



## Motor Vehicle Testing Service

(Implementation Study on Motor Vehicle Testing Services Regulation at the East Kutai, of Indonesia)

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### ABSTRACT

*Describe and analyze the motor vehicle testing service policy implementation based on the Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service. Describe and analyze the supporting and inhibiting factors for implementing the motor vehicle testing service policy based on the Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service. This location was chosen based on the following factors: (1) the quality of service for testing motor vehicles is still poor, (2) the number of traffic accidents is high, (3) environmental pollution is still a problem, and (4) the number of motorized vehicles undergoing testing is decreasing. In this study, the informants were Unit executor Motor Vehicle Testing for the East Kutai Regency Transportation Service. Based on the indicators of communication, resources, disposition, and bureaucratic structure, implementing the motor vehicle testing service policy based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service can be deemed successful, despite the presence of several impeding factors. According to the "communication" indicator, implementing the motor vehicle testing service policy at the Transportation Service Office of East Kutai Regency has been carried out effectively; it is effectively communicated to implement personnel through clear and accurate instructions and from the higher authority, consistently and decisively. Contribution of Research results theoretically, the results of this study should be able to construct a theory of public policy execution about motor vehicle testing services based on the pertinent ministerial regulations.*

**Keywords:** Service Policy, Vehicle Inspection.

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### 1. INTRODUCTION

According to Dwiyanto (2015: 14), public service is a crucial aspect of government management. Diverse parties understand public services as services organized by the government. All government-provided goods and services are referred to as public services. In addition, Dwiyanto reiterated that the prior literature established that what the government performs is public service. This perspective demonstrates that the government plays a significant role in delivering public services.

Service by the government refers to the delivery of a service by a government agency utilizing its personnel (Savas, 1987: 62). In other words, government personnel provide services to the community on behalf of government agents. The government directly provides public services through the so-called public sector, which consists of government agencies, government-owned schools, post offices, government electrical firms, and hospitals. Government administration is conducted to prevent abuse. In performing its job as a provider of public services, the government must be professional.

Conditions and quick changes, followed by a shift in values, must be addressed judiciously through constant and continuous action steps in all elements of development in order to achieve national development objectives. Therefore, it is necessary to conceive a public service system that includes values, perceptions, and behavioural references capable of realizing human rights as mandated by the 1945 Constitution of the Republic of Indonesia so that the public receives services to the goals' expectations and ideals. National.

The Department of Transportation is one of the regional government apparatus entities authorized to provide public services in the form of a motor vehicle testing service in line with applicable laws and regulations. Public services are offered or provided by local governments for the general public's interests and benefits. Services are the manifestation of local governments' public services to the general population. The object of public service restitution is the service provided by the regional government for the public interest and profit, which individuals and organizations can enjoy.

In addition to being an essential source of revenue that can make a significant contribution to Regional Original Revenue, the significance of motor vehicle testing services lies in their ability to reduce the number of traffic accidents and maintain and control the occurrence of environmental pollution caused by the use of motorized vehicles that do not conform to established standards. This is by the Minister of Transportation's Regulation No. 19 of 2021 on Periodic Testing of Motorized Vehicles, which states that the purpose of periodic testing services is to provide technical safety guarantees for the use of motorized vehicles that must be periodically tested on the road and to support the realization of environmental sustainability from potential pollution caused by the use of motorized vehicles that must be periodically tested.

Despite the East Kutai Regency Transportation Service's best attempts to carry out its duties through the Technical Executive Unit Motor Vehicle Testing, between 2017 and 2019, the number of motorized vehicles undergoing testing decreased. Describe and analyze the motor vehicle testing service policy implementation based on the Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service. Describe and analyze the supporting and inhibiting factors for implementing the motor vehicle testing service policy based on the Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service. Contribution of Research Results Theoretically, the results of this study should be able to construct a theory of public policy execution about motor vehicle testing services based on the pertinent ministerial regulations.

