

Effectiveness of the Safety Action Youth Forum (SAYF) as a Participatory Model in Improving Traffic Discipline Among Students in Sukabumi City

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ABSTRACT

This study examines the effectiveness of the Safety Action Youth Forum (SAYF), a youth-based initiative established by the Transportation Agency of Sukabumi City, in improving traffic discipline among high school students. Amid increasing traffic violations committed by students, this program aims to foster safety awareness through peer education, school outreach, and digital campaigns. The research adopts a qualitative descriptive approach using Duncan's theory of organizational effectiveness, focusing on the dimensions of goal attainment, integration, and adaptation. Data were collected through interviews, observation, documentation, and triangulation techniques. Findings reveal that the SAYF program has not yet effectively influenced student behavior, as violations remain high despite regular socialization efforts. Weak coordination between stakeholders, declining membership post-pandemic, and inconsistent activity implementation have hindered program outcomes. Although SAYF attempted to adapt using interactive methods and social media engagement, these efforts have not significantly changed students' traffic discipline. This study highlights the need for more systematic evaluation, stronger cross-sector integration, and innovative approaches to digital engagement in traffic safety education. The research contributes to discussions on youth involvement in policy implementation and the challenges of behavioral change through educational campaigns.

Keywords: *Effectiveness, Traffic safety education, Traffic Discipline, Students, Sukabumi City.*

1. INTRODUCTION

The phenomenon of traffic violations involving students in Indonesia, including in Sukabumi City, remains a recurring and concerning issue. Many students ride motorcycles without a valid driver's license (SIM), fail to wear helmets, and ignore traffic signs and rules. These behaviors not only endanger their own safety but also pose risks to other road users. Data from the Sukabumi City Police indicate that traffic violations among students remain high, despite ongoing public awareness campaigns.

In response to this issue, the local government of Sukabumi, through the Transportation Agency, established the Safety Action Youth Forum (SAYF) a youth-based initiative that aims to involve students as change agents in promoting traffic discipline. This forum encourages active youth participation in delivering road safety messages to their peers through educational and participatory approaches. The existence of SAYF aligns with the current shift in public policy that highlights the importance of youth participation in policy implementation, particularly on social issues that directly affect them.

In its implementation, SAYF not only conducts in-person outreach to schools through the *Open Classroom* program but also utilizes digital media, especially social media platforms, to broaden the reach of its traffic safety campaigns. This approach represents a shift from

conventional public communication strategies to technology-driven engagement methods, which are more aligned with the habits and preferences of today's youth.

However, the effectiveness of the SAYF program remains questionable. Although the forum has been active for several years, traffic violations among students have not shown a significant decline. Moreover, the program's activities have become inconsistent, particularly after the COVID-19 pandemic, both in terms of the number of events and the level of student participation. This raises important questions about the extent to which SAYF has achieved its objectives, maintained inter-organizational coordination, and adapted to rapid social and technological changes.

This study addresses a research gap in existing literature, which often focuses on the effectiveness of government programs from a top-down and structural perspective. In contrast, studies exploring the effectiveness of youth-driven forums in traffic safety education especially those utilizing participatory and digital approaches remain limited, particularly in urban areas like Sukabumi.

Using Duncan's theory of organizational effectiveness, this study analyzes the implementation of the SAYF program through three core dimensions: goal attainment, integration, and adaptation. This framework allows for a comprehensive evaluation of not only the program's outcomes but also the internal processes, stakeholder coordination, and organizational responsiveness to environmental changes.

2. METHODS

This research adopts a descriptive qualitative method, which is considered appropriate for exploring social phenomena in depth, particularly regarding the effectiveness of the Safety Action Youth Forum (SAYF) in promoting traffic discipline among high school students in Sukabumi City. The qualitative approach allows the researcher to investigate how the program is implemented, understood, and experienced by different stakeholders, including implementers, supporters, and beneficiaries. The study is framed using Duncan's theory of organizational effectiveness, which highlights three essential dimensions: goal attainment, integration, and adaptation. These dimensions serve as the analytical foundation to assess how the SAYF program functions as a public initiative involving youth in traffic safety education.

Primary data were gathered through in-depth interviews with six informants who were selected using purposive sampling. The selection was based on their roles and direct involvement in the SAYF program. Informants included representatives from the Transportation Agency of Sukabumi City and student coordinators of SAYF who acted as program implementers; police representatives and school staff who played supporting roles; and students who had participated in the activities as the intended beneficiaries. Their perspectives provided a comprehensive understanding of the program's implementation and challenges.

