

## Driving Permit Service Strategy (SIM) in Siak Regency

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Keywords	<b>Abstract.</b> A driver's license is a special requirement that must be owned by the public to drive a motor vehicle. However, there are still 1,075 people who do not have a SIM in 2022. The purpose of this study is to analyze the strategies and obstacles of SIM services in Siak District. The research method used is descriptive qualitative with subject determination using purposive sampling consisting of SIM service officers and SIM issuance applicants. The results of the study found that there are several strategies used to optimize SIM services, namely 1) The strategy of identifying the main determinants of SIM services. 2) The strategy of managing the expectations of applicants who receive services from SIM services. 3) Strategy of managing evidence of quality in SIM services. 4) The strategy of educating the public is carried out by SIM services where service officers help the public or applicants to get education related to SIM either from socialization, e-books, or tutoring. 5) The strategy of fostering cultural quality, that is, knowledge where almost all officers appointed by the leadership have competency certifications that prove that these officers have indeed been tested. 6) Strategy to follow up, all services are carried out as well as possible and as optimally as possible even though improvements must always be reviewed and followed up. 7) Information system strategy, where SIM service officers have used an information system.
Service Strategy, Driver's License, Police, Siak District	

### 1. INTRODUCTION

A driver's license (SIM) must be owned by someone who uses a motorized vehicle in accordance with the 2021 Republic of Indonesia National Police Regulation Number 5 concerning Issuance and Marking of a Driving Permit. However, not everyone who drives a motorized vehicle has a SIM. Some of them have never taken care of issuing a SIM and extending a SIM that is no longer valid. The phenomenon of motorized vehicle drivers who do not have a SIM exists in various regions with various obstacles. Starting from the SIM issuance procedure which is considered complicated, the cost is relatively large, the lack of supervision and enforcement by law enforcement officials to the driving test procedures which make it difficult for applicants (Nur et al., 2019; Ahya et al., 2023). In 2022, there are 1.75 residents who do not have a SIM in Siak Regency. This number has increased significantly when compared to 2021 where the population without a SIM is only 307 people, as shown in the following table:

Table 1. Data on the number of residents, not having a SIM and issuance of a SIM

No	Year	total population	Don't Have SIM	SIM issuance
1	2021	325.678	307	18.777
2	2022	333.291	1.075	21.914

Source: Siak Regency Data, 2023

The increase in the number of people who do not have a SIM is a serious concern from the Siak Traffic Police, which is manifested through outreach, education and law enforcement for the public to have a SIM. In terms of the social system, the Traffic Unit (Satlantas) as an institution must carry out its functions structurally according to the social system. Where the social system is the relationship between several elements in social life. Therefore the Traffic Unit (Satlantas) and community funds cannot be separated because they influence each other between sections. The Traffic Unit (Satlantas) carries out its function as a public service, so it must make strategies such as providing the main determinants of service, managing applicant expectations, managing evidence of service quality, educating the public about service, cultivating a quality culture, following up on services and developing service information systems (Sari et al., 2019; Zufriana & Suri, 2021).

These efforts are made in order to comply with existing regulations, in which service users obtain maximum public services until users are satisfied with the services provided by the Siak Traffic Unit (Satlantas). Where maximum and quality service is the responsibility of officers in carrying out their roles and functions (Afandi et al., 2022). So that there are no more people who are negligent in taking care of their SIM just because the service they get is of poor quality.

From the efforts made, it can be said that these are new strategies in providing services to the community related to SIM management so that they are of higher quality. From this problem, it also requires an institution or institution to continue to provide the best for service users in order to achieve a goal desired by both parties. According to Hamel and Prahalad in Umar, strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the point of view of what the customer expects in the future. Thus the strategy always starts from what can happen and not from what happened (Umar, 2010). Meanwhile, Mintzberg (1978) in Anatan suggests that strategy is an action or pattern of action taken to achieve a goal. In an organization, strategy does not only include planned strategies, but also includes sequences of decisions that describe consistency in decision behavior (Anatan, 2008).

