



## Simplification Of Electronic-Based Policies On The Quality Of Driving License Services

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### Abstract

The Republic of Indonesia Police through the Research and Development Center has introduced an Electronic Based Government System which is the administration of government by utilizing information and communication technology to provide services to the community. However, this public service approach is not yet fully distributed across all Regional Police levels. The purpose of this article is to analyze the Simplification of Electronic-Based Policies on the Quality of Driving License Services. The research method used is qualitative. The data analysis used is an interactive model analysis which consists of three analysis components, namely: 1) Data Reduction; 2) Data Presentation; 3) Verify Data and Draw Conclusions. The results of the article show that: 1) The formulation of the policy, which includes how long the policy took to be made and the existence of public testing as well as an understanding of personnel's understanding of the policy formulation, shows that it has been quite effective, because the placement of personnel in the Traffic Directorate of the Gorontalo Regional Police has gone through a scanning mechanism selected through a series of training -training at both the National Police Traffic Police level and the Gorontalo Regional Police level; 2) Policy implementation, which includes policy implementing resources, qualifications and monitoring systems for implementing policies, shows that it is not effective enough, because the characteristics of the community based on the 2021 Kominfo digital literacy survey, Gorontalo Province is ranked 29th or 6th from the bottom for the category of literate community technology. Apart from that, only 3 types of services are available, namely the Gorontalo City Police Satpas, Mobile SIM, and the Sinar Presisi application so they are not yet effective in reaching people outside Gorontalo City; 3) The results of the policy, which include objectives, quality, the value of benefits and effectiveness of the resources used, show that they are not efficient enough because the driving license service facilities are not yet capable, namely they do not have a standardized field for use in driving license practice tests, and complete facilities and supporting infrastructure. other; 4) Outcome policy, which consists of feedback from the community receiving services and the consequences of the policy show that it is quite effective because the service mechanism already refers to National Police Chief Regulation Number 5 of 2021 concerning the Issuance and Marking of Driver's Licenses.

**Keywords:** Electronic Based Government System; Police; Public service

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**Abstrak**

Kepolisian Republik Indonesia melalui Pusat penelitian dan pengembangan) sebenarnya sudah memperkenalkan Sistem Pemerintahan Berbasis Elektronik yang merupakan penyelenggaraan pemerintahan dengan memanfaatkan teknologi informasi dan komunikasi untuk memberikan layanan kepada masyarakat. Akan tetapi pendekatan pelayanan publik ini belum sepenuhnya merata pada seluruh tingkat Kepolisian Daerah. Tujuan artikel ini adalah untuk menganalisis Penyederhanaan Kebijakan Berbasis Elektronik Terhadap Mutu Pelayanan Surat Izin Mengemudi. Metode penelitian yang digunakan yakni metode kualitatif. Analisis data yang digunakan adalah analisis model interaktif yang terdiri dari tiga komponen analisis yakni: 1) Reduksi Data; 2) Penyajian Data; 3) Verifikasi Data dan Penarikan Kesimpulan. Hasil artikel menunjukkan bahwa: 1) Perumusan kebijakan, yang meliputi berapa lama kebijakan dibuat dan adanya uji publik serta kejelasan pemahaman personil terhadap rumusan kebijakan menunjukkan sudah cukup efektif, Sebab penempatan personil di Direktorat Lalu Lintas Polda Gorontalo sudah melalui mekanisme perekrutan yang terseleksi melalui serangkaian pelatihan-pelatihan baik ditingkat Polantas Polri maupun ditingkat Polda Gorontalo; 2) Implementasi kebijakan, yang meliputi sumberdaya pelaksana kebijakan, kualifikasi dan sistem monitoring pelaksana kebijakan menunjukkan belum cukup efektif, Sebab karakteristik masyarakat berdasarkan survey literasi digital kominfo tahun 2021, Provinsi Gorontalo termasuk urutan ke 29 atau ke 6 dari terbawah untuk kategori masyarakat yang melek teknologi. Disamping itu baru 3 jenis pelayanan yang tersedia yaitu Satpas Polres Gorontalo Kota, SIM Keliling, dan aplikasi Sinar Presisi sehingga belum efektif menjangkau masyarakat yang berada di luar Kota Gorontalo; 3) Hasil kebijakan, yang meliputi tujuan, kualitas, nilai manfaat dan efektivitas sumberdaya yang digunakan menunjukkan belum cukup efisien, Sebab fasilitas pelayanan Surat Izin Mengemudi belum memadai yaitu belum memiliki lapangan yang terstandarisasi untuk digunakan ujian praktek SIM, dan kelengkapan fasilitas dan prasarana pendukung lainnya; 4) Outcome kebijakan, yang terdiri dari umpan balik dari masyarakat penerima layanan dan konsekuensi dari kebijakan menunjukkan sudah cukup efektif, Sebab mekanisme pelayanan sudah mengacu pada Peraturan Kapolri Nomor 5 Tahun 2021 Tentang Penerbitan Dan Penandaan SIM.

