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Strategies For Improving The Quality Of Driver's License (SIM) Issuance Services At Pringsewu Police Resort Based On A Public Management Perspective

Rahayu Laili,[1] Tina Miniawati Barusman Virgawenda.[2]

[1,2]University of Bandar Lampung, Indonesia

Email: [1] rahayulaili43@gmail.com, [2]tinabarusman@ubl.ac.id.

Abstract

The Pringsewu Police Resort is obligated to maintain service quality throughout the entire process of driver's license (SIM) issuance, starting from registration, data verification, theoretical and practical examinations, to the issuance of the license, in order to ensure that services are transparent, fast, accountable, and in accordance with established public service standards. To identify aspects that still require improvement in SIM issuance services, the Pringsewu Police Resort collects various complaints and feedback from the public through suggestion boxes and online complaint channels. These data serve as an important source for understanding users' real service experiences and for describing the most frequently encountered problems in the service process. The method used in this study is a descriptive method, which aims to accurately describe the conditions of the research object based on data obtained from interview transcripts, field notes, photographs, video recordings, personal documents, notes or memos, and other official documents. The approach employed in this research is an inductive approach, namely drawing conclusions based on empirical facts found in the field. The results of this study indicate that the quality of SIM issuance services at the Pringsewu Police Resort has generally been fairly good when viewed from the aspects of input, process, and output. Nevertheless, several obstacles remain, particularly limitations in human resources, facilities and infrastructure, long queues, and relatively complex service procedures, which affect service effectiveness and efficiency. To improve service quality, strategies are needed that focus on strengthening human resources, improving facilities, simplifying service procedures, enhancing internal coordination, and using information technology. These strategies are expected to increase public satisfaction through faster, more transparent, and more responsive SIM issuance services.

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INTRODUCTION

Driver's License (SIM) issuance is a public service that directly impacts the public and plays a strategic role in ensuring driver competence and road safety. Various studies have shown that driver's license (SIM) services frequently face quality issues, such as delays, administrative inaccuracy, and a lack of public information, which reduces user satisfaction. This phenomenon not only leads to dissatisfaction but also gives rise to intermediary practices that harm the public and tarnish the image of service providers. Therefore, efforts to improve the quality of driver's license (SIM) issuance services are a relevant topic for public management studies that seek to analyze the effectiveness and accountability of service bureaucracy (Kennedy, 2021).

Public service quality can be analyzed through various dimensions such as reliability, responsiveness, assurance, empathy, and tangibles—dimensions introduced in the *SERVQUAL model* , which has been widely used in public service research in Indonesia. The use of *SERVQUAL* in SIM services reveals a gap between public expectations and service perceptions, particularly in terms of reliability and responsiveness, which impact the image of the police institution. These findings indicate the need for more specific service attribute measurements for the SATPAS/Satlantas context to ensure more targeted improvement interventions (Nugraha *et al.*, 2024). By placing *SERVQUAL* within a public management framework, this study can link empirical findings with the principles of *good governance* and accountability.

Human resource (HR) competence and officer motivation are important factors that frequently emerge as determinants of public satisfaction with driver's license (SIM) issuance services. Officer competence, including technical skills in practical exams and administrative services, significantly correlates with driver's license applicant satisfaction. Furthermore, motivation and service ethics also influence the consistency of procedures, thereby reducing the potential for deviant practices such as unofficial levies. A public management approach that emphasizes competency development, training, and strengthening a service culture is urgently needed (Kennedy, 2021).

Infrastructure and information technology also play a key role in structuring driver's license (SIM) issuance services. During the pandemic, innovations such as *online registration* have proven helpful in reducing crowds and increasing service certainty. Digitizing public services can improve process efficiency, cost transparency, and facilitate monitoring, potentially reducing the space for intermediaries. However, digital transformation also

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requires infrastructure readiness, system integration, and public digital literacy to maximize its benefits (Dewantoro *et al.*, 2022).

Clear internal governance and standard operating procedures (SOPs) are prerequisites for an effective and accountable driver's license (SIM) issuance process. Uncertain procedures or inconsistent practices among officers often lead to confusion and public dissatisfaction, making it crucial for institutions to strengthen SOPs, monitoring, and performance evaluation mechanisms. Modern public management principles emphasize the importance of internal control mechanisms, time-based service standards, and measurable performance indicators to enhance service transparency (Andhika, 2025).