## **2. LITERATURE REVIEW**

Several scholars have proposed the following fundamental understandings of public policy: Leonard D. White (Soenarko, 2004) argued that administration and politics are inextricably linked by stating that administration is inextricably tied to policy, and through policy, to politics. Political). Consequently, public policy results from political actions. The word public policy has not yet been translated definitively in our country. The policy demonstrates that a person is acquired, developed, and experienced competence or quality. Government Policy refers to the government's capabilities to carry out its obligations and responsibilities.

Government policy is a policy made by the government that has the legal force to bind government officials and the community to carry out general government, development, and community tasks in order to overcome specific problems or achieve certain goals, or in the context of implementing decision products, laws, and regulations that have been issued. Definite and typically stated in a formal manner. According to Thomas R. Dye (1998: 2), public policy is whatever actions or inactions governments choose to take. Dye says that public policy consists of everything the government decides to do or not do. According to him, not only must state policies be implemented, but also things that are intentionally avoided because both have an impact on the public. Anderson (1975:3) highlighted in "Public Policy-making" that government agencies and officials create public policies. Non-governmental entities can undoubtedly influence the formation or formulation of state policy.

In addition to dependency, characteristics of public problems that must be overcome are also dynamic, necessitating a holistic approach, i.e. an approach that perceives the problem as an action from a whole that cannot be isolated or quantified separately from other aspects. For this reason, public policy is required to achieve government objectives. Subarsosno (2005: 3) explains that public policies can take the shape of Laws, Government Regulations, Provincial Government Regulations, City/Region Government Regulations, and Mayor/Region Decrees, as well as the utterances of public leaders. The premise is that public officials are one of the policy players who contribute to the actual implementation of the policy. According to many definitions, public policy is a sequence of activities or procedures to achieve goals and overcome existing impediments.

The subject of public policy is "the public and its challenges". The definition of public policy is an issue that can be stated and characterized, and all of these issues are placed on the policy agenda. In addition, public policy is the what, how, and why of the government's active and passive acts, or the study of what the government does, why it takes these actions, and their repercussions.

## **3. METHODOLOGY**

### **3.1 Investigate Sites**

This study was done at the Technical Implementation Unit of Motor Vehicle Testing under the Transportation Service Office of the East Kutai Regency, Indonesia. This research location was chosen based on the following factors: the quality of service for testing motor vehicles is still poor, the number of traffic accidents is still high, environmental pollution is still a problem, and the number of motorized vehicles undergoing testing is decreasing.

### **3.2 Investigate Informants**

This study's informants were chosen using a purposive sampling strategy, which involves selecting individuals believed to possess and be able to contribute information pertinent to the subject under investigation. This is consistent with Sugiono's (2012: 219) assertion that purposive sampling is a sampling method with specific considerations. The respondents in this study were members of the Motor Vehicle Testing Department of Transportation, East Kutai Regency's Indonesia implementation unit.

### **3.3 Data Analysis Technique**

In this study, the technique used to analyze the data is an interactive model created by Miles, Huberman, and Sadana (2014: 10–19): Data Condensation. In data condensation, the process of selecting, focusing, simplifying, abstracting, and transforming data contained in field notes and transcripts is referred to as data condensation.

## **4. RESULTS**

### **4.1 Research Outcome**

Implementation of the East Kutai Transportation Service's Motor Vehicle Testing Service Policy. This study examines the East Kutai Regency Transportation Service's execution of the motor vehicle testing service policy based on Minister of Transportation Regulation No. 19 of 2021 through communication, resources, disposition, and structure indicators. Bureaucracy. The "communication" indicator is derived from the "transmission", "clarity", and "consistency" sub-indicators in the East Kutai Regency Transportation Service's implementation of motor vehicle testing service rules based on the Minister of Transportation Regulation Number 19 of 2021.

The results of interviews with informants regarding the communication "transmission" sub-indicator in implementing motor vehicle testing service policies based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be presented in the following section. Mr Alpha Wahyu Farisaputra, ST, revealed: Yes, the implementation of the motor vehicle testing service policy at the East Kutai Transportation Service has been conveyed through the distribution method to the intended recipients, who are the policy's implementers and intended recipients (Interview, March 29 2022).