**Kata Kunci:** Sistem Pemerintahan Berbasis Elektronik; Kepolisian; Pelayanan Publik

## 1. Introduction

Currently, technological developments are so rapid and unstoppable. The influence of digitalization is becoming more visible in human activities every day. People's dependence on digitalization occurs in almost all groups, both upper middle economic classes and lower middle economic classes. These technological advances were then widely utilized by the private sector. Companies and even small creative industries are increasingly mushrooming, using digital technology to develop their businesses. Companies operating in the fields of transportation, marketplaces, goods delivery services, and even digital-based household needs services are increasingly needed by the public. Apart from that, from a capital aspect, you don't need a lot of capital to build a shop, because the management is much more practical, aided by features and a much wider marketing area.

Based on Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), this policy is needed to realize clean, transparent, accountable, effective and quality government governance. This also applies to the police. The negative stigma of society towards the provision of public services in the police is often in the spotlight. On the one hand, the police are required to be creative in finding new ways to resolve various issues, especially to meet service needs in an increasingly diverse society. Public demands that service innovation be maximized through the use of information technology which provides opportunities to optimize it to make it more effective and efficient. On the other hand, institutions' readiness for the rapid development of technology cannot currently be maximized by institutions due to limitations in various resources, including human resources, budget resources, infrastructure resources, management, and the inability to maximize regulations.

The Police of the Republic of Indonesia or hereinafter abbreviated as (Polri) through the Research and Development Center (Puslitbang) have actually introduced an Electronic Based Government System (SPBE) which is the administration of government by utilizing information and communication technology to provide services to the public. However, the public service approach based on SPBE is not yet fully distributed across all Regional Police levels. Researchers are of the opinion that aspects of equal distribution of Human Resources, equal distribution of infrastructure, weak management, and budget limitations are obstacles that are not visible to the public but are visible within the internal environment of the Regional Police. In fact, police officers at the regional level have different abilities and skills from police officers on the island of Java.

The widespread practice of making driving licenses (SIM) in the jurisdiction of the Gorontalo Regional Police through brokers by officers has become an open secret. Even if it is kept secret, it will still not be kept tightly closed, because all ears have heard that obtaining a SIM through a broker, either by police officers or certain people, is a way out for processing a SIM quickly and can be said to be efficient. The author sees that we still often find this practice both inside and outside the service area, habits of people's lack of obedience to the law, which makes more use of broker services and unclear and less than optimal supervision of public services in making driver's licenses, which makes it a legal culture. Broker in the big Indonesian dictionary means trade intermediary between buyers and sellers. Intermediaries in

obtaining a SIM can have a negative connotation because the process of obtaining a SIM should not be for trading, but rather to assess a person's suitability whether they meet the requirements to use a motorized vehicle.

Based on the author's observations regarding SIM services at the Gorontalo Regional Police, there are a number of problems including: 1) The practice of misuse of SIM making services. This pattern of abuse of authority has become an open secret among the public, that the long service flow means that quite a lot of people take shortcuts by using official brokers within the SIM management structure. This also happens because unscrupulous officers open up opportunities to practice shortcuts so that the objectivity of the service flow is easily reduced; 2) The procedure for making a driver's license takes quite a long time, making people more interested in using the services of a broker rather than following all the required test procedures. The procedure for making a SIM which takes quite a long time without using a broker forces people to use the services of a broker to speed up the process; 3) the public's need for a driver's license is so great, while if they apply for a driver's license without the help of a broker, the possibility of failing the test is very large, so They don't take shortcuts by paying more fees through brokers.

From these various problems, the author is of the opinion that the Police should look at a broader policy direction, namely the problem factors faced by the community in obtaining a driver's license, which if we look at the reality in the field, the test is indeed less relevant. It would also be necessary to look at the factors of individual members at the Polres level, who provide support and concessions so that the researchers state that there is indeed a correlation between the two parties where the community is not completely seen as wrong, but the existence of various factors makes this a problem that has no other choice before the community. So in this case there is a need for law enforcement in order to restore the authority of the law with the principle of non-discrimination. Below the researchers present data on SIM Production for 2018-2020 which has been completed by the Traffic Directorate of the Gorontalo Regional Police:

### 1.1. Tables, Figures and Equations

Figure and table captions should be 9-point Times New Roman boldface. Initially capitalize only the first word of each figure caption and table title. Figures and tables must be numbered separately. Below is an example which authors may find useful.

**Table 1: Driver's license production data from the Gorontalo Police Traffic Directorate**

NO	TAHUN	PRODUKSI SIM										JUMLAH	
		A		B I		B II		C		D		BARU	PRPJNG
		BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG		
1	2018	9.347	6.340	1.099	611	200	251	23.475	13.570	6	0	34.127	20.772
2	2019	8.602	7.060	1.133	473	234	198	26.316	17.161	13	0	36.298	24.892
3	2020	6.618	5.652	868	441	231	180	14.715	14.069	13	0	22.445	20.342
	<b>JUMLAH</b>	<b>24.567</b>	<b>19.052</b>	<b>3.100</b>	<b>1.525</b>	<b>665</b>	<b>629</b>	<b>64.506</b>	<b>44.800</b>	<b>32</b>	<b>0</b>	<b>92.870</b>	<b>66.006</b>

Data Source: Gorontalo Regional Police Traffic Directorate 2021

Driving License services are also related to the production or number of vehicles in circulation which is indicated by the number of STNK and BPKB in circulation. Below, researchers display data related to the number of BPKBs for R4 and R2 vehicles between 2018-2020:

