of Civil Aviation Number: SKEP/2765/XII/2010 concerning procedures for security checks for passengers, aircraft personnel and luggage transported by aircraft and individuals, in article 2 paragraph 2) states that every passenger, aircraft personnel and individuals and their belongings must be subject to security checks. While based on KM. 211 of 2020 chapter/sub-chapter 8.21 exceptions to security checks are for the president and vice president or state guests of the same level.

Third, at the international cargo inspection at the cargo terminal, there are still some export commodity goods that are constrained and cannot be checked manually by AVSEC officers so that it has the potential to escape dangerous goods that can endanger flights, while in KM. 211 of 2020 chapter/sub-chapter/point 10.3.25 for cargo security checks for suspicious categories where if during inspection the x-ray machine operator cannot clearly identify the type of cargo or post being inspected, a further (secondary) inspection must be carried out with the condition that if the results follow-up examination was declared negative followed by manual examination.

Fourth, the X-ray machine at the cargo terminal is not in accordance with specifications to inspect goods for international cargo, making it difficult for officers to analyze suspicious items that appear on the X-ray monitor and have the potential to escape dangerous goods that can endanger flights. Meanwhile, based on the Regulation of the Minister of Transportation of the Republic of Indonesia Number: PM 53 of 2017 concerning Security of Cargo and Post and

Supply Chain (Supply Chain) of Cargo and Post Transported by Air, where in article 44 paragraph 3 point a that the facilities and equipment that must be owned as a technical requirement, namely in the form of 1 (one) unit of X-Ray machine of multiview type in the case that the Regulated Agent serves international and domestic cargo, and 1 (one) unit of X-Ray machine type of single view in the case that the Regulated Agent only serves domestic cargo.

Starting from the sources above and the problems in the aspects of planning, implementation and evaluation, where these three things greatly affect the quality and effectiveness of a policy. Problems in the planning aspect can be seen in the condition where Djalaluddin UPBU only has an X-ray machine with single view specifications for international cargo security inspections, where Djalaluddin Gorontalo UPBU should be able to anticipate it through budget planning carried out every year, not to mention related to human resource planning or There are still shortages of personnel, which is proven by the existence of security guard posts which are still concurrently with one personnel.

The second aspect is the implementation aspect, where there are still violations as described above, which raises the question of whether there is a Standard Operating Procedure (SOP) that is in accordance with the National Aviation Security Program and whether the SOP can be implemented. Furthermore, still related to implementation, researchers also have big questions related to human resources, whether the competence and quality of existing human resources can implement and implement the SOPs that have been made. Furthermore, the third aspect is the evaluation aspect, where the occurrence of repeated findings since the aviation security audit in 2017 to 2020, gives the impression that UPBU Djalaluddin

Gorontalo has not carried out its management function, namely evaluating the implementation of flight security programs that have been implemented properly and correctly.

From the various problems above, there is an assumption that this can happen, among others, because of the lack of optimal communication, limited resources, the attitude of the implementers and the inadequate bureaucratic structure at Djalaluddin Airport Gorontalo. Based on the description of the background above, the authors are interested in conducting research with the title: Implementation of the National Aviation Security Program at the Djalaluddin Airport Operator Unit (UPBU) Gorontalo.

## **RESEARCH METHODS**

The approach used in this research is a qualitative approach and the type of research is descriptive research. The data collection techniques used in this study were observation, interviews (interviews) and documentation, while the data analysis techniques used were data reduction, data presentation and conclusion drawing.

Qualitative research is a scientific research that aims to understand a phenomenon in a natural social context by prioritizing the process of deep communication interaction between researchers and the phenomenon under study [1].

Meanwhile, this type of research is descriptive which is used to describe or analyze a research result but is not used to make broader conclusions [4]

### **Research focus**

This study focuses on the factors that determine the implementation of the National Aviation Security Program at the Djalaluddin Gorontalo Airport Operator Unit (UPBU) with sub-focuses including:

### **Communication**

The communication referred to in this study is socialization and external communication

### **Resource**

The resources referred to in this study are personnel, procedures and facilities supported by budget availability

### **Implementing Attitude (Disposition)**

The attitude of the implementer referred to in this study is the knowledge of the implementer about the security program and SOP, the ability/competence of the implementer and the commitment of the implementer.

### **Bureaucratic**

Structure The bureaucratic structure referred to in this study is the division of authority and organizational relationships with outside organizations.

## **RESEARCH RESULT**

Factors that determine the Implementation of the National Aviation Security Program at the Djalaluddin Gorontalo Airport Operator Unit (UPBU).