Mr Syafruddin, S.Sos (Head of Administration for Motorized Vehicle Testing at the East Kutai Regency Transportation Service) stated, "Information regarding the implementation of the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service has been disseminated to the appropriate audiences" (Interview, March 23 2022). Mr Reihan Indra Perdana, A.Md. (Treasurer of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency) elucidated. "Information about the implementation of the Motor Vehicle Tax service policy at the Transportation Service is disseminated precisely to the implementers and target groups," as intended (Interview, March 14, 2022).

Vehicle Examiner of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service, Mr Edi Sriyanto A.Md, stated: "The adoption of the motor vehicle testing service policy at the East Kutai Regency Transportation Service has been communicated virtually uniformly to staff and the general public" (Interview, March 15, 2022). The results of interviews with informants about the "clarity" sub-indicator of communication in implementing motor vehicle testing service policies based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service are shown below.

Mr Alpha Wahyu Farisaputra, ST (Head of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service) remarked, "Yes, the implementation of the motor vehicle testing service policy at the East Kutai Transportation Service has been conveyed to all relevant parties" (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motorized Vehicle Testing at the East Kutai Regency Transportation Service) explained, "Information regarding the implementation of the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service has been communicated clearly and accurately to the intended audience" (Interview, March 23 2022 ).

Mr Reihan Indra Perdana, A.Md (Treasurer of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) stated: "Information regarding the implementation of the Motor Vehicle Tax service policy at the Transportation Service has been conveyed to the appropriate parties" (Interview, March 14 2022). Edi Sriyanto A.Md (Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The East Kutai Regency Transportation Service has continuously implemented the motor vehicle testing service policy" (Interview, March 15 2022).

Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service), said, "Communication in the fulfilment of Motor Vehicle Tax service policies at the East Kutai Regency Transportation Service is conducted clearly and precisely" (Interview, March 29 2022). Mr Soleh stated: "Because information about the policy on motor vehicle testing services in East Kutai Regency is not disseminated uniformly, so many of our people still do not comprehend this policy" (Interview, March 23, 2022).

The results of interviews with informants regarding the "consistency" sub-indicator of communication in implementing motor vehicle testing service policies based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be presented below. Mr Alpha Wahyu Farisaputra, ST (Head of the Motor Vehicle Testing Unit at the East Kutai Regency Transportation Service), stated, "The East Kutai Transportation Service's motor vehicle testing service has been constantly disseminated from the leadership to the personnel" (Interview, March 29 2022).

Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency) provided clarification. "The communication strategy for implementing the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service has been constant, both internally to the leadership and personnel and externally to the broader community and stakeholders" (Interview, March 23 2022). Treasurer of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Reihan Indra Perdana, A.Md, stated: "Messages on the implementation of the Motor Vehicle Tax service policy at the Transportation Service have been communicated consistently and by the applicable regulations from the leadership to the staff under them" (Interview, March 14, 2022).

Mr Edi Sriyanto A.Md. (Vehicle Examiner of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency) disclosed: "The execution of the motor vehicle testing service policy at the East Kutai Regency Transportation Service has been communicated consistently from the leadership to the personnel" (Interview, March 15, 2022). Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service), stated, "The communication process in the implementation of Motor Vehicle Tax service policies at the East Kutai Regency Transportation Service is consistently and continuously carried out" (Interview, March 29 2022).

Mr Soleh (User of the East Kutai Regency Transportation Service's Technical Executive Unit Motor Vehicle Testing Service) commented, "Clearly, the party implementing the motor vehicle testing service policy in East Kutai Regency is attempting to maintain consistency in explaining this policy" (Interview, March 23 2022). Communication in the implementation of motor vehicle testing service policies at the Transportation Service of East Kutai Regency has been carried out effectively; that is, it has been transmitted to implementing personnel appropriately, through instructions that are clear and accurate, and has been conveyed from the top to the bottom consistently and uniformly.