**Table 2: Data on BPKB Production Numbers**

No	Year's	BPKB Production				Amount	
		BARU		BBN		R2	R4
		R2	R4	R2	R4		
1	2018	23.442	4.490	1.000	882	24.442	5.372
2	2019	27.229	4.617	1.006	926	28.235	5.543
3	2020	18.625	2.807	766	897	19.391	3.704
	<b>Amount</b>	<b>69.296</b>	<b>11.914</b>	<b>2.772</b>	<b>2.705</b>	<b>72.068</b>	<b>14.619</b>

Data Source: Gorontalo Regional Police Traffic Directorate 2021

Administratively evaluating police policies requires a collection of appropriate information for the delivery of programs and their collection in a standardized manner by comparing costs and results over time and across policy sectors. According to Kelly, N. J. (2005) policy evaluation is a component of the policy process which can be seen from several indicators, including: 1) Policy formulation. This indicator can include human resources, money or other supporting infrastructure. 2) Policy implementation, namely focusing on assessing whether the supporting resources and basic materials are needed to implement the policy; 3) Policy results, namely focusing on assessing whether the supporting resources and basic materials are needed to implement the policy. and 4) Policy outcomes, namely focusing on questions of impact received by the wider community or parties affected by the policy.

From reviewing this problem phenomenon, the author sees many things that have not been explored in previous research studies, namely the influence of electronic-based policy simplification on the quality of driving license services at the Gorontalo Regional Police. To fill the gap in research that did not exist before and see how much hope the public has for driving license service policies to be optimized, it is important to study this article in more depth.

## 2. Methods

This research uses descriptive research with a qualitative approach. This method refers to the identification or characteristics that distinguish groups of people, objects, and events that cannot be generalized. Silalahi, U (2018). Descriptive qualitative involves the process of conceptualization and results in the formation of a classification scheme. The data used are secondary data sourced from publications, namely books, journals, newspapers/magazines, websites, and policy documents related to problems. Sugiyono (2013). Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis namely: 1) Data reduction; 2) Data Presentation; 3) Data Verification and Conclusion Drawing. Miles, M.B, Huberman, A.M, Dan Saldana (2014).

## 3. Result & Discussion

The high level of mobilization and demand in society with an increasing population is a precursor to traffic accidents. Excellent service which is expected to provide maximum service to the community also needs to be reviewed. Services that rely on speed, convenience and cheapness have apparently had a domino impact on the sustainability of land transportation. Apart from economic activities that require people to be active, the ease of getting a driver's license encourages people to own vehicles. This automatically triggers the number of vehicles on the road. Traffic congestion and even accidents are unavoidable. Therefore, it is necessary to re-examine the essence of excellent service itself. With the sole aim of achieving community satisfaction with the services provided by the government, it will actually backfire on the community itself.

In National Police Chief Regulation Number 9 of 2012 concerning Driving Licenses, it is stated that the person with authority to issue SIMs is the police chief in each respective region and is delegated to the Head of the Traffic Unit. The SIM service process in the jurisdiction of the Gorontalo Regional Police should be carried out systematically, directed and monitored according to established rules. However, in the results of initial observations, researchers found several obstacles that hampered the SIM service process, giving rise to a less favorable image of the performance of police services.

**Table 3. Description of Research Focus Indicators**

Research Focus	Indicator	Descriptor
<b>evaluation of public policy in the field of driving license services at the Gorontalo Regional Police</b>	Policy formulator	1. How long did it take for the policy to be made, who were the people involved? The ideas expressed during the discussion in policy formulation 2. There is public testing, socialization and clarity of policy formulation
	Policy implementation	1. Policy implementer resources, qualifications and competence of policy implementers 2. Policy implementation monitoring system
	Policy results	1. Operationalize goals and targets 2. How great is the quality, quantity, benefits, efficiency and effectiveness of the resources used
	Outcomes Policy	1. Feedback from the community receiving services 2. Consequences arising from the policy

Source: Processed by researchers in 2022

### 3.1. Policy Formulator

The development of public policy studies is also partly stimulated by changes that occur in the bureaucratic environment. The increasing rationality of society requires public officials to have better abilities in formulating government policies. As a result, it is not surprising that there are more and more complaints and criticism from various

community groups regarding various government policies. Complaints and criticism of a series of government policies can be an indicator of their dissatisfaction with government policies.

The formulation of policies in the field of driving license services at the Gorontalo Regional Police is legally regulated in Law number 22 of 2009 concerning Road Traffic and Transportation. Furthermore, to improve services in the fields of security, safety, order and smooth traffic, this Law regulates and mandates the existence of an Information and Communication System for Traffic and Road Transport which is supported by subsystems built by each integrated Traffic and Road Transport. The Gorontalo Regional Police, through the Traffic Directorate, plays a role in community service, one of which is by providing driving licenses. A driving license (SIM) is proof of registration and identification given by the National Police to someone who has met administrative requirements, is physically and mentally healthy, understands traffic regulations and is skilled at driving a motorized vehicle.