### **Communication**

Socialization related to the national aviation security program has been carried out by UPBU Djalaluddin Gorontalo either through public relations, AVsec officers or through the installation of banners at all guard posts, socialization is also carried out through a security culture campaign, namely by launching the year of aviation security culture (YOSC 2021), also through the awareness process. at the time of admission management. It is different from communicating the flight security program to the relevant agencies, the airport only has the Aviation Security Committee Meeting forum but there are still obstacles, namely the invited stakeholder leaders only send representatives so that the message that wants to be conveyed directly through the

committee meeting is not fully conveyed to the stakeholder leadership.

### **Resource**

The resources that determine the successful implementation of the flight security program consist of several elements, namely: personnel, procedures, facilities, all of which must be supported by budget availability.

The current number of personnel is 75 personnel, with details of 44 basic personnel, 21 junior personnel and 10 senior personnel, still being able to serve the current number of passengers, which has been declining since the pandemic. However, the number of avsec personnel should be adjusted to the airport class itself, currently Djalaluddin Gorontalo Airport is a class I airport which based on workload analysis requires 99 personnel with details of 59 basic personnel, 30 junior personnel and 10 senior personnel, so they still need to recruit 15 basic personnel and 9 junior personnel. This amount is to complete the needs of 5 personnel on the ground side, 7 personnel at the passenger checkpoint, 8 personnel at the checked baggage checkpoint and 4 personnel at the access control post.

The existing procedures are felt by service users/prospective passengers to be quite inconvenient where prospective passengers have to remove accessories such as belts, watches, cellphones, hats, jackets, etc., for security checks to be carried out twice at the security checkpoint both in SCP1 and SCP2, this is because Djalaluddin Airport Gorontalo applies a checked baggage check pattern before the check-in area. In accordance with KM 211 of 2020 concerning the National Aviation Security Program, a checkpoint for checked baggage can be placed before the self-report area (check-in area) and after the self-report area (check-in area). Airports with security systems A, B, C, D, and E where checked baggage checks are placed after the check-in area, while

airports with security systems F, G, and H, where checked baggage checks can be placed before the check-in area self-report (check-in area) but does not prohibit if the checked baggage checkpoint placed after the check-in area, this is what distinguishes the security inspection procedure at Djalaluddin Airport Gorontalo with Sultan Hasanuddin Airport Makassar and Soekarno Hatta Airport. However, because the flights at Gorontalo's Djalalddin airport are mostly Sultan Hasanuddin Airport, Makassar, and Soekarno Hatta Airport, service users/prospective passengers often take inspection references from the two airports.

The existing security facilities are not adequate as shown in table 4.5 where there are still unsuitable security operational support facilities such as x-ray cargo which is still single view and not yet available so that it becomes a finding by the flight security inspector, as well as stated in table 4.6 where there are some equipment that damaged and disrupted so that it cannot be used, such as the X-ray machines in SCP1 and SCP2 which are only available on one path and the other lane is damaged, so that when an error occurs in the X-ray machine in one lane, inspection people and goods must be done manually, which means that it will take time and cause delays in the departure of the aircraft, besides that it also results in the potential escape of prohibited items (prohibited goods) which can be used for unlawful acts in aviation

Another thing related to facilities is the lack of Hand Held Metal Detector (HHMD) at several checkpoints. At the Walk Through Metal Detector (WTMD) checkpoint, there is only one Hand Held Metal Detector (HHMD), while there is two standby personnel, one male and one female, of course, causes only one officer to use HHMD and other officers carry out manual inspections, which of course will make it difficult for officers to detect prohibited goods attached to the body of

service users, even though the licensed avsec officer has been trained to carry out manual inspections. Hand-Held Metal Detector (HHMD) is also not available at the access control post and also at the cargo checkpoint. Thus increasing the potential for the escape of prohibited items that can be used for unlawful acts in flight. In addition to what has been described above, the existing security facilities are not adequate as shown in table 4.5 where there are still security operational support facilities that are not appropriate and not yet available so that it is a finding by the flight security inspector.

#### **Disposition**

Avsec officers are very committed to the implementation of the flight security program at Djalaluddin airport, Gorontalo, as evidenced by despite getting verbal attacks, AVSec officers still try to smile and give respect to service users so that the security check process continues smoothly. In addition, the doctrine with the motto "no search no fly" provides more encouragement to officers to carry out their duties according to procedures. So for the avsec personnel of djalaluddin airport gorontalo, commitment to SOPs and regulations to implement aviation security programs is a fixed price that cannot be tolerated. Indeed, there are some avsec officers who may have been bored because from the start they worked, and maybe until retirement they remained as avsec officers.