The "resources" indicator is comprised of the sub-indicators "human resources", "budget resources", "resources of facilities and infrastructure", "information resources", and "authority resources" in the East Kutai Regency Transportation Service's implementation of motor vehicle testing service policies based on Minister of Transportation Regulation Number 19 of 2021. The results of interviews with informants about the "human resources" sub-indicator for implementing motor vehicle testing service policies based on Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service will be shown below.

Mr Alpha Wahyu Farisaputra, ST, revealed: "The East Kutai Transportation Service's available human resources for implementing the motor vehicle testing service policy are still restricted. The number and level of skill are still restricted. Therefore, we require coaching, instruction, and training (Interview, March 29 2022).

Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency) provided clarification. "In implementing the Motor Vehicle Tax service strategy at the East Kutai Regency Transportation Service, the quality of human resources is relatively high, but the quantity is still insufficient" (Interview, March 23 2022). Mr Reihan Indra Perdana, A.Md. (Treasurer of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "HR is 90% qualified in executing The Motor Vehicle Tax service policy at the Transportation Service, but the number is still limited" (Interview, March 14 2022).

Mr Edi Sriyanto A.Md (Vehicle Examiner of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The East Kutai Regency Transportation Service did not have appropriate personnel resources

to support the implementation of the motor vehicle testing service policy" (Interview, March 15 2022). Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service Office), noted, "Human resources for implementing Motor Vehicle Tax Service policies at the East Kutai Regency Transportation Service remain restricted in capacity and number" (Interview, March 29 2022).

Mr Soleh (User of the Technical Executive Unit Motor Vehicle Testing Service of the East Kutai Regency Transportation Service) commented, "I believe that not all of the implementing human resources in East Kutai Regency's motor vehicle testing services are professional" (Interview, March 23 2022). The results of interviews with informants addressing the sub-indicator of "budgetary resources" in implementing motor vehicle testing service rules based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be shown below.

Mr Alpha Wahyu Farisaputra, ST, revealed: "The implementation of the motor vehicle testing service policy at the East Kutai Regency Transportation Service has not been adequately supported by the availability of a sufficient budget; the current budget is reserved for priority needs only" (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency) provided clarification. "The budget for implementing the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service is inadequate. There are numerous essential positions that have not been filled" (Interview, March 23 2022).

Mr Reihan Indra Perdana, A.Md. (Treasurer of Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The Transportation Service does not have sufficient funds to implement the Motor Vehicle Tax service policy. There is no money allocated for honoraria and other essentials" (Interview, March 14 2022). Mr Edi Sriyanto A.Md (Vehicle Examiner of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The East Kutai Regency Transportation Service did not have sufficient funding to implement the motor vehicle testing service policy" (Interview, March 15 2022)

Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service), disclosed, "The financial resources for implementing the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service did not meet their needs in full" (Interview, March 29 2022). Mr Soleh (User of the Technical Executive Unit Motor Vehicle Testing Service of the East Kutai Regency Transportation Service) commented, "The budget for the East Kutai Regency motor vehicle testing service policy is certainly adequate, sir" (Interview, March 23 2022). The results of informant interviews regarding the sub-indicator "resources of facilities and infrastructure" in implementing the motor vehicle testing service policy based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be presented below.

Mr Alpha Wahyu Farisaputra, ST, revealed: "The East Kutai Transportation Service's implementation of the motor vehicle testing service policy has been hampered by inadequate support facilities and infrastructure." These technical projects require many infrastructure and facilities (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motorized Vehicle Testing at the East Kutai Regency Transportation Service) stated, "The facilities and infrastructure for implementing the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service already exist, but the quantity and quality are insufficient" (Interview). , March 23, 2022).

Treasurer of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Reihan Indra Perdana, A.Md, stated: "The Department of Transportation's infrastructure and facilities for implementing the Motor Vehicle Tax service policy are also inadequate. In particular, the lack of administrative and technological support equipment, such as internet for non-cash transactions, testing tools, and workspace and building maintenance" (Interview, March 14, 2022). Mr Edi Sriyanto A.Md (Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The East Kutai Regency Transportation Service lacks the necessary facilities and infrastructure to implement the motor vehicle testing service policy" (Interview, March 15 2022).

Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency), remarked, "The East Kutai Regency Transportation Service lacks adequate infrastructure and facilities to implement Motor Vehicle Tax service policies" (Interview, March 29 2022). Mr Soleh (User of the East Kutai Regency Transportation Service's Technical Executive Unit Motor Vehicle Testing Service) commented, "I believe the facilities and infrastructure of the East Kutai Regency's motor vehicle testing service are inadequate. Yes" (Interview, March 23 2022). The results of informant interviews about the sub-indicator "information resources" in implementing the motor vehicle testing service



policy based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be shown below.

Mr Alpha Wahyu Farisaputra, ST, revealed: Yes, the implementation of the motor vehicle testing service policy at the East Kutai Transportation Service is adequately supported by Minister of Transportation Regulation No. 19 of 2021 concerning Periodic Testing of Motor Vehicles (Interview, March 29, 2022). Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the East Kutai Regency Transportation Service) explained, "Regulations in the implementation of Motor Vehicle Tax service policies at the East Kutai Regency Transportation Service are sufficiently strong with the issuance of Minister of Transportation Regulation No. 19 of 2021." (Interview), March 23, 2022).

Treasurer of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Reihan Indra Perdana, A.Md, stated: "The Transportation Service's implementation of the Motor Vehicle Tax service policy is supported by stringent restrictions from the Ministry of Transportation of the Republic of Indonesia, which the regions cannot alter" (Interview, March 14, 2022). Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Edi Sriyanto A.Md stated: "Informational resources for executing the policy of motor vehicle testing services at the East Kutai Regency Transportation Service can be found in Minister of Transportation Regulation No. 19 of 2021 on Periodic Testing of Motor Vehicles" (Interview, March 15, 2022).

Mrs Rini Djuraidah, SE (General Administration of Motor Vehicle Testing Technical Executive Unit Department of Transportation East Kutai Regency), disclosed: "The execution of the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service is already supported by a solid legal foundation, specifically Ministry of Transportation Regulation No. 19 of 2021 concerning Periodic Testing of Motor Vehicles" (Interview, March 29 2022). Mr Soleh (Technical Executive Unit Motor Vehicle Testing Service User of the East Kutai Regency Transportation Service) stated: "I do not know" (Interview, March 23 2022). (Interview, March 23 2022). The results of informant interviews addressing the sub-indicator "authority resources" in implementing the motor vehicle testing service policy based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be shown below.

Mr Alpha Wahyu Farisaputra, ST, revealed: "According to the defined primary functions, the implementers' authority in implementing the motor vehicle testing service policy at the East Kutai Transportation Service is sufficient" (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motorized Vehicle Testing at the East Kutai Regency Transportation Service) explained: "The authority of the implementers to carry out their responsibilities in implementing the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service is already based on their primary functions" (Interview, March 23 2022).

Mr Reihan Indra Perdana, A.Md. (Treasurer of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) stated: "The authority to implement Motor Vehicle Tax service policies at the Transportation Service has been delegated by their respective primary responsibilities and functions" (Interview, March 14 2022). Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Edi Sriyanto A.Md stated: "The implementation of the motor vehicle testing service policy at the East Kutai Regency Transportation Service was backed by substantial authority resources for its workers" (Interview, March 15, 2022).

Mrs Rini Djuraidah, SE (General Administration of Motor Vehicle Testing Technical Executive Unit Department of Transportation East Kutai Regency), disclosed: "Authority resources for implementing the Motor Vehicle Tax service policy at the East Kutai Transportation Service are robust because they are based on ministry laws" (Interview, March 29 2022). Mr Soleh (East Kutai Regency Transportation Service User of the Technical Executive Unit Motor Vehicle Testing Service) commented, "I had no idea" (Interview, March 23 2022). The implementation of motor vehicle testing service policies at the Transportation Service Office of East Kutai Regency continues to be hampered by limited human resources, inadequate budgetary resources, and inadequate facilities and infrastructure but has been supported by reliable information resources (in the form of related regulations).

