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Analisis Strategi Peningkatan Angkutan Batu Bara PT KAI Divre III Palembang
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INTISARI

Penelitian ini bertujuan untuk menganalisis kondisi operasional angkutan batu bara PT Kereta Api Indonesia (Persero) Divre III Palembang serta merumuskan strategi peningkatan angkutan batu bara. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam terhadap lima informan yang terdiri atas tiga informan internal dan dua informan eksternal, serta didukung oleh telaah dokumen perusahaan. Data dianalisis menggunakan analisis rantai nilai, *Theory of Constraints* (TOC), analisis SWOT, dan *TOWS Matrix*.

Hasil penelitian menunjukkan bahwa secara umum operasional angkutan batu bara telah didukung oleh kesiapan sarana, stabilitas proses *loading* internal, serta koordinasi operasional yang terstruktur. Namun demikian, kinerja sistem belum optimal karena terdapat ketidakseimbangan kapasitas antaraktivitas, terutama pada tahap *outbound logistics*, yaitu terminal bongkar dan simpul operasional terkait, yang menjadi *bottleneck* utama dalam sistem. Kondisi ini menyebabkan tingginya waktu tunggu, antrean rangkaian, dan panjangnya siklus operasional, sehingga kapasitas angkutan yang tersedia belum dapat dimanfaatkan secara optimal.

Berdasarkan hasil analisis SWOT dan *TOWS Matrix*, strategi peningkatan angkutan batu bara diarahkan pada pembenahan *bottleneck* terminal bongkar dan penguatan simpul operasional, penyelarasan target angkutan dengan kapasitas sistem yang nyata, pengendalian sarana yang lebih adaptif, pengelolaan dampak gangguan pasokan dan regulasi, serta penguatan sarana, prasarana, sumber daya manusia, dan keselamatan. Temuan penelitian ini menegaskan bahwa peningkatan angkutan batu bara tidak cukup dilakukan melalui penambahan sarana saja, tetapi harus melalui perbaikan aliran sistem operasional secara menyeluruh agar target angkutan dapat dicapai secara lebih efektif, terukur, dan berkelanjutan.

Kata Kunci: angkutan batu bara, analisis rantai nilai, *Theory of Constraints*, SWOT, *TOWS Matrix*, *bottleneck* operasional

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ABSTRACT

This study aims to analyze the operational condition of coal transportation at PT Kereta Api Indonesia (Persero) Divre III Palembang and to formulate strategies for improving coal transportation performance. The study employs a qualitative approach with a case study design. Data were collected through in-depth interviews with five informants consisting of three internal informants and two external informants, supported by a review of company documents. The data were analyzed using value chain analysis, Theory of Constraints (TOC), SWOT analysis, and the TOWS Matrix.

The results show that, in general, coal transportation operations have been supported by the readiness of rolling stock, the stability of the internal loading process, and structured operational coordination. However, overall system performance has not yet been optimal due to capacity imbalances among activities, particularly in the outbound logistics stage, namely the unloading terminal and the related operational nodes, which constitute the main bottleneck in the system. This condition results in *high waiting times, train queue accumulation, and prolonged operational cycle times, so that the available transportation capacity has not been utilized optimally.*

Based on the results of the SWOT analysis and TOWS Matrix, the coal transportation improvement strategy is directed toward addressing the unloading terminal bottleneck and strengthening operational nodes, aligning transportation targets with actual system capacity, adopting more adaptive rolling stock control, managing the impacts of supply disruptions and regulatory changes, and strengthening rolling stock, infrastructure, human resources, and safety. The findings of this study confirm that improving coal transportation cannot rely solely on adding more rolling stock, but must be pursued through comprehensive improvement of the operational system flow so that transportation targets can be achieved more effectively, measurably, and sustainably.

Keywords*: coal transportation, Value Chain Analysis, Theory of Constraints, SWOT, TOWS Matrix, operational bottleneck*