#### **Bureaucratic Structure**

The division/delegation of authority has been carried out properly. The head of the airport understands well about the bureaucratic structure and delegates his authority properly so that the implementation of the flight security program can run optimally. However, what is a challenge to the successful implementation of the flight security program at UPBU Djalaluddin Gorontalo is the rapid development of Gorontalo Province itself. Since its establishment in

2000, Gorontalo has developed in all fields including the improvement/development of the organizational structure of the bureaucracy, several agencies whose structure has also become even larger due to the status of Gorontalo which has become a province and continues to grow over time. The development of the bureaucratic structure itself has contributed to the increase in protocol activities, while the negative impact of these protocol activities has been felt in the aviation world, especially related to aviation security itself.

#### **DISCUSSION**

#### **Factors that determine the Implementation of the National Aviation Security Program Communication**

Communication is the process of delivering messages (messages) from the communicator (message sender) to the communicant (receiver) through a channel (tool) with a specific purpose, in the implementation of communication policy is the main requirement for the effectiveness of a policy. Effective communication is important for managers for three main reasons (1) Communication as a tool in the management process, namely in planning, organizing, leading, and controlling; (2) Effective communication skills make managers use the various talents available in the multicultural world of the organization and (3) It turns out that most of the manager's time is used to communicate [3].

The National Aviation Security Program which is realized into the Airport Security Program (ASP) than in more detail in the form of Standard Operating Procedures (SOP), must be implemented for the safety of the flight itself, therefore the understanding of officers in the field of this program becomes a must so that in the end they can communicate and run the program that has been set.

Based on the research findings, the researcher confirms that Djalaluddin Airport Gorontalo has not been maximal in communicating with the implementation of the National Aviation Security Program.

Policy implementation can run effectively, so those who must be responsible for implementing a policy must know what to do [5]. Researchers can argue that socialization.

Regarding the national aviation security program, UPBU Djalaluddin Gorontalo has implemented both through public relations, namely through social media in the form of Facebook, Instagram, and YouTube, through direct interaction between avsec officers and service users as well as through holograms at Security Check Point (SCP), placing banners at all posts. guarding, through the awareness process at the time of admission and socialization is also carried out through the Year Of Security Culture 2021 (YOSC 2021) campaign which was earlier launched nationally by the Minister of Transportation where Djalaluddin Airport Gorontalo is one of the airports in the region. Otban VIII was recommended and finally selected to get a package/set of security campaign tools from the Australian government.

Furthermore, the researcher argues that in terms of communicating the flight security program to the relevant agencies, the airport has a meeting forum for the Airport Security Committee (KKBU). Members of this committee consist of the leadership of the Airline, the nearest TNI Base, the nearest POLRES, KKP, Airnav, BMKG, Basarnas, Regional BIN, Ground Handling, Cargo Managers, several Regional Government agencies, the Regent to the Governor and others whose supervisor is the Head of the Office. Manado Regional VIII Airport Authority. The implementation of the Airport Security Committee Meeting itself is following KM. 211 of 2020 where Chapter 4.2.5

mandates that the Airport Security Committee must meet at least 4 (four) times a year, this has also been regulated in the Djalaluddin Gorontalo Airport Security Program. However, this is not without obstacles, the researchers believe that the factor of the busyness of the agency leaders committee members make the invited agency leaders only send representatives so that the message they want to convey directly through the committee meeting is not fully conveyed to the agency leader. The researcher is of the view that this can be circumvented by Djalaluddin Airport Gorontalo by sending the minutes of the meeting to the leadership of the relevant agency/stakeholder, so that the minutes can be used as material for the heads of the relevant agencies to be read and studied and even discussed in the office's internal meetings. Another way in the view of the researcher is to invite the heads of the relevant agencies who are deemed not to understand the aviation security program as presenters for material related to their agencies, for example, the Head of the Police or the TNI Commander is asked to provide material related to security emergency response techniques as well as other agencies so that they can communicate is established and there is a sense of belonging to aviation security so that by itself there will be a sense of responsibility for the members of the committee for aviation security.

#### **Resource**

Important resources include appropriately sized staff with the necessary expertise, sufficient and relevant information on how to implement the policy and in any other adjustments involved in implementation; the authority to ensure that this policy is carried out all as intended and the various facilities (including buildings, equipment, land, and supplies) therein or by providing services. Insufficient resources will mean that laws will not be enforced, services will not be

provided, and appropriate regulations will not be developed [5].