The "attitude" indicator is derived from the sub-indicators "appointing bureaucratic staff" and "offering incentives" in the East Kutai Regency Transportation Service's implementation of motor vehicle testing service rules based on Minister of Transportation Regulation Number 19 of 2021. The results of interviews with informants regarding the sub-indicator "appointment of bureaucratic personnel" in implementing the motor vehicle testing service policy based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service are presented in the sections that follow.

Mr Alpha Wahyu Farisaputra, ST, revealed: "The East Kutai Transportation Service implements its motor vehicle testing service policy in a selected and transparent manner to develop human resource personnel who are competent and accountable in their field of work" (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency) provided clarification. "The implementation of the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service has been staffed selectively. Thus it is envisaged that competent and trustworthy human resources will be generated" (Interview, March 23 2022).

Mr Reihan Indra Perdana, A.Md. (Treasurer of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) remarked, "The procedure of designating implementing persons in the Transportation Service's implementation of the Motor Vehicle Tax service policy is transparent and selected" (Interview, March 14, 2022). Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Edi Sriyanto A.Md stated: "The implementation of the motor vehicle testing service policy at the East Kutai Regency Transportation Service has been bolstered by a system of selected and open staff recruiting to acquire competent employees" (Interview, March 15, 2022).

Mrs Rini Djuraidah, SE (General Administration of Motor Vehicle Testing Technical Executive Unit Department of Transportation East Kutai Regency), disclosed: "The attitude and dedication of the Motor Vehicle Tax service policy implementers at the East Kutai Regency Transportation Service are relatively high because they are appointed from a pool of qualified and highly committed individuals" (Interview, March 29 2022). Mr Soleh (User of the Technical Executive Unit Motor Vehicle Testing Service of the East Kutai Regency Transportation Service) commented, "Yes, the policy implementers for motor vehicle testing services in East Kutai Regency should be chosen and appointed with care so that they are competent" (Interview, March 23 2022). The results of interviews with informants regarding the "providing incentives" sub-indicator in implementing motor vehicle testing service policies based on Minister of Transportation Regulation Number 19 of 2021 at the East Kutai Regency Transportation Service will be presented in the sections that follow.

Mr Alpha Wahyu Farisaputra, ST (Head of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service), stated, "Well, there is no incentive provided in the implementation of the motor vehicle testing service policy at the East Kutai Transportation Service due to the limited budget" (Interview, March 29 2022). Mr Syafruddin, S.Sos (Head of Administration for Motorized Vehicle Testing at the East Kutai Regency Transportation Service) explained: "Due to a limited budget, there is no provision for incentives in the implementation of Motor Vehicle Tax service policies at the East Kutai Regency Transportation Service" (Interview, March 23 2022). Mr Reihan Indra Perdana, A.Md. (Treasurer of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) stated, "There is no incentive for the Transportation Service to implement the Motor Vehicle Tax service policy; in fact, such technical work carries a high occupational health and safety risk" (Interview, March 14, 2022).

Mr Edi Sriyanto A.Md (Vehicle Examiner of the Technical Executive Unit Motor Vehicle Testing of the East Kutai Regency Transportation Service) stated, "There has been no suitable incentive for personnel in the application of the motor vehicle testing service policy at the East Kutai Regency Transportation Service" (Interview, March 15 2022). Mrs Rini Djuraidah, SE (General Administration of Motor Vehicle Testing Technical Executive Unit of the East Kutai Regency Transportation Service Office), noted, "The East Kutai Regency Transportation Service lacks an appropriate incentive provision for implementing the Motor Vehicle Tax service policy" (Interview, March 29 2022). Mr Soleh (User of the East Kutai Regency Transportation Service's Technical Executive Unit Motor Vehicle Testing Service) commented, "I do not know about this" (Interview, March 23 2022).