According to Kasmir in (Novianto, 2019) said that service is an act of someone who aims to provide satisfaction to consumers. While Services from the point of view (Kasmir, 2005) is the most important thing in an organization or company. Everyone who is responsible for serving customers must be able and courageous to use their competence to serve and meet the needs of the customer itself. Service strategy is a way of responding to a situation and reality by providing solutions to be able to get out of that situation. Solutions or methods are taken based on the conditions of need and are able to provide the best way out of the circumstances that occur. Strategy is sometimes synonymous with tactics to overcome existing problems, not the other way around. In this research, (Fandy, 2012) explain the strategy in the context of SIM services for the community, especially motorized vehicle drivers, including:

- a. Identifying the main determinants of service quality, where an agency needs to know what the needs of its people are and conduct in-depth research to find out the determinants of service quality.
- b. Managing Customer Expectations, where agencies need to provide information to customers regarding what can be provided to the public and make promises wisely and not exaggerating.
- c. Managing Evidence of Service Quality, where agencies need to always manage evidence of the quality of their services that have been obtained from the public to serve as evidence.
- d. Educating the Community About Services, where agencies need to provide direction or educate customers so that the agency's strategy to improve the quality of the service is more optimal.
- e. Growing a Quality Culture, (Hardjosoedarmo, 2004) says that a quality culture is a pattern of values, beliefs, and expectations that are embedded and develop in the minds of members of the organization regarding their work in producing quality products or services where agencies need to accustom its employees to prioritize quality in providing services.
- f. Creating Automated Quality, where service is fast and precise is the reason why automation in carrying out government affairs is needed. However, agencies need to avoid automation that covers the entire service to maintain balance.
- g. Follow up Services, where agencies need to follow up on the services they provide to customers to find out where the deficiencies lie in providing services.
- h. Developing Service Quality Information Systems, where agencies need to develop information systems in providing information to the public regarding matters that include services.

Changes that occur in one part will also bring changes to other parts. Society is seen as a system in which all social structures are integrated into one, each of which has different but interrelated functions and creates social consensus and order and all elements will adapt to each other both internal and external changes in society. (Lidz, 2021; Bandjar, 2023). This theory views that integration in society will run well and normally if the elements or actors involved are able to carry out their functions and structures properly. Structural-functional theory views social reality as a systemic relationship, namely a social system that is in balance, namely a unit consisting of

interdependent parts. So that when a system or social structure undergoes a change, it will also cause changes in other systems(Herawati, 2023).

This theory assumes that every element of society provides a function for other elements of society. Changes that occur in one society will also cause changes in other societies. This theory examines the function or role of a social institution or social structure as well as certain social actions in a society and examines the pattern of its relationship with other social components. Functional structural theory explains how a structure functions. Each structure describes how the function of a structure (micro like friendship, organization and macro like society) will remain as long as it has a function(Juwita et al., 2020). The concept of Structural Functionalism Theory of Thought is influenced by the assumption of similarity between the life of biological organisms and social structures regarding the existence of order and balance in society. Parsons believes that the development of society is closely related to the development of the four main subsystem elements, namely cultural (education), justice (integration), governance (achievement of goals) and economics (adaptation).(Nababan, 2022). Parsons also includes an action scheme called AGIL. where, AGIL has a function which is a group of activities directed to fulfill one or several system requirements (Sciortino, 2021).

It can be concluded that Parsons' functional theory focuses on mechanisms that increase stability and order in social systems, especially regarding the concept of social balance, namely the continuity of social patterns, is not something difficult and problematic and does not require explanation. In the cases above, if the existence of a functional relationship is successfully unraveled, then such an analysis will also be very crucial to explain how such a functional relationship can survive or possibly be hampered by its development. If functional analysis can be concerned with the issue of structural stability, functionalists can shift their analytical claims from the level of description and interpretation to that is "a social system composed of interrelated parts or elements that unite in problems requiring explanation." complete and at length although limited to issues related to the durability of functional relationships in a series of circumstances or certain sequences, thus the theory of functionalism explains that social activity is a social system, in which social institutions are interrelated and dependent on one another. with the others. Referring to the background above, the formulation of the problem used is what are the strategies and service constraints of the Traffic Unit (Satlantas) in serving driving licenses (SIM) in Siak Regency? While the purpose of this study is to analyze the strategies and obstacles of the Traffic Unit (Satlantas) in serving driving licenses (SIM) in Siak Regency.