The implementation of the newest application, namely SINAR, is precise in formulating internal police traffic policies for the Regional Police, whether it helps the community in managing it or whether it is still manual as before. So does it make things easier now, because based on the information the researchers got, only a few police stations in Gorontalo have used this application. This question was responded to by the Sub Directorate of Security and Safety (Kamsel) who explained that: "The SINAR Presisi application is a breakthrough carried out by the traffic police and carried out by the regional police, traffic directorates who are in the regional police ranks, of course this is also to answer the community's demands regarding service to society is related to public services because nowadays technology is increasingly advanced, of course people want everything to be fast and easy, so the application of this light makes service to the public easier. If there are still units that haven't yet, they are still in the next stages, in the future they will continue as they have started

Regarding the SINAR precision application, does it allow someone to take the driving license test online, because currently most of our society still uses the manual method for obtaining driving licenses. Is it possible that manual service will no longer be carried out in the future? Regarding this question, the Sub Directorate of Security and Safety (Kamsel) added that: "Of course, for the traffic directorate, starting from traffic police and from other regional police, there are already things that can run. We, especially in Gorontalo, all of them definitely need the most important process at this time. The Gorontalo Regional Police have started and we hope that in the future we can carry out the SINAR application.

Muadi, S., MH, I., & Sofwani, A. (2016) in their research article revealed that higher rationality makes it easier for them to critically assess government policies. They will easily assess how much the government pays attention to their interests in the policy process. Public complaints and criticism cannot of course be ignored by the government, if the government does not want to lose sympathy and influence on society. The demand for better quality government policies, which can maximize benefits for the majority of society, has made the government aware of the need for them to improve the capabilities of their officials in formulating and planning policies. This is indicated by the large number of government officials returning to college to study state administration theories at several universities in Indonesia. This certainly has a positive contribution to the development of public policy studies.

Nugroho, R. (2020) in his book entitled "Policy Formulation in Practice" analyzes that policy formulation is the earliest step in the overall public policy process. Therefore, what happens in this phase will greatly determine the success or failure of the public policy made in the future. It is also important to remember that the formulation of good public policy is one that is oriented towards implementation and evaluation, because policy makers often assume that The formulation of good public policy is a concept that is full of ideal and normative messages but is not grounded

The formulation of SIM service policies should also pay attention to the values of effectiveness and efficiency. Because the researchers saw from various responses from the public, the average person thought that there were too many stages in the process of making a new SIM so that it would almost certainly not be completed in one day. Normally up to 2 or 3 days. This is what triggers more people to contact brokers to help with administrative matters. This kind of practice is what policy formulators or the Gorontalo Regional Police must think about in innovating good services but not violating existing regulations. Because the activity of extortion in driving a driver's license is also something that cannot be denied and has always been a hot topic of discussion among the public. Extortion is an act of benefiting oneself or another person unlawfully or by abusing one's power by forcing someone to give something, pay, or receive payment at a discount, or to do something for themselves. The police must be wary of this criminal act, because the threat of punishment is quite severe. Not a few government officials or employees do not properly understand the definition of extortion in the field. Government employees should reduce meeting activities in public services, which is considered to be a way to minimize the occurrence of gratification. For this reason, in the current era of digitalization, the government continues to strive to transform services by minimizing face-to-face services with the public if application-based services are more practical and efficient. This is of course homework for the National Police as an institution so that they can make breakthroughs in the field of SIM services so that the image of the National Police in the eyes of the public is similar to the public's view of the services offered by the private sector.

In Gorontalo Province there is a Saber Extortion Task Force which is a combination of elements from the National Police, prosecutor's office, TNI, and ASN of Gorontalo Province. Basically, the Saber Extortion Task Force is a form of regional leadership communication forum service activity by anticipating government service activities that conflict with applicable regulations by asking for compensation in the form of money by forcing someone who is the target object. This kind of collaboration in the policy-making process is very good in order to anticipate undesirable things. Apart from that, it can be a good collaboration between law enforcement elements, both the Gorontalo Regional Police and the prosecutor's office, together with the regional government to mutually supervise and oversee the policy process for all types of policies.

Sulistiyo, R. D., & Shihab, M. R. (2023) in his dissertation published in a journal said that "The police as an institution must strictly control and supervise the policy formulation of Police Regulation Number 5 of 2021, so that incidents such as fraud or violations at the Police Satpas office, especially SIM services, do not happen again. and educate the public to comply with existing regulations. Apart from that, the implementation of Police Law Number 5 of 2021 must always be enforced, in order to create order in traffic and also indirectly it is hoped that it can reduce the number of accidents on the roads. The Ombudsman as a state institution has the authority to supervise the implementation of public service activities, especially in the SIM Administration Service Unit within the Republic of Indonesia Police, so that it can serve the public in making SIMs honestly, transparently, without any element of violation by unscrupulous police officers who deliberately pass SIM applicant without going through existing procedures.