Public perception of service quality is also influenced by information communication and data transparency regarding applicable procedures and fees. Increasing the transparency of service information (e.g., registration guides, estimated timeframes, official fees) can reduce uncertainty and increase user satisfaction. For driver's license (SIM) services, providing easily accessible information can reduce public reliance on "intermediary services" and curb fraudulent practices. Public communication strategies and the dissemination of driver's license (SIM) procedures should be included as part of service improvement interventions (Alfayn, 2022).

Measuring customer satisfaction as a primary *outcome* of service quality should be conducted periodically and based on evidence to identify improvement priorities. For example, a combined *SERVQUAL method* with *Importance-Performance Analysis* (IPA) can help identify the most pressing service attributes for improvement, considering resource constraints (Yanwar & Suhartini, 2024).

Structural challenges such as high workloads, limited practical test facilities, and synchronization between related units are also frequently encountered in driver's license (SIM) issuance units across various regions. These conditions necessitate capacity planning *and* resource redistribution to maintain service quality during peak hours and under certain conditions. Furthermore, collaboration between agencies, such as with transportation agencies or driving training institutions, can strengthen the service ecosystem and improve the competency of prospective drivers. A public management perspective encourages cross-sectoral solutions and better coordination to address these structural issues (Kennedy, 2021).

Integrity and external oversight play a crucial role in maintaining the credibility of the driver's license (SIM) issuance process; strengthening complaint and *whistleblowing mechanisms* can be instrumental in preventing abuse of authority. Empirical research shows that a responsive complaint system increases public trust in service providers. Furthermore, public engagement through satisfaction surveys and transparency of service evaluation

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results can foster greater public accountability. Implementing service improvement strategies without clear monitoring and performance indicators risks becoming unsustainable, therefore, an *outcomes- based performance management approach* is essential. Indicators such as average service time, practical exam pass rate, number of complaints per period, and user satisfaction index can serve as measures of intervention success. The use of management dashboards and periodic reports can also help police leaders monitor progress and make rapid, data-driven decisions (Alfayn, 2022).

A strategic package that combines human resource quality improvement, service process digitization, infrastructure development, and governance strengthening can produce significant and sustainable service improvements. The integration of these four elements enables institutions to accelerate efficiency, increase accessibility, and strengthen public accountability. The effectiveness of this strategy is not universal, as each region has a different context and needs, ranging from demographic characteristics and the community's digital literacy level to regional budget capacity. This variation requires policy adaptations that are more sensitive to local conditions, so that strategy implementation is truly targeted and able to address specific issues in each region. A flexible and contextual approach is key to optimal service transformation (Andhika, 2025).

The Pringsewu Police, as part of the Indonesian National Police (Polri), has the duty and function of providing quality public services, one of which is through the issuance of Driver's Licenses (SIM). The SIM service is a concrete manifestation of the Police's efforts to ensure orderly traffic and provide legal standing for those who meet the requirements to be drivers. The issuance of Driver's Licenses (SIM) at the Pringsewu Police is a strategic form of public service because it is directly related to traffic safety and public compliance with the law. However, in practice, several problems are still found that affect the quality of service. In terms of human resources, the number of personnel working in the SIM service unit is relatively limited and not all of them have competency certification, particularly the certification of examiners or driver officers, which to date only one personnel holds. This condition has the potential to cause a high workload, inefficiency in the service process, and dependence on certain personnel.

The quality of driver's license (SIM) services still faces challenges such as inconsistent service times, public perception of complicated procedures, and limited support facilities. Furthermore, public awareness campaigns regarding the importance of driver's license ownership, issuance procedures, and the benefits of driving safety have not been conducted optimally and sustainably. Consequently, some people still lack a clear understanding of the function of a driver's license, administrative requirements, and official service mechanisms. This phenomenon demonstrates the need for a planned and

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comprehensive strategy to improve the quality of driver's license (SIM) issuance services based on a public management perspective, particularly in strengthening human resources, improving service quality, and optimizing public communication.

