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THE EFFECTIVENESS OF INDONESIAN DRIVING LICENSE (*SIM*) SERVICES DURING THE COVID-19 PANDEMIC AT MANGGARAI'S POLICE PRECINCT TRAFFIC UNIT

Dewi Ni Made Sri Ratna*, Djaha Ajis Salim Adang, Djani William

Faculty of Social and Political Sciences, University of Nusa Cendana Kupang,
East Nusa Tenggara, Indonesia

*E-mail: ratnadewi041193@gmail.com

ABSTRACT

This research aimed to determine the effectiveness of the Indonesian Driving License (*Surat Izin Mengemudi – SIM*) Services at Manggarai's Police Precinct Traffic Unit During the COVID-19 Pandemic. This was a descriptive study with a qualitative approach. It was conducted at Manggarai's Police Precinct (*Kepolisian Resor – Polres*) of Traffic Unit (*Satuan Lalu Lintas – Satlantas*), located on Katedral Ruteng Street, Langke Rembong, Manggarai Regency, East Nusa Tenggara. The main focus of this research was the effectiveness of *SIM* services during the COVID-19 pandemic with the following sub-foci: (1) effectiveness of the system approach and (2) effectiveness of the strategic constituency approach. First, the data were derived from primary and secondary sources and collected using interviews, documentation, and observation techniques. Then, the data obtained were analyzed based on the interactive analysis model scheme from H.B. Sutopo, which consists of data reduction, data display, and conclusion drawing. Finally, the research results were further validated using the triangulation technique. The discussion and data analysis results confirmed that the respondents of this research, namely the Indonesian Driving License (*SIM*) applicants, were predominantly aged 17-55 years old and lived in Manggarai. The respondents have understood the stages of applying for a *SIM*. The respondents considered that the stages, the practical exam, and the requirements for applying for a *SIM* were not difficult. Furthermore, the completion of the *SIM* application at Manggarai Police Precinct Traffic Unit has been running according to the time, following the total queues of the applicants.

KEY WORDS

Effectiveness, service, Indonesian driver license, COVID-19, traffic.

Quality service is one of the benchmarks of satisfaction influencing people's perceptions of police institutions providing effective services. Service providers and the community often have different perceptions regarding forms of effective services. The community perceived effective services as comfortable, pleasant, and friendly (Ridha, 2008).

Based on the complaints often heard and the obstacles often experienced by the public, the condition of the Indonesian Driving License (*SIM*) service at the Traffic Unit still shows ineffectiveness, including the relatively long service time, inadequate facilities and infrastructure, such as the limited number of waiting chairs, causing quite long queues; inadequate quality of Human Resource (HR), and less effective and less efficient Standard Operating Procedure (SOP).

Several complaints from the public about *SIM* services mentioned above and the increasing number of *SIM* applicants every year have made Manggarai's Police Precinct, especially the Traffic Unit, continuously try to take new steps in the field of *SIM* services. The average number of *SIM* applicants at Manggarai's Police Precinct Traffic Unit reached 90-100 people daily. It cannot be predicted because each person has a different *SIM* expiration date or validity period. The following table presents the number of *SIM* applicants at the Driving License (*SIM*) Affairs Office of Manggarai's Police Precinct Traffic Unit for the last three years.

Table 1 – Motorized Vehicle *SIM* Production Data in 2018-2020

No.	Month	2018	2019	2020
1	JANUARY	682	790	657
2	FEBRUARY	466	501	741
3	MARCH	600	497	500
4	APRIL	494	425	202
5	MAY	289	463	199
6	JUNE	338	387	332
7	JULY	539	791	392
8	AUGUST	554	810	603
9	SEPTEMBER	456	697	444
10	OCTOBER	651	651	364
11	NOVEMBER	796	540	423
12	DECEMBER	693	507	292
	TOTAL	6,558	7,059	5,149

Source: Processed Data from the Driving License (*SIM*) Affairs Office of Manggarai's Police Precinct Traffic Unit.

The number of applicants and users of *SIM* services at the *SIM* Affairs Office of Manggarai's Police Precinct Traffic Unit must be balanced with quality service improvement due to the community's high demand for better services from public organizations. Given that the community is the most important part of the existence and continuity of an organization, it must be noted that public services are undeniable demands.