## 2. METHOD

This type of research is descriptive qualitative. The determination of the informants in this study was carried out using a purposive technique, so that the data obtained from the informants was in accordance with the needs and objectives of the research. The key informant in this study is the key informant, namely the driver's license applicant. The informant, namely the Siak SIM service officer. This study used several data collection techniques, namely observation and interviews. This type of research is field research, namely research that is directly carried out in the field or on informants. Data triangulation was carried out where this research was source triangulation. Source triangulation was carried out by checking information/data obtained through interviews with informants. Data analysis is data reduction, data presentation and drawing conclusions.

## 3. RESULT AND DISCUSSION

This problem is certainly a PR for the SIM service to set a strategy to get out of this problem so that users are no longer disappointed and obey the rule of law that every motorist must have a SIM. Therefore there are several strategies that must be carried out by SIM services in Siak Regency, namely:

### A. Strategy for Identifying Main Determinants of Services

Identifying the main determinants of service is one of the main factors of the many factors that have contributed to the realization of good service. Associated with the main determinants of service quality are the facilities and infrastructure provided by SIM service officers. This was also conveyed by Mr. Fandri, SH as the head of the Siak District Police *SATPAS*, that:

*"The SIM service facilities and infrastructure here have been fulfilled, a waiting room, complaint room, parking, toilets, and others have been provided. Most importantly, we have provided infrastructure for applicants to take the test, even for people with disabilities. So all infrastructure facilities are provided so that applicants can feel comfortable when carrying out SIM services".* (Results of interview by Mr. Fandri, SH, Wednesday 26 July 2023, 10.13 WIB at SATPAS SIAK)

This was also felt by one of the applicants who as a key informant in this study revealed that:

*"The facilities and infrastructure provided are adequate. There is a waiting room where chairs and tables are provided for the public to fill out forms that will be submitted to officers. For the computer test, the computer provided is completely good, and there is already a place for a simulation test. However, the building is still rather small so if it's crowded it's a little uncomfortable. Overall everything is pretty good, because it doesn't really interfere with the service process and the test process carried out by the applicant."* (Results of Mr. Husein's interview, Thursday 27 July 2023, 11.05 WIB at SATPAS SIAK)

The state of facilities and infrastructure can be seen in the following figure.



Figure 1. SIM service facilities and infrastructure in Siak Regency

Regarding the facilities and infrastructure in the Siak Regency SIM service, where officers have provided sufficient and well-functioning facilities where all of these facilities are provided to SIM applicants both in terms of test rooms, test kits and others. Even though it's still not perfect, service officers are trying to fulfill all the facilities and infrastructure at SATPAS Siak. Almost everything that is needed is already in the service location, although there are still some additions that must be provided and must be repaired. This was also conveyed by Mr. Hendri, SH as BAUR SIM and added a statement from the SATPAS leadership that:

*"As officers, of course, they already understand and have been trained with the tools in the SIM service. here officers already have skills regarding the test kits to be used, so that officers can assist service users who are carrying out all kinds of tests".* (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)

For test tools can be seen in the following figure.

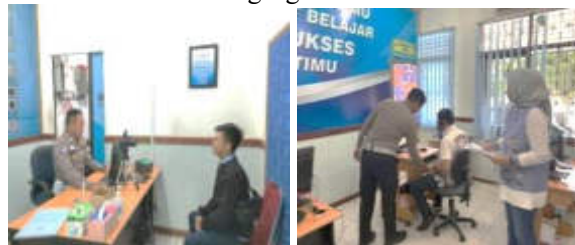


Figure 2. SIM service officer skills

From the pictures and interview results related to the skills of the officers in using the tools related to the SIM above, it can be explained that the service officers at SATPAS Siak have the ability

so that they have the responsibility to carry out their obligations including in using test kits so that they can become photographers. . So it can be concluded that the skills of the officers with the tools in the SATPAS SIM service are very good in carrying out their duties as SIM services.