Based on information from informants which was then supported by various expert opinions and previous researchers' thoughts in the journal publications above, the researcher concluded that the policy formulation process in the field of driving license services is a form of self-identity for vehicle users, a tool for controlling driver competency, as a tracking tool owned by the police. Often people in the process of obtaining a driving license use methods that are not in accordance with police policies made in the National Police Chief's Regulation Number 5 of 2021 concerning the control and marking of driving licenses, namely the unprofessionalism of Satpas officers and the attitude of police officers regarding the flow of SIM issuance and the existence of non-transparent driving license fee game. Policy formulations outlined in legislation made by the government or ministerial institutions, including in this case policies made by Police Institutions, are obliged to pay attention to the beneficial aspects contained therein for the good of citizens so that they do not damage or violations occur in state life. However, referring to the study that the researcher wrote in the sub-chapters above, there is still chaos resulting from Police policies, especially in the process of making SIMs at the Satpas office, there are many procedural defects, administrative malfeasance, bribery practices, and other administrative violations that occur. which can be detrimental to the community and the police institution itself, as well as impacting the quality of orderliness in driving and has the potential to be a contributing factor to accidents on the road just because the process of making a driver's license or the way to obtain driving skills does not comply with established regulations

### ***3.2. Policy Implementation***

The implementation of SIM service policies in the Gorontalo Regional Police in practice in the field is sometimes not the same as the procedures stipulated in police regulation number 5 of 2021, where there are still many SIM issuance processes that do not go through a series of tested materials. However, the reality on the ground proves that some driving licenses (SIM) used by motorists are obtained using an instant process, which is what people usually call a shooting driving license (SIM). It is not known when the shooting SIM phenomenon appeared and when it came into effect. The public needs to know that this phenomenon will be detrimental to the person or people who will apply for a driving license or those who already have a driving license (SIM) obtained through the instant process, so you can imagine if a prospective driver will apply for a driving license (SIM). If you don't follow the process regulated by law, this will of course give rise to complex problems.

The results of the researcher's interview with a community figure regarding the process of making a SIM said that: "The phenomenon of shooting SIMs in practice is still visible in the field. This is because theory exams and practical exams are often unreasonable and transparent. As a result, many take shortcuts by bribing officers. "In Gorontalo, it is possible that 3 out of 5 people either intentionally or were forced to obtain a driver's license in an inappropriate way or through an unprocedural mechanism." From this statement, researchers matched the data released by (<https://kumparan.com/kumparannews>) which was published on October 26 2021, saying that "For 4 days the poll was attended by 457 voters and the result was that 70.24% of respondents admitted to having a SIM C by shooting. Meanwhile 29.76% admitted to taking the test as they should.

Based on the data released by the media kumparan.com above, it indicates that the majority of people are still more interested in making a SIM using procedural methods. Because the series of theoretical exams and practical exams are considered quite difficult and take quite a long time, so when there is an opportunity to compromise with the authorities, some people prefer to get a driver's license using the shooting driver's license method or term.

Ideally, implementation of program policies requires input from various sectors, which is expected to provide complete, accurate and up to date information, according to community needs, so that the role of interest groups is needed in the formulation of a program. Including interest groups will increase community participation in implementation and supervision, as well as evaluation of programs that have been formulated. Based on Wahab's historical perspective, S. A. (2021) said that policy implementation should attempt to synchronize knowledge, regulations and actions. Thus, the researcher is of the view that the practice of making SIMs within the Gorontalo Regional Police should be based on the rights and obligations of the Police and the community. The police, in their knowledge and regulations, should encourage the public to continue carrying out practical exams and theoretical exams as stated in the regulations. Apart from that, the community as applicants should also change their attitudes and mentality to continue to follow the applicable regulations. The public also needs to realize that if they feel they are not worthy of having a driving license, they should continue to increase their knowledge and skills first in preparation for taking the theoretical and practical driving license exams. So there is no room for the authorities to compromise with the public who influence the authorities to release their SIMs using the shooting SIM method.

This is as stated by Tahir, A. (2023) who believes that public policy is synonymous with regulations or rules or can be interpreted as a legal product issued by the government which must be understood completely and correctly. Public policy begins with an issue that concerns the common interest which is deemed necessary to be regulated through policy formulation and agreed upon by the legislature and executive to become a public policy, whether it becomes a Law, whether it becomes a Government Regulation, or a Presidential Regulation including Regional Regulations, then Public policy turns into law that must be obeyed.

Based on information from informants which is then supported by various expert opinions and previous researchers' thoughts in the journal publications above, the researcher concludes that policy implementation is used in different ways. Policy is a deliberate way of acting to solve several problems, public policy is oriented towards solving real problems that occur in society. In the perspective of SIM service policy in Polda Gorontalo enforces the discipline of officers who come into contact with the community in the field need to be equipped with an attitude of professionalism which is characterized by rejecting all forms of public advances to cut the compass without following a procedural path. This attitude should also be understood by the people who apply for driving licenses by increasing their understanding of the theory and practice of driving before starting the theory and practice testing phase for driving licenses either at the Gorontalo City Police Satpas, or through the SINAR Presisi Application. Because public policy always has certain goals, which can really be carried out and implemented to solve or serve as a solution to public problems.

### **3.3. Policy Results**

Policy results indicate the consequences that occur from a series of policy actions that have been implemented. The results of any action are not completely stable or known before the action is taken, nor do all of them occur as expected or foreseeable. The results of policies regarding service quality play an important role in achieving the stated vision and mission and sustainability for the future. Various changes directly and indirectly have an impact on the pattern of public services provided by the police, especially in this case the Traffic Unit to the public who are required to change their way of thinking in providing services to driving license (SIM) applicants as service users in line with the improvement in the applicant's understanding. SIM to their rights as citizens who have direct access to local government.