Implementation of public policy if it is understood from an administrative perspective that public policy is a matter related to systems, procedures, and mechanisms, as well as the ability of public officials (Official officers) in translating and implementing public policy so that the vision and expectations that are desired to be achieved can be realized in reality [6].

Resources are one of the factors that determine the success of an implementation, although the contents of the policy have been communicated clearly and consistently if the implementer lacks the resources to implement the policy, it will not run effectively.

In this study, resources can be in the form of personnel, procedures, facilities supported by the availability of a budget that greatly influences the successful implementation of the flight security program at Djalaluddin airport, Gorontalo.

#### **Personnel**

The resource factor is that personnel have an important role in the implementation/implementation of a policy because even though the provisions or rules of a policy are clear and consistent if the responsible personnel lack knowledge and competence, the implementation of the policy will not work effectively [7]. The researcher believes that all personnel who already have a license so that they have permission to carry out security checks are competent to carry out flight security checks at Djalaluddin Airport Gorontalo.

The research findings indicate that the number of ASVEC officers at Djalaluddin Airport Gorontalo has not met the standards and workload analysis. The researcher believes that increasing the number of personnel will improve the quality of flight security inspection services, this is in line with what was stated by Edward III above that insufficient

resources will mean that laws will not be enforced, services will not be provided, and regulations Appropriate regulations will not be developed.

#### **Procedure**

Researchers can argue that the existing security check procedures at Djalaluddin airport, Gorontalo, are perceived by service users/prospective passengers as quite inconvenient where prospective passengers have to remove accessories such as belts, watches, cell phones, hats, jackets, etc., for security checks as many as two At the security checkpoints at both SCP1 and SCP2, researchers believe this is because Djalaluddin Airport Gorontalo applies a checked baggage inspection pattern before the check-in area. In accordance with KM 211 of 2020 concerning the National Aviation Security Program, the check-in area for checked baggage can be placed before the check-in area and after the check-in area.

The researcher believes that Djalaluddin airport should place a checked baggage checkpoint after the check-in area, the researcher argues that this has several advantages, firstly, prospective passengers will try to obey and follow security inspection procedures in an orderly manner because they feel the procedure is the same as at the Sultan Hasanuddin airport in Makassar.

Soekarno Hatta Airport, because the current impression is that the Gorontalo Djalaluddin Airport has made a different procedure than the Sultan Hasanuddin Airport in Makassar and Soekarno Hatta Airport which is a large airport and the procedure is the maximum standard. The second is to reduce the level of misunderstanding with stakeholders, especially protocol, where when the checked baggage checkpoint is placed after the check-in area, the check-in area until before the passenger checkpoint / SCP2 will change status becoming a public area and not a limited security area anymore,



meaning that the protocol habits that serve and escort their leaders to SCP2 will not cause friction with avsec officers, because to enter a public area before SCP2 is not required an entry permit sign in the form of an entry pass.

The researcher emphasized that changing the procedure above, where checked baggage checks are placed after the check-in area, will increase service user compliance. This is in accordance with what was stated that the success of policy implementation is determined by compliance and responsiveness [6].

### **Facility**

Researchers can argue that the existing security facilities at Djalaluddin Airport Gorontalo are not adequate, such as x-ray cargo which is still single view. Following the Regulation of the Minister of Transportation of the Republic of Indonesia Number: PM 53 of 2017 concerning Security of Cargo and Post and Supply Chain of Cargo and Post Transported by Air, in article 44 paragraph 3 points a that the facilities and equipment that must be owned as a technical requirement in the form of 1 (one) unit of X-Ray machine type multiview in terms of the Regulated Agent serving international cargo, the researcher believes that Djalaluddin Airport must comply with the provisions of the regulation PM 53 of 2017. The researcher is of the view that this is certainly to increase the accuracy of x-ray operators to identify dangerous goods (DG), because if the DG pass arrives at the international destination airport, it will be a finding and researchers believe this will become an ICAO record so that damaged Indonesia's reputation in the eyes of the world regarding aviation safety and security standards.

The researcher emphasized that the lack of facilities, as the research findings, could hinder the implementation of the flight security program at the Gorontalo Djalaluddin airport. This is by what was

stated that the lack of sufficient facilities and infrastructure means that existing provisions or regulations will not be strong and services cannot be developed [6].