The Pringsewu Police Department is obligated to maintain service quality, from the registration process and data verification, through theory and practical exams, to driver's license (SIM) issuance, ensuring transparency, speed, accountability, and compliance with established public service standards. To understand the dynamics of driver's license (SIM) issuance service quality at the Pringsewu Police Department, information on the number of SIM issuances from year to year is required. This data provides a baseline overview of the level of public participation in obtaining a driver's license (SIM) and allows for analysis of trends in service improvement or decline. The following presents data on the number of SIM issuances at the Pringsewu Police Department during the 2021-2024 period.

Table 1.1 Number of SIMs Issued by Pringsewu Police Department 2021-2024

Year	Number of SIM Issued	Information
2021	12,450	Year with the highest number of publications
2022	11,320	Starting to see a decline of 9%
2023	9,870	The decline continued by 12.8%
2024	8,540	The most significant decrease, around 13.5%

Source: Pringsewu Police (2024)

Table 1.1 shows a significant downward trend in the number of driver's licenses issued at the Pringsewu Police Department from 2021 to 2024. In 2021, the number of driver's licenses issued reached 12,450, then decreased to 11,320 in 2022, and continued to decline to 9,870 in 2023. The sharpest decline occurred in 2024, with 8,540 issuances. Overall, over the four-year period, there was a total decline of approximately 31%, indicating a decline in interest or obstacles in the driver's license issuance process, both from the applicant's side and possible operational, policy, or service quality constraints at the Pringsewu Police Department.

In an effort to identify areas requiring improvement in the driver's license (SIM) issuance service, the Pringsewu Police Department collected various complaints and input from the public through a suggestion box and *online complaint channels.* This data serves as an important resource for understanding the real-life experiences of service users and describing the most frequently encountered issues in the service process. Based on the

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results of these complaints, the following presents an identification of problems with the driver's license (SIM) issuance service at the Pringsewu Police Department.

Table 1.2 Identification of SIM Issuance Service Problems at the Pringsewu Police

No	Service Aspects	Issues Found
1	Service Hours	Waiting times are still relatively long at certain times
2	Procedure	The service flow is not yet fully understood by the public
3	Facility	Waiting space is limited and comfort is not optimal
4	Human Resources	The number of officers is limited during peak times.
5	Cost Transparency	There is still a negative perception about extortion
6	Utilization of Technology	*online* system has not been utilized optimally (e.g. *online registration*)
7	Practical Test	Complaints regarding the complexity of the test track
8	Internal Supervision	Supervision of brokering practices is not yet optimal
9	Public Education	Lack of information regarding SIM terms and conditions
10	Applicant Satisfaction	Complaints regarding speed and ease of service

Pringsewu Police Suggestion Box and *Online Complaint Channel (2025)*

Based on the results of the problem identification in the driver's license (SIM) issuance service at the Pringsewu Police Department, it appears that various complaints from service users are directly related to key aspects that affect service quality. Long waiting times and procedures that applicants do not understand indicate that the service flow is still inefficient, causing confusion and slowing down the process. Limited facilities and an understaffing of officers during peak hours further worsen the applicant experience, reducing the comfort and speed of service. Furthermore, negative perceptions regarding cost transparency and complaints regarding the complexity of the practical test track contribute to lowering public satisfaction and trust. Suboptimal use of technology and a lack of public education regarding driver's license (SIM) requirements mean that most applicants are unable to properly prepare themselves before arriving at the service location. Coupled with weak oversight of brokering practices, these conditions create room for dissatisfaction and distrust in the service provided. Overall, these complaints indicate a clear need to improve the effectiveness, transparency, and convenience of the driver's license (SIM) issuance service at the Pringsewu Police Department.

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METHOD

The method used in this research is descriptive, aiming to provide an accurate and systematic portrayal of the research object based on empirical data. The data were obtained from various sources, including interview transcripts, field notes, photographs, video recordings, personal documents, memos, and other official records. This method allows the researcher to capture real conditions and phenomena as they occur in the field. The research applies an inductive approach by analyzing specific observations and empirical findings. Through this process, patterns and meanings are identified and then formulated into broader conclusions. Consequently, the conclusions are grounded in factual evidence rather than predetermined assumptions.