In addition, in 2021, in the face of the huge spread of COVID-19 occurring not only in Indonesia but also the entire world, the system of Indonesian Driving License (*SIM*) service was the one considerably getting impacted, requiring the public to comply with the new regulation, namely COVID-19 health protocols. The protocols can help break the chain of COVID-19 transmission by applying *5M Memakai masker, Mencuci tangan, Menjaga jarak, Menghindari kerumunan, Menghindari ruangan tertutup* (wearing masks, washing hands, keeping distance, avoiding crowds, and avoiding closed rooms).

Based on the description above, the researchers are interested in further studying the effectiveness of the police service system, especially in the Indonesian Driving License during the COVID-19 pandemic at Manggarai's Police Precinct Traffic Unit, with an emphasis directed on improving the quality of public services. Therefore, this research, entitled "The Effectiveness of Indonesian Driving License (*SIM*) Service During the COVID-19 Pandemic at Manggarai's Police Traffic Unit", aimed to determine the effectiveness of driving license (*SIM*) service at Manggarai Police Precinct Traffic Unit during the COVID-19 pandemic.

LITERATURE REVIEW

Organizational Effectiveness

For some social science scholars, effectiveness is often viewed in terms of the workers' quality of life and the achieved organizational goals. Effectiveness has several definitions. According to Emerson, quoted by Soewarno (1996), the effectiveness of public services is the achievement of predetermined goals and objectives. Meanwhile, P. Sondang Siagian (1997) defined effectiveness as the completion of work on time, meaning that whether or not the implementation of a task is considered good highly depends on the completion of the task in the stipulated time.

Several criteria that can be used to measure the work effectiveness of service-providing organizations (P. Siagian, 1996) are as follows:

1. The time factor: timeliness of services given by service providers;
2. The accuracy factor: accuracy of services given by service providers
Customers will tend to give not-too-high values to a service provider if there are still many errors in the service process despite the given short time;
3. The service delivery style factor: ways and habits of service providers in providing services to customers.

Stoner (in Kurniawan, 2005) emphasized the importance of effectiveness in achieving organizational goals. Also, effectiveness is the key to the success of an organization. Therefore, effectiveness in organizational activities can be formulated as the level of target realization that indicates the extent to which the goals have been achieved.

Public Service

According to Widodo (2001), public service is to serve or provide services for the needs of people or communities who are interested in the organization under the basic rules and procedures set. Robert (1996) defines public service as all forms of public service activities carried out by central government institutions in the regions and the environment within the state or regional-owned enterprises producing goods or services, both for meeting the community needs and enforcing public disciplines.

Public Service Effectiveness

Work effectiveness consists of “effectiveness” and “work”. According to Richard M. Steers (1980), effectiveness comes from the word “effective”. A work is said to be effective if it can produce one unit of output and can be completed on time according to the predetermined plan. Furthermore, Richard M. Steers said that effectiveness is usually done to measure the extent to which a group or organization can effectively achieve its goals. Meanwhile, work effectiveness is how a person or group can carry out their main tasks to achieve the desired goals.

Handayani (1996) interpreted effectiveness as the conformity between the target or goal achieved and the predetermined plan. If the target is not achieved accordingly to the specified time, the work will be said to be ineffective. According to SP. Siagian, effective is the achievement of various predetermined targets on time by using certain resources that have been allocated to carry out certain activities.

Richard M. Steers says that effectiveness is easy to understand if viewed as an organization’s ability to obtain and utilize existing or available resources to achieve its goals. Meanwhile, Komaruddin defined effectiveness as a condition showing the success or failure of management activities in achieving the predetermined goals.

Effective, according to Peter F. Drucker (2010), is doing the right things. Unfortunately, in business activities, we sometimes work inefficiently and ineffectively. For example, we are a mobile phone businessman in the Baduy area, and we know that the Baduy people do not need a cell phone. In addition to the culture of the Baduy people, who tend to isolate themselves from the outside environment, their incomes are also categorized to be so low that their life priority is to meet basic needs, such as food and clothing. Furthermore, the Baduy area has a poor signal or internet connection, making us difficult to use a cell phone there. Thus, it will be so ineffective and inefficient if we establish a mobile phone business there.

Indonesian Driving License (*SIM*)

A driving license is an official document required by the public. Based on the Decree of Minister of State Apparatus Utilization Number 63 of 2003, the Indonesian Driving License (*SIM*) is included in the administrative service group, a form of official document needed by the public. Furthermore, based on the Law of the Republic of Indonesia Number 22 of 2009 concerning Road Traffic and Transportation, the Chapter III of ‘Driver’ Part I concerning Driving License in Article 77 states that:

- a. Each person driving the motorized vehicle on the road shall possess the Driving License following the type of the Motorized Vehicle being driven;
- b. The Driving License, as referred to in paragraph (1), shall consist of 2 (two) types: the Driving License for private motorized vehicles and the Driving License for public motorized vehicles;
- c. To get the Driving License, the prospective driver shall possess the driving competence that can be obtained from the training or on an autodidact basis.