Data collection was carried out through a combination of semi-structured interviews, field observations, and document analysis. Interviews focused on participants' experiences and assessments of the program, while observations were conducted during SAYF's educational activities such as Open Classroom sessions and traffic safety campaigns.

Relevant documents, including activity reports, photos, and attendance records, were also examined to validate and enrich the data.

To ensure the credibility of the findings, the researcher employed triangulation strategies. Data from interviews were compared with observational notes and documents (method triangulation), and perspectives from different informants were cross-checked (source triangulation). Additionally, member checking was conducted by returning summaries of key findings to selected informants, allowing them to verify the accuracy of interpretations and clarify any misunderstandings.

Data analysis followed the interactive model developed by Miles, Huberman, and Saldaña, which consists of three concurrent steps: data condensation, data display, and conclusion drawing. Through this model, the researcher continuously refined the findings during and after the data collection process to ensure that conclusions were grounded in the empirical realities of the participants. This methodological approach enables the study to produce rich, contextual insights into how the SAYF program operates, the extent of its effectiveness, and the internal and external factors that influence its outcomes.

3. RESULTS AND DISCUSSIONS

Efforts to improve traffic discipline among students in Sukabumi City are supported by the establishment of the Safety Action Youth Forum (SAYF) by the Department of Transportation. The formation of this youth-based initiative refers to Sukabumi Mayor Regulation Number 151 of 2022, which authorizes the Department of Transportation to implement traffic safety programs, including education, prevention, and community engagement. At the national level, Government Regulation Number 37 of 2017 also emphasizes the importance of promotive, preventive, and participatory approaches in developing a safe, orderly, and sustainable traffic system.

SAYF was officially established in 2016 as an educational strategy aimed at involving high school and vocational students in increasing awareness of traffic safety. The organization provides a platform for youth to actively participate in campaigns, school visits, and outreach activities designed to promote traffic discipline. However, SAYF's activities were temporarily suspended during the COVID-19 pandemic (2019–2021) due to restrictions on schools and public events. In 2022, the forum resumed its activities through collaboration with schools, government agencies, and private partners such as PT Jasa Raharja.

As part of the strategic management efforts of the Sukabumi City Department of Transportation, SAYF is positioned not only as a student movement but also as a supporting instrument for traffic safety policy. It serves a dual role: increasing student awareness and acting as a participatory channel to reach communities through education and peer-to-peer engagement. With its focus on both individual behavior change and community-based approaches, SAYF represents a model of youth involvement in public policy implementation.

This study aimed to effectiveness of the SAYF program in improving traffic discipline among high school students in Sukabumi City. The evaluation was based on Robert B. Duncan's theory of organizational effectiveness, which emphasizes three core dimensions: goal attainment, integration, and adaptation. Data were collected using qualitative methods, including in-depth interviews, field observations, and official document analysis. The research involved key stakeholders such as officials from the Department of Transportation,

school educators, SAYF members, and non-member students. This multi-perspective approach was intended to provide a comprehensive understanding of how SAYF operates in practice and how well it aligns with its intended objectives.

3.1. Goal Attainment

Goal attainment is a fundamental dimension in measuring organizational effectiveness. According to Duncan (Steers, 2020, p. 53), effectiveness can be assessed by how well an organization achieves its clearly defined and measurable objectives. In this context, the *Safety Action Youth Forum* (SAYF) was established with the primary goal of increasing traffic awareness and discipline among high school students in Sukabumi City.

However, interviews with key stakeholders including the Sukabumi City Department of Transportation, school representatives, SAYF members, and non-member students indicate that this goal has not been fully achieved. Despite various educational activities such as the Open Classroom program, public campaigns like Ngajamu Sakti, and student competitions on traffic safety, traffic violations among students remain high. According to data from the Sukabumi City Police Department, traffic violations committed by students increased from 790 cases in 2022 to 900 in 2024. The following data shows the number of traffic violations committed by high school students over the past three years:

Table 1. Number of Traffic Violations by High School Students in Sukabumi City (2022–2024)

Year	Number Of Violations	Description
2022	790	Initial recorded violation level
2023	860	Increase in student violations
2024	900	Continued increase in violations