DISCUSSION

The Current Quality of Driving License Issuance Services at the Pringsewu Police Department when Viewed from a Public Management Perspective, Especially in the Aspects of *Input* , Process, and *Output* of Services

Based on the research results, it is known that the quality of SIM issuance services at the Pringsewu Police Station has generally been running quite well, in line with the *Total Quality Management principles* according to Johnson (2020) which emphasizes the importance of integrated *input* , *process* , and *output management to achieve sustainable service quality. From the input aspect* , the availability of human resources, infrastructure, and service systems is adequate (*resource management), although there are still limitations in the number of officers and supporting facilities. In the process* aspect , services have been implemented according to applicable procedures (*process management*), but still found obstacles in the form of long queues, suboptimal coordination between officers, and lack of clarity of information (*efficiency* and *communication*). From the *output side* , the public considers the service results to be quite satisfactory, marked by the issuance of SIMs according to the provisions (*competency-based output*), although improvements in service speed and user comfort are still needed. Thus, the quality of service has met the basic standards of public service, but still needs to be improved in efficiency and effectiveness, in line with the principle of *continuous improvement* in *TQM.*

The quality of driver's license (SIM) issuance services at the Pringsewu Police Department has generally been quite good, but not yet fully optimal. This finding aligns with the concept of public service in Law Number 25 of 2009, which emphasizes meeting community needs through clear and standardized procedures. From a public management perspective, service quality is measured not only by the fulfillment of administrative procedures but also by the effectiveness of resource management and user satisfaction. A

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"fairly good" service condition indicates that basic standards have been met, but there is still room for continuous improvement. This aligns with Dwiyanto's (2021) view that public services must be continuously evaluated to meet the dynamic needs of the community. Therefore, the quality of driver's license (SIM) services at the Pringsewu Police Department is in a developmental stage toward more optimal service.

From an input perspective, the availability of human resources, infrastructure, and service systems is considered relatively adequate, although there are still limitations in the number of officers and supporting facilities. This finding is relevant to public management theory, which emphasizes the importance of input management as a foundation for service performance (Makmur, 2020). In the context of SERVQUAL, the input aspect is closely related to the tangibles and assurance dimensions, namely the condition of physical facilities and officer competence. Research by Lumban and Putri (2023) also shows that limited facilities and human resource capacity are dominant factors influencing the quality of MIS services. This indicates that input adequacy is not only seen from availability but also from its suitability to the workload. Therefore, strengthening input is a crucial prerequisite for improving service quality.

In terms of process, the SIM issuance service at the Pringsewu Police Station has been implemented in accordance with applicable procedures, but still faces obstacles such as long queues, suboptimal coordination between officers, and a lack of clear information. This condition reflects the procedural nature of public service bureaucracy, as stated by Sedarmayanti (2020). In the SERVQUAL model, the process aspect relates to the dimensions of reliability and responsiveness, namely the accuracy of service and the responsiveness of officers. Suryanto's (2021) research on the Bandung Police Satpas (Service Unit) also found that the inefficient service process directly impacted applicant waiting times. This indicates that compliance with SOPs does not necessarily guarantee process efficiency. Therefore, improvements to the service process need to be directed at streamlining the flow and improving internal coordination.

output aspect , the research results indicate that the public considers the SIM issuance service to be quite satisfactory because the SIM issuance complies with applicable regulations. This finding aligns with the concept of public service performance management, which emphasizes *output* as an early indicator of service success (Hardianto, 2022). However, public satisfaction is determined not only by the final outcome but also by the experience during the service process. Research by Hassan (2020) confirms that officer responsiveness and timeliness significantly influence user satisfaction with licensing services. This suggests that even if administrative *output* has been achieved, service quality

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is not fully optimal if the process still causes inconvenience. Therefore, increasing *output* must be accompanied by improvements in the service process.

When linked to public service principles, the condition of SIM services at the Pringsewu Police Department demonstrates that the principles of effectiveness and accountability have been implemented, but the principles of efficiency and responsiveness still need to be improved. Sinambela (2021) stated that quality public services must be able to achieve goals by optimally utilizing resources and being responsive to community needs. Long queues and a lack of clear information indicate that the principles of efficiency and transparency have not been optimally implemented. Research by Firmansyah (2021) demonstrated that an electronic queuing system can significantly increase efficiency and reduce waiting times. Therefore, the comprehensive implementation of public service principles is key to improving the quality of SIM services.