The main determinant identification strategy for SIM services operating in Siak, it can be said that SIM services have met the main requirements in a service, namely in terms of infrastructure and officers who serve as SIM services. Where the service has fulfilled all the facilities, both complete infrastructure facilities inside and outside the infrastructure room. In addition, the existence of officers who carry out services for SIM applicants has also been able to carry out their duties and functions. So that in terms of the social system, the main determinant identification strategy has met the needs of applicants for SIM services, although it cannot be said to be perfect due to limitations in meeting service needs.

### B. Strategy for Managing Applicant Expectations

SIM service officers must be able to manage the applicant's expectations so as not to overdo it in hoping for something that cannot be fulfilled regarding the services provided. This was expressed by the applicant regarding the officer who gave the SIM service expectations that:

*"Never. The officers carried out their duties according to their promises and also never carried out procedures outside of the existing SOPs. (Results of Mr. Husein's interview, Thursday 27 July 2023, 11.05 WIB at SATPAS SIAK)*

The SIM service officer at SATPAS Siak, both of whom revealed that:

*"All of us here as officers never make promises to applicants regarding service hours, costs, processing time and whatever it is, everything is the same according to the SOP. The complete file is immediately processed and continues until the process is complete and the applicant receives a SIM. (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)*



Figure 3. SOP for SIM Issuance Time and Operating Hours

It can be concluded that in managing the expectations of SIM officers who play an important role and must be responsible for carrying out SIM services in accordance with predetermined SOPs. Even for the service process there is a time, the operational hours have also been set at the beginning where the operational hours start 6 working days a week starting at 07.30 to 16.30 except Saturday until 12.00 noon, but the receipt of files starts at 08.00 until 13.00 WIB or 10.00 on the day Saturday. The strategy for managing the expectations of customers/applicants who receive services from SIM services, where in a social system officers try to carry out their duties in accordance with rules and norms without being bound by promises that officers must fulfill to applicants. So that there is a strategy for managing expectations, the applicant does not have high fantasies and is taken advantage of or takes inappropriate shortcuts. However, in this case, the two parties formed a cooperative interaction so that actions outside the SOP did not occur. Service officers as one of the actors, who carry out their functions in accordance with existing values and norms in order to build trust from the community.

### C. Strategy for Managing Evidence of Service Quality

In this research, the evidence that must be provided is the quality of the service provided by the SIM SATPAS Siak service where they must know the benchmark of satisfaction received by the SIM applicant from the service as a whole. From this satisfaction measure, it will be seen the quality of

service provided by the SIM SATPAS Siak service and the service can improve things that need to be fixed. Therefore, to find out, each service unit has a satisfaction meter to see the IKM (Community Satisfaction Index). This can be seen in the following table:

Table 2. Results of IKM Satpas Siak

No	Date	Number of Applicants	IKM (%)	Information
1	1 Jan-31 Mar 2023	361	92,67%	A
2	1 Apr-30 Jun 2023	365	92,97%	A

Source: SATPAS Siak, 2023

The strategy for managing evidence of quality in SIM services can be said to have been carried out well by using a rating system to see the satisfaction felt by the applicant from the SIM services provided. From these measurements, the SIM service can provide concrete evidence to the public, especially those who will apply for a SIM at the SATPAS. In addition to providing concrete evidence of service quality, this quality evidence can also help SIM services to improve further better services in the future by knowing the deficiencies that exist in SIM services. From what is done by the SIM service, it is inseparable from its duties where structurally the service must be responsible for managing it so that its existence is seen by its function as a social system.

#### D. Strategies to Educate the Community About Services

In educating the community, socialization is carried out, where socialization can be carried out to the general public or even to school children. The socialization that was carried out was to explain SIM services, starting from the meaning of a SIM to the process of getting a SIM itself. In addition, the SIM service provides study guidance (bimbel) to SIM applicants so that during the test pose the applicant is able to complete the test properly.

This can be seen in the following figure:



Figure 4. The SIM service opens free tutoring and conducts outreach to schools

The strategy of educating the public in SIM services is carried out by SIM services which are part of a social system which certainly has a structural function for the existing community. The strategy used is appropriate in educating the public considering the large number of people who still do not understand, obey the existing legal rules. So that the function of its existence is not only a display but a function that actually fits its role in a structure.