METHODS OF RESEARCH

This research employed a descriptive research method with a qualitative approach. It was conducted at Manggarai's Police Precinct (*Kepolisian Resor – Polres*) Traffic Unit (*Satuan Lalu Lintas – Satlantas*) located on Katedral Ruteng Street, Langke Rembong, Manggarai Regency, East Nusa Tenggara. The main focus of this research was the effectiveness of *SIM* services during the COVID-19 pandemic with the following sub-foci: (1) Effectiveness of the system approach and (2) Effectiveness of the strategic constituency approach. First, the data were derived from primary and secondary sources and collected using interviews, documentation, and observation techniques. Then, the data obtained were analyzed based on the interactive analysis model scheme from H.B. Sutopo, which consists of data reduction, data display, and conclusion drawing. Finally, the research results were further validated using the triangulation technique.

RESULTS AND DISCUSSION

Service Effectiveness

To get the Indonesian Driving License (*SIM*), there are several stages and requirements to be met by the applicants. During the *SIM* making process, officers are required to provide optimal services to the community. They must be disciplined, competent, fair, polite, and friendly in delivering the services. In addition, the environmental comfort and service quality are also no less important. However, this research found that there were still inadequate facilities and infrastructure hampering service effectiveness, especially in Manggarai's Police Precinct Traffic Unit area.

One strategy to increase the effectiveness of *SIM* services is undergoing Mobile *SIM* services that can facilitate the community to manage *SIM* renewals. However, the research results showed that the implementation of Mobile *SIM* services has not yet been optimal due to unstable internet connections. This problem resulted in frequent errors causing delays in the *SIM* issuance process.

The data presented in this research showed a slight increase in *SIM* applicants from 2018 to 2019. However, due to the COVID-19 outbreak, which began in Indonesia in April 2020, people are then required to comply with the new regulation of strict health protocols. Such a condition ultimately resulted in a decrease in the number of *SIM* applicants in 2020, which previously were 500 applicants in March 2020 to 202 applicants in April 2020.

Based on the data, the total *SIM* production in 2018 reached 6,558 pieces (from January to December), where the average monthly production of new *SIM A* (Driving License A) was 75 pieces and the average monthly production of new *SIM C* (Driving License C) was 193 pieces.

Meanwhile, in the same year (from January to December 2018), the extended *SIM A* (Driving License A) production reached 500 pieces with an average monthly production of 41 pieces; the extended *SIM AU* (the Public Driving License A) production reached 29 pieces with an average monthly production of 2 pieces; the extended *SIM BI* (Driving License BI) production reached 35 pieces with an average monthly production of 3 pieces; the extended *SIM BIU* (the Public Driving License BI) production reached 352 pieces with an average monthly production of 29 pieces.

The average production of class-upgrade *SIM AU* (the Public Driving License A), *BI* (Driving License B1), *BIU* (the Public Driving License BI), *SIM BII* (Driving License BII), and *BIIU* (the Public Driving License BIIU) from January to December 2018 reached 418 pieces with an average monthly production of 35 pieces. The data on the *SIM* production table showed no lost or damaged *SIM* cases in 2018.

The overall data showed that the total production of new, extended, class-upgraded and lost or damaged *SIMs* in January 2018 reached 682 pieces while those in February to December fluctuated due to the community's low awareness of order in traffic.

The 2019 *SIM* production data showed that the total *SIM* production reached 7,059 pieces (from January to December), where the average monthly production of new *SIM A*

(Driving License A) was 108 pieces and the average monthly production of new *SIM C* (Driving License C) was 330 pieces.

Meanwhile, the extended *SIM A* (Driving License A) production in 2019 (from January to December) reached 262 pieces with an average monthly production of 22 pieces; the extended *SIM AU* (the Public Driving License A) production reached 20 pieces with an average monthly production of 2 pieces; the extended *SIM BI* (Driving License BI) production reached 11 pieces with an average monthly production of 1 piece; the extended *SIM BIU* (the Public Driving License BI) production reached 304 pieces with an average monthly production of 25 pieces.

The average production of class-upgrade *SIM AU* (the Public Driving License A), *BI* (Driving License B1), *BIU* (the Public Driving License BI), *SIM BII* (Driving License BII), and *BIIU* (the Public Driving License BIIU) from January to December 2019 reached 284 pieces with an average monthly production of 24 pieces. The data on the *SIM* production table showed no lost or damaged *SIM* cases in 2019.