The Sinar Preesisi application is currently only focused on the Gorontalo City Police Satpas. Currently, whether the results can help the public in obtaining a new SIM or just an extension, was confirmed by the Information and Communication Technology Sub-Section, saying that: "Only for initial processing because that initial processing It must be accompanied by a psychological test, in that light there are all the applications that are related to psychology. "If it's online at SINAR, it's also available, so use the application for tests, for example, what is done when getting a new driver's license, do we have to go directly to the nearest police station or driving license service center."

In carrying out its duties and responsibilities in driving license services, the Gorontalo Police Traffic. The directorate provides services to the public following service operational standards, namely National Police Chief Regulation Number 5 of 2021, concerning the Issuance and Marking of Driving Licenses or SIMs. In the Perpol, one of the rules regarding the marking or classification of SIMs is listed. This means that vehicle users, whether motorbikes or cars, will have a driver's license that matches the specifications or cubic capacity of their vehicle. Officers in serving the community collaborate, officers collaborate in making a driver's license, starting from the registration process, identification, theory test, and practical test to issuing a driver's license.

Problems with long queues, incomplete information on SIM making and inconsistent standard operational service procedures are common complaints among the public. This problem was also found in the Gorontalo Regional Police's mobile SIM service, which is a new breakthrough for the police in providing services. However, these efforts are sometimes not matched by adequate facilities, so it seems that there is no difference between SIM services at the office and mobile SIM services. For example, time efficiency, people still complain that service times are not in accordance

with standard operational procedures. The time required for the mobile SIM service is 25 minutes. In practice, people have to wait two to three hours for service. The results of this policy have implications for the public's perception, which based on the results of interviews with researchers said that for SIM extension matters, they have to provide 3-4 hours at the expense of their work time in the office to get permission to extend their SIM.

In principle, policy results are actions so that a policy can achieve its goals. To see the policy results, Nugroho, R. (2020). offers two steps, namely: 1) implement directly in the form of programs; 2) through derivative policy reforms or derivatives of these public policies. Nugroho R's (2020) statement above indicates that SIM service policies must be applied in the form of programs. This has been fulfilled by the Gorontalo Regional Police because there are at least 3 types of SIM processing or extension services including 1) coming directly to the Gorontalo City Police Satpas; 2) Mobile SIM extension service at several points, for example in Gorontalo City Park; or 3) via the Sinar Presisi Polri application.

Of these three types of service, there are still several obstacles, for example, the service at Satpas is limited to quite long queues and quite a lot of administrative requirements... if done one by one, it will take approximately 2-3 full days for processing. Furthermore, the type of driver's license extension service in Gorontalo City Park is still slightly more effective, where applicants only need to provide 2-3 hours of space to queue as long as the documents are complete. Apart from that, there is a type of Sinar Presisi application service, but this type of service still faces many obstacles, for example, related to data validation when filling in via each applicant's cellphone which often fails. Thus this application is still not yet cu maximum coup is applied.

Policy results are a concrete embodiment of (content/purpose) public policy, so implementation activities must be carried out carefully. There are indeed policies that are self-executing, that is, those that can be implemented immediately but not influence structuring the implementation process, because, from the results of the implementation, the government's performance can be assessed. From the obstacles that researchers encountered in the field regarding the type of SIM service at the Gorontalo Regional Police, it still tends to lead to responses that are less than satisfactory to the public in general. So in the future, researchers hope that the Gorontalo Regional Police will pay attention to the components that support the implementation of this policy. Because implementors should know what they are implementing. Policy decisions and implementing regulations must be transmitted to the appropriate personnel according to policy targets and directions.

SIM service policy requires a deep understanding of public policy studies, according to Wahab, Pülzl, H., & Treib, O. (2017) states that public policy studies can be understood from two perspectives, namely: First, the political perspective, namely public policy in its formulation, implementation, and evaluation. In essence, it is a battle between various public interests in allocating and managing resources per the vision, hopes, and priorities that want to be realized. Second, the administrative perspective, that public policy is related to systems, procedures, and mechanisms, as well as the ability of public officials (official officers) to translate and implement public policy so that the desired vision and hopes can be realized in reality. Understanding public policy from both perspectives in a balanced and comprehensive manner will help us better understand and understand why even though a public policy has been well formulated, its implementation is difficult to realize."

Based on information from informants which is then supported by various expert opinions and the thoughts of previous researchers in the journal publications above, the researcher concludes that any policy product that will be implemented must prioritize an understanding of public policy, both from a political perspective and from an administrative perspective in a balanced manner. This is a fundamental and substantial consideration that every policy from the time it is formulated, implemented, up to the evaluation stage will definitely be in contact with differences in interests at the political level, but it must also make us more proactive in realizing the implementation of policies based on systems, procedures and mechanisms, as well as the ability of public officials as a form of reliability in the administrative perspective of the policy itself.