Based on the results of the research on the "disposition" indicator as stated above, it can be concluded that: the attitude (disposition) of the implementing personnel towards the implementation of the motor vehicle testing service policy at the East Kutai Regency Transportation Service is quite positive, as they are selected and appointed from individuals who are competent and highly dedicated in their duties and responsibilities, despite not receiving incentives. This "inhibiting factor" is represented by the sub-indicators "internal inhibiting factors" and "external inhibiting factors" in the East Kutai Regency Transportation Service's implementation of motor vehicle testing service rules based on Minister of Transportation Regulation No. 19 of 2021.

The results of interviews with informants about the "internal inhibiting factors" sub-indicator in the implementation of motor vehicle testing service policies based on Minister of Transportation Regulation No. 19 of 2021 at the East Kutai Regency Transportation Service are as follows: Mr Alpha Wahyu Farisaputra, ST, revealed: "Limited implementing human resources,

insufficient budget, and inadequate facilities and infrastructure are among the internal factors that have impeded the East Kutai Transportation Service's implementation of the motor vehicle testing service policy" (Interview, March 29 2022).

Mr Syafruddin, S.Sos (Head of Administration for Motor Vehicle Testing at the Transportation Service Office of East Kutai Regency) provided clarification. "The internal reason that impedes the implementation of the Motor Vehicle Tax service policy at the East Kutai Regency Transportation Service is primarily the availability of inadequate facilities and infrastructure (Interview, March 23 2022). Treasurer of the Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Reihan Indra Perdana, A.Md, stated: "Among the internal factors impeding the implementation of the Motor Vehicle Tax service policy at the Department of Transportation are the absence of personnel incentives and personnel file and physical verification inaccuracies" (Interview, March 14, 2022).

Vehicle Examiner of Technical Executive Unit Motor Vehicle Testing Department of Transportation, East Kutai Regency, Mr Edi Sriyanto A.Md stated: "Lack of budget, lack of competent human resources, and lack of work support facilities and infrastructure are internal factors impeding the implementation of motor vehicle testing service policies at the East Kutai Regency Transportation Service" (Interview, March 15, 2022). Mrs Rini Djuraidah, SE (General Administration of Technical Executive Unit Motor Vehicle Testing at the East Kutai Regency Transportation Service), stated, "No internal factors are preventing the East Kutai Regency Transportation Service from implementing Motor Vehicle Tax service policies" (Interview, March 29 2022).

## **5. CONCLUSIONS AND IMPLICATION**

This study concludes that implementing the motor vehicle testing service policy based on the Minister of Transportation's Regulation No. 19 of 2021 at the Transportation Service of East Kutai Regency was triumphant based on the indicators of communication, resources, disposition, and bureaucratic structure. However, there are still several obstacles. According to the "resources" indicator, implementing the motor vehicle testing service policy at the East Kutai Regency Transportation Service is still hampered by limited human resources, insufficient budgetary resources, and inadequate facilities and infrastructure. However, it is supported by reliable information resources (in the form of related regulations) and transparent sources of authority. There are still community members who do not wish to do periodic motor vehicle testing, and there are still community members who do not comprehend the policy of motor vehicle testing services.

Based on the research and study, the following recommendations are listed: It is suggested to the Department of Transportation of East Kutai Regency that the distribution of information or communication transmission in the implementation of the motor vehicle testing service policy is not only to policy implementers but also to policy targets so that the public understands and is aware of the significance of the policy of periodic motor vehicle testing services. It is suggested that the Department of Transportation of East Kutai Regency and the Ministry of Transportation of the Republic of Indonesia engage in intensive HR capacity-building activities for the motor vehicle testing service program's implementers through proper education and training. It is proposed that the Regent and Regional House of Representatives of East Kutai Regency enhance the budget for acquiring high-quality facilities and infrastructure and offer adequate incentives to the East Kutai Regency Transportation Service's motor vehicle testing program implementers. It is suggested that the Head of Technical Executive Unit Motor Vehicle Testing at the Transportation Service of East Kutai Regency increase oversight of the Standard Operating Procedure (SOP) implementation in his institution's work operations.

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