If compared, the total *SIM* production in 2018 and 2019 shows an increase because the Manggarai's Police Precinct, especially the Traffic Unit, is aggressively carrying out raids and giving appeals to school children, motorcycle taxi drivers, crowd centers (markets, terminals, stations, etc.) to be more aware of the order in traffic by completing personal driving equipment, such as preparing vehicle documents and driving license (*SIM*) as well as wearing a helmet.

The 2020 *SIM* production data showed that the total *SIM* production reached 5,149 pieces (from January to December), where the average monthly production of new *SIM A* (Driving License A) was 89 pieces and the average monthly production of new *SIM C* (Driving License C) was 237 pieces.

Still in the same year (from January to December 2020), the extended *SIM A* (Driving License A) production reached 143 pieces with an average monthly production of 12 pieces; the extended *SIM AU* (the Public Driving License A) production reached 9 pieces; the extended *SIM BI* (Driving License BI) production reached 8 pieces; the extended *SIM BIU* (the Public Driving License BI) production reached 216 pieces with an average monthly production of 18 pieces.

The average production of class-upgrade *SIM AU* (the Public Driving License A), *BI* (Driving License B1), *BIU* (the Public Driving License BI), *SIM BII* (Driving License BII), and *BIIU* (the Public Driving License BIIU) from January to December 2020 reached 315 pieces with an average monthly production of 26 pieces.

The total *SIM* production in April 2020, if compared to the previous month (March 2020), experienced a drastic decrease, which was from 500 pieces to 202 pieces. The COVID-19 pandemic has made people afraid to directly visit the *SIM* service centers since they wanted to avoid crowds and contact with others. Such a condition resulted in decreased *SIM* production from April-July 2020. Then, in August 2020, it finally re-experienced an increase of 603 pieces due to the new academic year. In addition, people began to feel safe because *SIM* services in Manggarai's Police Precinct Traffic have complied with the health protocols, such as the provision of hand-washing facilities, thermometers, social distancing, and the requirement of wearing masks.

CONCLUSION

Based on the results of the discussion and data analysis above, the researchers can conclude that:

1. The Indonesian Driving License (*SIM*) applicants selected as the respondents of this research were predominantly aged 17-55 years old and lived in Manggarai. The respondents have understood the stages to be passed through in applying for a *SIM*. The respondents considered that the stages, the practical exam and the requirements for making a *SIM* were not difficult. Furthermore, the completion of *SIM* application at Manggarai Police Precinct Traffic Unit has been running according to the time, following the total queues of the applicants;

2. The effectiveness at the input stage is reflected in the requirements, fees or tariffs and certainty of *SIM* services provided by officers. Meanwhile, the effectiveness at the process stage is reflected in the speed, discipline, ability, fairness, courtesy and friendliness of officers as the service provider as well as the environmental comfort and security of *SIM* services during the COVID-19 pandemic;
3. Then, the effectiveness at the output stage is reflected in the service provided, reasonable service costs, definite service costs, and how the officers handle various existing complaints;
4. Related to the *SIM* services provided by officers, some respondents still complained about the officers' less friendly attitude in explaining the procedures for filling out forms. In addition, the inadequate facilities and infrastructure are still factors hampering service procedures. There are still several complaints regarding additional procedures during the COVID-19 pandemic.

Suggestions

Based on the research results and limitations described above, the researchers can propose the following suggestions:

1. The Traffic Unit (*Satlantas*) officers, especially those in charge of the Indonesian Driving License (*SIM*), should not ignore the community's assessment (public perception) so that the services provided to the community are getting better and more efficient. Improving service quality can increase the public trust in the Police, especially the Traffic Unit (*Satlantas*), and realize excellent services by prioritizing Smile, Greet, and Peace (*3S – Senyum, Sapa, Salam*) for the convenience of the community;
2. The performance of *SIM* services at Manggarai's Police Precinct Traffic Unit must be enhanced by procuring the required facilities and infrastructure and focusing on improving the arrangement of the *SIM*-making room for the convenience of the community. Furthermore, customer service officers are highly needed to help provide services, especially for those who encounter difficulties or even do not understand the systematics of the Indonesian Driving License (*SIM*) Application. With the existence of customer services officers, it can be easier and faster for the community to get an explanation regarding the service they need. As a result, officers can focus more on providing excellent services to the community. That is, all officers can work according to their duties without being bothered by various questions from service users.

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