#### E. Strategy for Fostering a Quality Culture

Serving as a public service is not an arbitrary matter considering that what is given will have an impact on service users, one of which is the SIM service. Where each division has differences in providing services to service users. Therefore, the SIM service officer certainly has to understand the ins and outs of the SIM so that they are not wrong in conveying information and also responding to complaints that come from the public. Where the more understanding a person is in providing information about SIM and responding to applicant complaints, the quality of knowledge possessed by the service officer in the eyes of the applicant will be seen. This was conveyed by the SIM applicant who said that:

*"In my opinion, the SIM officer provided information that was quite good and easy to understand. But indeed there are some officers who explain it is rather difficult for me to understand. So that I don't get the wrong response, I asked Mr. Hendri directly to make sure from the explanation that I didn't understand earlier. Because if his explanation is simpler and easier to understand "* (Results of Mr. Husein's interview, Thursday 27 July 2023, 11.05 WIB at SATPAS SIAK)

Based on the analysis related to the knowledge and skills possessed by SIM Siak service officers, it can be concluded that SIM service officers are people who have been appointed by their leadership to carry out the responsibilities they are currently carrying out. However, before this responsibility is given, the officers are equipped and tested regarding knowledge so that they have competency certification which states that the officer is worthy of being responsible as a SIM service officer.

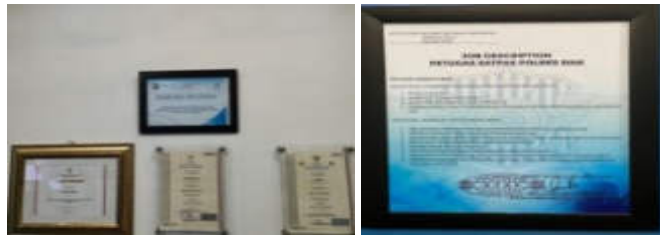


Figure 5. Officers Have Knowledge and Skills Certification at Siak LAPAS

In addition to knowledge, SIM service officers must also be required to have skills in carrying out SIM services. Where skill is a person's ability to operate work more easily and precisely. With someone who has the skills he is able to produce something more quickly and precisely. Speaking in terms of skills, where a SIM service is certainly equipped with adequate skills, both knowledge, dexterity and proficiency in terms of serving SIM applicants. Regarding the skills possessed by Siak SIM service officers, Kasat Lalu stated that:

*"The knowledge possessed by officers alone is not enough without good skills in performing services such as those related to obtaining a driver's license. Therefore, before officers are placed in the SIM service, they will be given training such as communicating with service users, proper time management and thoroughness in carrying out these tasks, which have been trained from the start before the officers were placed in the SIM service. (Results of interview by Mr. Fandri, SH, Wednesday 26 July 2023, 10.13 WIB at SATPAS SIAK)*

From the expressions of informants, it can be concluded that in addition to the knowledge that must be possessed, the SIM officer must also have qualified skills before he is assigned to the Siak SIM service. The officers will be properly trained in how to communicate, use time, be agile and are expected to be thorough in providing services to SIM applicants.

In addition to knowledge and skills, it is important that service personnel are required to have a good attitude in serving service users. Because there are still many attitudes of service workers who are the talk of the community who say that public services treat service users poorly. Of course this is a consideration for someone who wants to do a service, one of which is a SIM service. This can be seen in the following figure:



Figure 6. 5S Siak SIM Service

From the picture above it can be explained that, in acting the officers follow the rules set by the Siak Satlantas. This is done so that the applicant does not feel ignored and feels comfortable while doing the SIM service in Siak. Therefore service officers are really obliged to do this in serving applicants who take care of SIMs. As stated by BAUR SIM, that:

*"SIM service officers here are required to apply 5S (Smiles, Greetings, Polite, Greet and Courtesy) to applicants so that they are valued by officers and we are fair to service users. Before being assigned, they will be trained on how to do the right 5S".* (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)