Although SAYF members reported gaining useful knowledge about traffic regulations, their behavioral change remains minimal. Many students continue to ride motorcycles to school without a license (SIM), often due to distance from home and transportation costs. Teachers also observed that despite proper planning and structured activities, the programs have yet to significantly impact students' behavior. Even SAYF members face challenges in communicating traffic safety messages to their peers, who often perceive them as overbearing or dismissive. Parental involvement is also still lacking, with many parents continuing to permit their underage children to drive, hindering the preventive aims of the SAYF program. To complement face-to-face activities, SAYF has also attempted to use digital platforms primarily social media to extend their campaign messages. Members frequently post photos and videos of safety campaigns and school activities to reach broader student audiences. The intention is to reinforce safety messages beyond the formal events and create awareness in a more accessible and relatable manner. While this reflects an understanding of youth media habits, the evaluation of its effectiveness reveals limitations. Most posts were not followed up with interactive discussions or calls to action, and their visibility and engagement remained low due to the absence of structured content planning or collaboration with influencers or school-managed platforms. Furthermore, students interviewed admitted that they often

scrolled past such content without deeper engagement. The passive nature of content dissemination failed to generate significant peer influence or behavioral change. This suggests that although digital platforms were used, they lacked strategic planning, frequency, and integration into a broader communications framework. A stronger digital approach such as using storytelling, interactive challenges, or campaigns tied to school activities might yield better results in reinforcing the traffic discipline agenda. Therefore, despite SAYF's consistent activities and diverse programming both offline and online it has yet to achieve significant success in reducing student traffic violations. This reveals a gap between planning and actual behavioral impact. To address this, more effective strategies are needed, particularly those that strengthen student engagement, promote peer influence, enhance family involvement, and strategically harness digital platforms not just as a tool for documentation, but as an active medium for behavioral transformation.

3.2. Integration

Integration, as conceptualized by Duncan (Steers, 2020, p. 53), refers to the extent to which an organization maintains internal cohesion and builds effective relationships with relevant external stakeholders to achieve shared goals. In the context of the Safety Action Youth Forum (SAYF), integration is particularly crucial because the program is designed as a collaborative initiative involving multiple actors: the Department of Transportation of Sukabumi City, schools, the police, and students as both implementers and targets.

Field findings reveal that the integration dimension has not functioned optimally in practice. While formal collaborations do exist for example, in the form of memorandums between the Department of Transportation and schools these partnerships often lack consistent implementation on the ground. For instance, the Open Classroom activity, which was supposed to take place monthly in various schools, was held only once in 2024, pointing to weak coordination and lack of routine engagement. From the researcher's observation, this inconsistency is not merely due to technical obstacles but also signals a deeper issue of misaligned priorities among stakeholders.

Interviews with program implementers and school staff further support this observation. The Department of Transportation faces challenges in terms of limited human resources and reduced participation of student volunteers post-pandemic. This has led to an uneven distribution of responsibilities, where a small number of officials are expected to coordinate with numerous schools while also managing other traffic-related tasks. In this context, the SAYF program tends to be deprioritized or postponed. Meanwhile, from the schools' perspective, not all administrators fully internalize their role as partners in this initiative. Some school staff view SAYF activities as the responsibility of external parties, thus providing limited support or follow-up within their own institutions.

Integration is also weak within the student ecosystem itself. SAYF members reported that when they tried to educate peers about traffic safety, their efforts were often met with resistance, ridicule, or apathy. The researcher interprets this as a symptom of social disconnection: the message is not rejected due to its content, but because the messengers lack legitimacy or are perceived as outsiders within their peer groups. This lack of peer-to-peer trust undermines the potential of the program to generate internal motivation for behavior change. From the perspective of non-member students, the sporadic nature of SAYF activities also contributes to their limited impact. Because these campaigns are not consistently present

or integrated into school routines, students view them as temporary and peripheral events, not as part of a sustained behavioral effort.

Moreover, integration with key stakeholders such as parents and the police remains superficial. While there are occasional joint activities like traffic simulations or community campaigns, they are not conducted in a structured or ongoing manner. Parents, in particular, play a decisive role in students' transportation behavior, yet there are no clear strategies to involve them in the SAYF initiative. Without parental support, students may continue to engage in risky behaviors such as riding motorcycles without licenses, regardless of school-based interventions.