### **3.4. Outcomes Policy**

Policy outcomes reflect a series of policy actions that have been implemented. Not all results of these policy actions occur as expected or can be predicted in advance. According to Meter and Horn, 1975 Nugroho, R. (2020) said that there are six variables that influence the results of policy implementation, including: 1) policy standards and targets. According to these two experts, policy standards and targets must be clear and measurable so that they can be realized. If policy standards and targets are vague, there will be multiple interpretations by implementing agents; 2) resources, policy implementation requires support from resources, both human and non-human resources. 3) inter-organizational relationships, in many programs implementation of a program requires support and coordination with other agencies; 4) characteristics of implementing agents, which include bureaucratic structure, norms, and relationship patterns that occur within the bureaucracy, all of which will influence the implementation of a program; 5) socio-political and economic conditions, which include environmental economic resources that can support successful policy implementation.



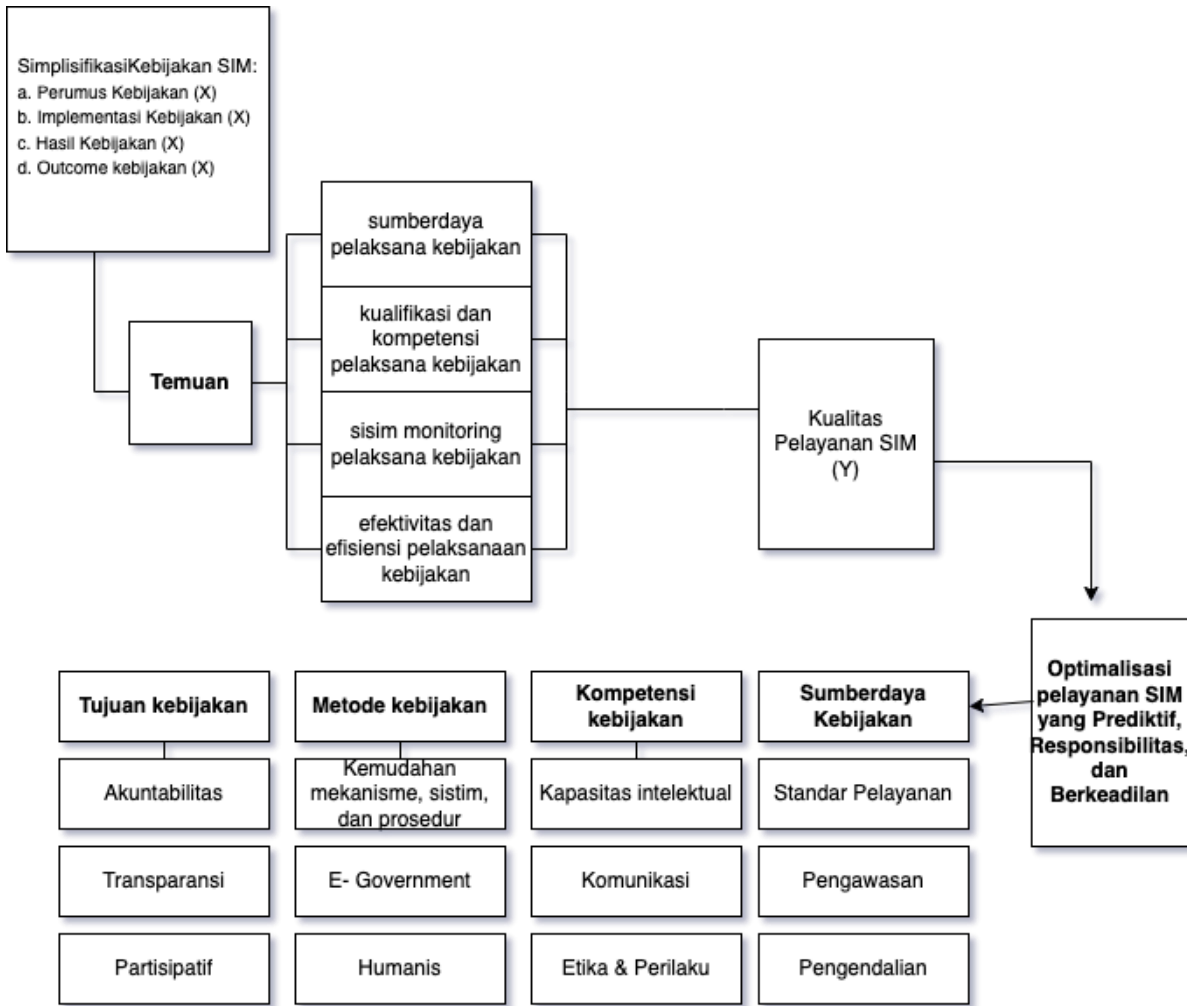
The policy outcomes can also be seen from the appearance of the apparatus in the ranks of the Gorontalo Police Traffic Directorate in maintaining a professional attitude and appearance. Professional attitude and appearance refers to two things, namely maintaining polite attitudes and speech and a neat and pleasant physical appearance which is one of the benchmarks. to see policy outcomes in the field of SIM services. Polite attitude can be manifested by displaying sweet facial expressions, movements and speech. When serving the community, always try to smile and greet, in our thoughts and views, that the community is the party we must serve as well as possible. Regarding this matter, one of the people the researcher interviewed said that: "From the attitude, appearance and information provided, it seems normal, fine. Like government services in general. Nothing strange. For example, in this mobile SIM service, service takes 15 minutes in the car, starting from collecting data files, taking photos, to making payments safely. "The waiting time for the SIM to be issued is approximately 2-3 hours depending on the queue."