It can be concluded that the knowledge possessed by service officers can be said to be of high quality where almost all officers appointed by the leadership have competency certification which proves that these officers have indeed been tested in their knowledge as SIM service officers. However, there are indeed some officers who still do not have sufficient competence in carrying out SIM services. From cultivating the quality of the culture that exists in SIM Siak services, it greatly influences the existence of these services in the midst of society. The cultural quality of the service in question is how knowledge, skills, and service attitudes are in providing services so that people feel satisfied in carrying out SIM services. The cultural quality strategy used by the Siak SIM service is carried out to the maximum extent possible to meet the needs of the applicant in carrying out the desired service. Structurally, the quality culture carried out by SIM services is a very important and good strategy, considering that service officers are actors who provide services to the community. Its existence as a system can be said to have been able to meet social needs.

#### **F. Service Follow Up Strategy**

Following up is reconstructing what has been implemented or correcting any deficiencies in a company or institution. Which means, following up on this is a step that is not optimal for performance results so that it follows up on the non-optimality so that performance can produce something that is more optimal, including following up on services. . This was felt by SIM applicants at SATPAS Siak who revealed that:

*"It's been pretty good. The facilities and services provided by the SIM service officers are good. It's just that the completion is sometimes a bit long, until it makes you tired of waiting there too. then this service is extraordinary far away from my house, 1 hour I have to travel. If a solution can be found, it will make it easier for people to apply for a SIM."* (Results of Mizan's interview, Thursday 28 July 2023, 10.41 WIB at SATPAS SIAK)

According to the informant both in terms of facilities and also the services provided by SIM services are quite good. Where the necessary facilities are available and the services provided are also very good. However, no matter how good a service is, of course there are still a number of things that must be considered, such as the problem of service completion time, to the location of the service at the Siak SATPAS. This is accepted by the SIM service, through suggestions and criticisms from users. BAUR SIM also responded to this that:

*"For the problem of distance, we plan to re-hold mobile SIMs as a solution to make it easier for the public to arrange SIMs for those whose homes are far from the service office. We also created SIM delivery, as another solution for those in need. SIM delivery started from the Covid era, which was to reduce the buildup for applicants for a SIM extension, then it is still running until now where applicants don't have time to pick up their SIM at SATPAS. I think, at this moment, those two things can be the best solution for all of us."* (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)

It can be concluded that, in following up on problems related to the distance to the SIM service location, it provides a way out by re-enabling mobile SIMs in Siak Regency on certain days. Then the application of the SIM delivery which is specifically for applicants who extend their SIM and then do not have time to pick up their SIM at SATPAS. SIM delivery has been around since Covid-19 where with this system so that there was no accumulation of SIMs at that time and this system is still running today. This can be seen in the following image:





Figure 7. Use of a Deelivery SIM and a Siak District Roving SIM

Apart from the problem of distance, the community also complains about the problem of time, where time is an important management that must be carried out by everyone in completing their tasks. Where based on interviews with applicants, the service time at SATPAS Siak is still relatively long so that it interferes with the comfort and efficiency of service. Therefore, problems at the time of completion must also be followed up by the SIM service so that people are satisfied with the services provided and also improve the quality of service from before. For a matter of time, BAUR SIM explains that:

*"We created a FIFO system so that service users can be served according to the queue number given by the officer. For service settlement problems, for example service users are still unable to pass the test, there is an extension of time for 14 working days so those who have not passed get two tests to be continued on another day, but if they fail then with that opportunity they fail to get a sim. There is an extension of time given so as not to hinder other applicants from carrying out a series of tests on the same day. (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)*

In the Siak SIM service, for service time issues using the First In First Out (FIFO) system. Where this fofo is a type of time management method by performing services alternately after the service is completed. With FIFO, applicants can orderly perform services. In addition, for the problem of applicants who have not passed the test on the day they perform the service, the service provides the opportunity to re-test 2 times within a 14-day grace period in accordance with the existing SOP. This extension does not cause time constraints for other applicants. This can be seen in the following figure:



Figure 8. Letter of Service Extension and Use of Fifo in the SIM Siak Service

Based on the service follow-up strategy, it can be concluded that all services are carried out as well as possible and as optimal as possible even though these improvements must always be reviewed and followed up. In accordance with the Siak SIM service existence function, the strategy of following up on a dissatisfaction received by the applicant will affect the service because there is a unity between the applicant and the service officer, and existing constraints can immediately be reviewed and corrected.