Although SAYF was conceptually built as a cross-sectoral collaboration, the implementation of this integration remains partial and inconsistent. Organizational coordination lacks institutional reinforcement, while social integration within the student population is hindered by peer dynamics and the absence of trust. For the program to become truly effective, integration must move beyond symbolic partnership into sustained, reciprocal engagement. This requires clearer roles for schools, better inter-agency collaboration, more meaningful student involvement, and the development of strategies that bridge the gap between formal education, peer influence, and family practices.

3.3. Adaptation

Adaptation is one of the key dimensions in measuring organizational effectiveness. According to Duncan (as cited in Steers, 2020, p. 53), adaptation refers to the ability of an organization to respond to both internal and external environmental changes through strategic, operational, and resource-based adjustments. In the case of the *Safety Action Youth Forum* (SAYF), the adaptation dimension was examined through how the program adjusted its methods post-pandemic, responded to declining student interest, and leveraged tools and media relevant to today's youth. The Department of Transportation of Sukabumi made efforts to adapt the SAYF program to current needs. These included updating educational props, introducing interactive games and small rewards to maintain student interest, and encouraging active student participation during sessions. In addition, SAYF members engaged in campaigns such as the *Pedestrian Campaign* and utilized social media platforms to spread traffic safety messages to peers beyond direct program participants.

Despite these innovations, the program's implementation across schools was inconsistent. Some schools received comprehensive sessions with visual aids and interactive learning, while others experienced only brief visits or questions about driver's license ownership without any structured educational content. This uneven delivery suggests a lack of standardized implementation procedures and weak monitoring mechanisms. Moreover, although the use of social media was a positive step toward adaptation, it did not produce significant behavioral change. Many students still ignored traffic regulations, such as riding motorcycles without a license, due to practical factors like distance and lack of public transport. The social stigma faced by SAYF members being seen as overly authoritative when promoting safety further limited the program's influence.

In conclusion, while the SAYF program shows some degree of creativity and willingness to adapt through technical improvements and media engagement, its efforts have not yet led to deep, sustained behavioral impact. Without a consistent implementation model, ongoing

evaluation, and stronger integration with schools and families, the program's adaptive capacity remains limited and insufficient to ensure long-term effectiveness in promoting traffic discipline among students.

4. CONCLUSION

The Safety Action Youth Forum (SAYF) represents an innovative youth-based initiative aimed at fostering traffic discipline among high school students in Sukabumi City. While the program demonstrates strong intent and consistent activities, the evaluation based on Duncan's organizational effectiveness framework reveals critical shortcomings in all three dimensions: goal attainment, integration, and adaptation.

First, the core objective of reducing student traffic violations has not been achieved. Data from the Sukabumi City Police indicate an upward trend in student violations from 2022 to 2024, despite the program's outreach. Although students gain knowledge through SAYF activities, this does not consistently translate into behavioral change. Peer resistance, limited parental involvement, and minimal strategic use of social media have undermined efforts to instill lasting discipline.

Second, integration across stakeholders remains weak. While partnerships exist on paper, actual coordination among the Department of Transportation, schools, and other actors is inconsistent. SAYF activities are not systematically embedded in school routines, and student leaders often struggle to engage their peers. Additionally, the lack of structured collaboration with parents and law enforcement reduces the program's holistic impact.

Third, while the program has attempted to adapt post-pandemic through interactive methods and digital outreach these efforts are fragmented. Social media is used primarily for documentation, lacking narrative depth or interactivity needed to shape attitudes. The absence of a clear communication strategy, content planning, and digital engagement metrics limits the potential of these platforms as tools for change.

To enhance effectiveness, several practical recommendations can be made:

- **Digital strategy:** Develop a long-term digital communication plan that includes structured storytelling, interactive content, and partnerships with influencers or school platforms. Social media should move from passive documentation to active behavioral campaigning.
- **Policy integration:** Establish formal operational guidelines to ensure consistent program implementation across schools, along with monitoring and evaluation mechanisms.
- **Stakeholder engagement:** Foster stronger collaboration with parents, teachers, and local authorities to support reinforcement of traffic discipline both in and outside the school environment.
- **Youth empowerment:** Strengthen SAYF's internal leadership and peer mentoring system to improve legitimacy and influence within student networks.

In sum, SAYF holds strong potential as a participatory platform in traffic safety education. However, to achieve meaningful and sustainable impact, it requires strategic improvements in communication, coordination, and community engagement that align with the behavioral realities of its target audience.

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