### **Disposition**

Commitment is a person's decision with himself, whether to do something or not. Ethically, commitment shows the strength of will, firmness of attitude, sincerity, and determination to do better. Commitment relates to a person's decision with himself, whether he will do an activity. Someone who has been committed will not hesitate to determine his attitude and be responsible for the decisions taken [2]. A person with high commitment tends to have a great desire to stay in organization and has a very good presence as a form of loyalty to the organization.

Researchers can argue that avsec officers are very committed to the implementation of the flight security program at Djalaluddin Airport Gorontalo, even though they often get verbal attacks, avsec officers still try to smile and give respect to service users so that the security check process continues smoothly. In addition, researchers are of the view that doctrine with the motto "no search no fly" provides more encouragement to officers to carry out tasks according to procedures. So the researcher can emphasize that for avsec personnel at Djalaluddin Airport Gorontalo, commitment to SOPs and regulations to implement aviation security programs is a fixed price that cannot be tolerated.

The researcher's view is that some avsec officers may have been bored because from the beginning they worked and maybe until they retired they remained as avsec officers, that's still reasonable and according to the researchers a refreshing course should be done so that they can increase their commitment again, besides that rotation is also needed so that personnel doesn't get bored because he served in the same position for a long time.

### **Bureaucratic Structure**

The fourth factor that determines the success rate of public policy implementation is the bureaucratic structure. Although the resources to implement the policy are sufficient and the implementers know what must be done and are willing to implement it, policy implementation is still hampered by the inefficiency of the bureaucratic structure [6]. Organizational fragmentation can hinder the coordination needed to the success of the complexity of implementing a policy that requires the cooperation of many people. This results in the wasting of scarce resources, closing opportunities, creating confusion, leading policies to cross-purpose, and causing important functions to be forgotten.

Researchers can argue that the bureaucratic structure determines the implementation of the national aviation security program policy at Djalaluddin Airport Gorontalo, where the division of authority has been carried out properly. The researcher is of the view that the Head of the Airport as the leader of the organization understands the management of the organization and delegates his authority properly so that the implementation of the flight security program can run optimally. Researchers believe that this delegation affects the attitude of personnel and gives confidence to personnel in carrying out their duties in the field.

Furthermore, researchers can argue that the influence of the bureaucratic structure that hinders the successful implementation of the flight security program at UPBU Djalaluddin Gorontalo is a bureaucratic activity that has become entrenched in Gorontalo, namely protocol service activities. The researcher's view is that the rapid development of Gorontalo Province itself was since the formation of Gorontalo Province in 2000 until now, there have been developments in all fields

including the increase/development of the organizational structure of the bureaucracy, several agencies have also become even larger in structure due to the status of Gorontalo which has become province and continues to grow over time. The development of the bureaucratic structure itself also encourages an increase in protocol activities, while the impact of these protocol activities is felt in the aviation world, especially related to aviation security itself. An official who has protocol rights travels by airplane, when the official enters the security checkpoint/SCP in a limited security area at the terminal, then he should not be accompanied by protocol, especially if the protocol is not a passenger and does not have an entry permit. limited security area in the form of an entry pass. The researcher believes that the problem is that there are many protocols from various agencies that try to force entry even though they are not given permission or do not have an entry permit in the form of an entry pass, this is not by Law Number 1 of 2009 concerning Aviation where in article 432 paragraph ( 1) states that any person who will enter a restricted security area without having an entry permit may be sentenced to a maximum imprisonment of 1 (one) year or a maximum fine of Rp. 500,000,000.- (five hundred million rupiah).

Organizational fragmentation can hinder the coordination needed for the successful implementation of the complexities of a policy [6]. So the researcher is of the view that the role of the local government, in this case, is very much needed, the support of the local government, namely the Gorontalo Provincial Government, can take a role in harmonizing aviation security regulations with regulations. Researchers believe that this can be communicated through FORKOPIMDA meetings and socialization of security regulations through the Gorontalo Provincial

Government Kominfo to the wider community.

### CONCLUSION

Based on the results of the research and discussion, the conclusions in this study are the factors that support the implementation of the National Aviation Security Program at the Djalaluddin Gorontalo Airport Organizing Unit (UPBU) are communication in the form of optimal socialization using various media including social media, disposition the attitude of the implementer who has a high commitment and a bureaucratic structure in the form of good delegation of authority.

The inhibiting factors in the implementation of the National Aviation Security Program at the Djalaluddin Gorontalo Airport Organizing Unit (UPBU) are communication with related agencies that have not been optimal, resources that have not met expectations in the form of lack of personnel, procedures that are still considered troublesome for passengers because there are two Security Check Point and Inadequate Facilities and bureaucratic structure in the form of protocol activities that are entrenched in Gorontalo.

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