### G. Strategy for Developing a Service Quality Information System

Based on the research results, the Traffic Traffic Unit has a website that is used to provide information to the people of Siak Regency in particular. Apart from the website, there are several

media used by the Siak Police Traffic Unit to disseminate information. As explained by KSAT So that:

*"We already have our own and official website and social media accounts, so we take advantage of existing technology to share SIM-related information through our website or social media accounts."* (Results of interview by Mr. Fandri, SH, Wednesday 26 July 2023, 10.13 WIB at SATPAS SIAK)

The use of the information system carried out by the SIM service can be seen in the following figure:



Figure 9. Development of a SIM Service Information System Using a Website

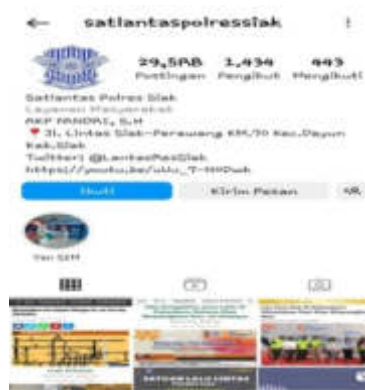


Figure 10. Development of a SIM Service Information System Using Social Media

Based on the picture above, it can be explained that the information development system carried out by the Siak SIM service is to share all information using the official Siak Police website which contains information, one of which is about driving licenses. Apart from that, the Siak Traffic Unit also doesn't want to be left behind by creating an official social media account that is now popular among the public, namely Instagram. The public and applicants who are certainly familiar with social media are of course used by the SIM service to post information and other content including the Siak SIM service. The information system strategy used by the Siak SIM service, where the SIM service officer is an actor in a role makes the service party have to make better and quality breakthroughs for the community. So that the existence of SIM services as a social system must understand the function of its existence, even the smallest thing will affect the existing system. By utilizing existing technology, the SIM service as a social system has been able to carry out its functions although it still has to continue to conduct research in order to continue to improve in serving the community, one of which is a SIM applicant.

### **Barriers to Siak Regency Driver's License (SIM) Service Strategy**

#### **1. Lack of HR Professionalism in Siak Regency Driver's License (SIM) Service**

The lack of professionalism of service personnel will become an obstacle to the service strategy made by SIM Siak services. Where every applicant really expects to be served by officers who have a professional attitude in order to be able to provide quality services. The existence of officers who are not yet professional can be caused by a lack of knowledge, the skills they have, as stated by BAUR SIM, that:

*"Sometimes we have provided the best service we have, but there are other members who provide inaccurate information to applicants who come to submit their requests. And some officers here still don't have competency certification, so there are some officers who are still not optimal in providing services to SIM applicants. Currently the SIM service is accommodating officers who are not yet certified to take part in Dikjur or competency certification. (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)*

The lack of professionalism that hinders the strategy made by SIM services in serving sim applicants in a quality and effective manner. Therefore there is a need for a re-evaluation in selecting officers to be given major responsibility so that there are no more obstacles or obstacles from the previously arranged strategy.

## **2. Lack of Facilities and Infrastructure for Driver's License (SIM) Services in Siak Regency**

Regarding the existing infrastructure in the Siak Regency SIM service, the SIM applicant explained that:

*"The existing SIM service facilities here have been quite fulfilled, but the building is still not wide enough, maybe because it's not your own building, so it's a little uncomfortable if there are lots of people who have business here. And if you can add more ingredients such as photocopies here so we won't be far away if there are missing files." (Results of Mr. Husein's interview, Thursday 27 July 2023, 11.05 WIB at SATPAS SIAK)*

Meanwhile, the existing facilities in the SIM service which are the driving force for the smooth operation of the service must also be considered so that they do not become obstacles to the SIM service. As a result of the lack of human resources, it makes the applicant uncomfortable, which says that:

*"Officers here are not on time when they complete the service, so it doesn't go according to the schedule stated in the SOP, even though the service process is carried out immediately. From what I see, why can't it be appropriate, maybe it's caused by a lack of officers here. Sometimes one officer can serve two to three services, in the end you get overwhelmed and taking care of the driver's license takes a little longer. (Results of Aila's interview, Thursday 27 July 2023, 10.11 WIB at SATPAS SIAK)*

Lack of facilities and infrastructure will greatly affect the smoothness and comfort of SIM services. Where the existence of these deficiencies is an obstacle for SIM services for the strategy that has been made. No matter how good the strategy that has been arranged, it will still be hampered if the main foundation experiences problems because in a service the most important thing is the quality of the facilities and infrastructure.

## **3. Haven't Implemented Automating Quality in the Siak Regency Driver's License (SIM) Service**

The use of this automation system does not exist in every service, one of which is the SIM service in Siak Regency. It was revealed by the applicant that: "I take care of the SIM offline, I want to take the queue number or enter the file also offline." (Results of Mr. Husein's interview, Thursday 27 July 2023, 11.05 WIB at SATPAS SIAK)

According to key informant interviews, he uses an offline system to carry out SIM services in its entirety starting from taking queue numbers to filing requirements. similarly also revealed by BAUR SIM, that: *"So far we are still using the offline system to serve applicants. However, retrieval of queue numbers can be done online, the remaining files collected by this officer apply to applicants for a new SIM or an extended SIM. So the system is still offline. Even in the provinces, not all of them use automated quality. Maybe this automated system can be implemented but you still have to collaborate with service officers as a resource here." (Interview with Mr. Hendri, SH, Wednesday 26 July 2023, 12.05 WIB at SATPAS SIAK)*

The use of automating quality is very important in expediting all service processes. Where the existence of this automation makes the applicant no longer have to perform offline services as a whole process. However, unfortunately the Siak SIM service has not created automated quality because the provincial SIM services have not used it either. Based on the research results, the SIM service in Siak

Regency is part of the social system. Where in it there are social elements as a whole that have a relationship between one another so as to form a unity that influences each other in it. Within the social system itself there are two or more individuals who interact where there is a goal in the interaction, then it has a structure and symbols in it. Within the social system there are also parts that each have a role to support the achievement of common goals. The same is the case with the SIM service unit which is part of a social system where there is interaction between its members and interactions within the community in order to achieve a desired goal.

The SIM service is also said to be a system because there is a network of interrelated procedures, this service must carry out its function of being in the midst of society so that it can produce or complete what is targeted. As a system, which must carry out its function, the Siak SIM service must be able to play its existence so that there is not only an empty shell but no function. So that in its processes SIM services must be able to supervise, socialize, communicate, maintain, establish systems, institutionalize and follow social changes in society.

#### 4. CONCLUSION

The research results found in this study are that there are several strategies used, namely 1) The main determinant identification strategy for SIM services, it can be said that SIM services have fulfilled the main requirements in a service, namely in terms of infrastructure. 2) The strategy for managing the expectations of applicants who receive services from SIM services, where officers do not make promises that officers must fulfill to applicants. 3) The strategy for managing quality evidence in SIM services can be said to have been carried out well using a rating system. From these measurements, SIM services can provide concrete evidence to the public. 4) The strategy of educating the public is carried out by the SIM service where service officers help the public or applicants to get related education about SIM either from outreach, e-books, or tutoring. 5) The strategy of cultivating cultural quality, that is knowledge where almost all officers appointed by the leadership have competency certification which proves that these officers have indeed been tested. 6) Follow up strategy, all services are carried out as well as possible and as optimal as possible even though these improvements must always be reviewed and followed up. 7) Information system strategy, where SIM service officers have used high-level information systems in sharing information related to services to the community such as using websites and media to make it easier for the community. While the obstacles to the SIM service strategy in Siak Regency are the lack of professionalism of the officers resulting in ignorance and punctuality in completing the completion, the lack of facilities and infrastructure makes applicants uncomfortable because the infrastructure is not supportive and has not used automated quality where automation can make it easier for applicants to carry out services, especially applicant services SIM extension.

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