Physical appearance is a reflection of one's figure and self-image which plays a big role in other people's evaluation of a person. In fact, in many cases, physical appearance can be the main asset to be seen as an important part of forming a professional image and providing a high sense of self-confidence to express one's competence. owned. And proof of this appearance occurred at the Gorontalo Police Traffic Directorate to create appropriate and good service quality in the eyes of the public. Good policy outcomes are also based on appropriate regulatory provisions. In this regard, the Gorontalo Regional Police Traffic Director said that: "In the SIM issuance service process, we are guided by Law 22 of 2009 which is spelled out in Perpol number 5 of 2021 concerning the issuance and marking of SIMs. In Perpol 5, the requirements for issuing a good SIM are clear. New SIMs according to the type and class as well as SIM extensions for the Gorontalo Regional Police and the ranks themselves, of course we refer to the same legal basis. We know that the SIM issuance service policy is top down in nature, so the policy we carry out in the regional police and at the District Police is- The police station is based on instructions from the National Police Headquarters, Traffic Police Headquarters, which instructions are outlined in Perpol number 5 2021, so I guarantee that the policies that we implement at the Gorontalo Police Headquarters and all levels of the police station refer to the same rules regarding the conditions for issuance and then regarding the costs, of course we also base the PP 76 of 2021 concerning non-tax state revenue in the field of SIM issuance.

In facing conditions of tight competition and full of challenges, government officials are required to provide the best possible service to the community and review community needs. The quality of services provided to the community is an indicator of the success of government administrators. The importance of improving a service is based on the idea that quality service will reduce the number of sacrifices, increase sacrifices in costs, energy and time. Good or effective service is service that matches results and expectations. The public always demands quality public services from the bureaucracy, even though these demands are not in accordance with expectations because empirically public services are still characterized by: expensive, slow, complicated and tiring. Such tendencies occur as a result of society still being positioned as those who provide services, not those who provide them provide service. Therefore, it is necessary to change the public service system by changing the service providers and those provided with services to their true meaning. Services that should be provided to the general public are sometimes turned into the public providing services to the state, even though the purpose of establishing a state is for the benefit of the people who founded it.

Based on information from informants which was then supported by various expert opinions and previous researchers' thoughts in the journal publications above, the researcher concluded that the policy outcome was feedback given by the public regarding driving license services within the Gorontalo Regional Police. Some people feel satisfied with the services of the Gorontalo Regional Police Traffic Directorate, but there are also those who feel dissatisfied because the time to make a SIM is very long, and the queues are so long that it takes hours. Apart from that, the facilities are insufficient to accommodate the very large number of people who come to apply for SIMs. The cost of making a SIM that does not comply with procedures. The process of making a fast SIM without having to test it first is more popular with the Bungo community because the process is very fast, but this method costs a very high amount, so those who object are people who are less well off. For this reason, what needs to be evaluated by the Gorontalo Police Traffic Directorate in providing services. Many people do not understand about making driver's licenses, so it is important to carry out outreach to residents in the villages. Because on average they only know about one type of SIM service, namely coming to the Gorontalo City Police Satpas. Meanwhile, not many people know about the type of Mobile SIM service and via the SINAR Presisi Application. Apart from that, the researcher also highlighted that there is still a process of making a SIM through an intermediary without having to carry out a test to make a SIM so that it costs more to make a SIM through an intermediary. Even though the process through intermediaries is carried out secretly without many people's knowledge. However, this still hampers service for those who make a SIM without using an intermediary because their service is delayed.

**Figure 1. Context Diagram of Research Findings:**



#### 4. Conclusion

Based on the results of the research and discussion in the sub-chapter above, the researcher formulated a simplified electronic-based policy regarding the quality of driving license services at the Gorontalo Regional Police as follows:

- 1) The formulation of the policy, which includes how long the policy took to be made and the existence of public testing as well as the clarity of personnel understanding of the policy formulation, shows that it is quite effective because the placement of personnel in the Traffic Directorate of the Gorontalo Regional Police has gone through a selected recruitment mechanism through a series of trainings both at the Traffic Police level National Police and at the Gorontalo Regional Police level;
- 2) Policy implementation, which includes policy implementer resources, qualifications, and monitoring systems for policy implementers, shows that it is not effective enough, because the characteristics of society based on the 2021 Kominfo digital literacy survey, Gorontalo Province is ranked 29th or 6th from the bottom in the category of technology literate society. Apart from that, only 3 types of services are available, namely the Gorontalo City Police Satpas, Mobile SIM, and the Sinar Presisi application, so they are not yet effective in reaching people outside Gorontalo City;
- 3) The results of the policy, which include objectives, quality, benefit value, and effectiveness of the resources used, show that they are not efficient enough because the driving license service facilities are not adequate, namely they do not have a standardized field for use in driving license practice tests, and complete facilities and other supporting infrastructure;
- 4) The policy outcome, which consists of feedback from the community receiving services and the consequences of the policy, shows that it is quite effective because the service mechanism refers to the National Police Chief's Regulation Number 5 of 2021 concerning the Issuance and Marking of Driver's Licenses

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