Overall, the results of this study align with previous research findings that emphasize the importance of integrated input, process, and *output management in driver's license (SIM) services. Research by Wijaya and Lestari (2022) shows that service digitization can increase effectiveness and public satisfaction. Meanwhile, Chen and Zhou (2021) emphasize that good governance- based public management* can strengthen the integrity and quality of licensing services. These research findings reinforce the theory that public service quality is the result of the interaction between resources, governance, and user-centricity. Thus, the SIM issuance service at the Pringsewu Police is on the right track, but still requires strengthening public management to be more effective, efficient, and responsive.

Factors that Support and Inhibit the Improvement of the Quality of Driving License Issuance Services at the Pringsewu Police, Both in Terms of Human Resources, Facilities and Infrastructure, Regulations, and Public Service Governance

Based on the research results, it is known that the quality of SIM issuance services at the Pringsewu Police Station is supported by several key factors, including competent, communicative, and friendly officers, structured service procedures, and adequate basic facilities that enable applicants to follow the service stages in an orderly and clear manner. However, there are obstacles that affect the improvement of service quality, including the limited number of officers and high workloads that result in longer service times, limited waiting room facilities, queuing systems, and service support equipment, lengthy and administrative procedures, and the need for improvements in internal coordination and information delivery to the public. From a *Total Quality Management* (*TQM*) perspective, this condition emphasizes the need for *process control* , *employee involvement* , and *continuous improvement* to increase service effectiveness and efficiency. Furthermore, the

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application of information technology and *e-government* can be an important strategy to overcome these obstacles, in line with Monroe (2021) who stated that *e-government* improves the integrity and effectiveness of public sector services by clarifying process flows, accelerating services, increasing transparency, and supporting human resource management. Thus, technology integration has the potential to streamline service flows, increase applicant convenience, and encourage overall public satisfaction.

Based on the research results, it was discovered that improving the quality of driver's license (SIM) issuance services at the Pringsewu Police Department still faces several structural and managerial obstacles. These obstacles include human resources, facilities and infrastructure, regulations, and public service governance. From a public management perspective, these obstacles indicate an imbalance between service demands and organizational capacity. According to Dwiyanto (2021), the quality of public service is largely determined by an organization's ability to effectively manage resources and service systems. When one element is not functioning optimally, overall service quality will be impacted. This is clearly evident in the driver's license (SIM) issuance service, which does not fully meet the principles of effectiveness and responsiveness.

Limited staff and high workloads are major obstacles to driver's license (SIM) issuance services. This situation impacts lengthy service times and reduces the intensity of interaction between staff and applicants. In public sector human resource management theory, the adequacy and competence of staff are key factors in service success (Hasibuan, 2020). Research by Pratama and Sari (2022) shows that a shortage of staff is directly proportional to increased waiting times. Furthermore, high work pressure has the potential to reduce staff attitudes and accuracy. Thus, limited human resources are a significant obstacle to improving the quality of driver's license (SIM) services. The next obstacle stems from the inadequate service facilities and infrastructure. Limited waiting rooms, suboptimal queuing systems, and supporting equipment impact public comfort. In the concept of public service, facilities and infrastructure are part of the tangible aspects that directly influence perceptions of service quality (Parasuraman et al., 1988 in Mafitri and Barusman, 2022). Lestari's (2021) research shows that inadequate service facilities can reduce public satisfaction levels even when service outcomes are achieved. This situation can also exacerbate queue congestion and increase user complaints. Therefore, limited infrastructure is a limiting factor that requires serious attention.

The lengthy and administrative procedures for issuing a driver's license (SIM) also impact service effectiveness. The numerous steps applicants must go through often create the perception that the service is complicated. In Weberian bureaucratic theory, strict procedures are necessary to ensure legal certainty, but can result in reduced service

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flexibility. According to Sinambela (2021), non-adaptive public service regulations can hinder service efficiency and innovation. Research by Nugroho (2020) also confirms that procedural simplification is key to improving the quality of licensing services. Therefore, unresolved regulations are a major obstacle to improving the quality of driver's license (SIM) services.

The governance aspect of public services is also a significant inhibiting factor. Suboptimal internal coordination between officers and the lack of clear information dissemination to the public demonstrate weak *governance* in services. The principles of *good governance* emphasize transparency, accountability, and coordination as key elements of public services (UNDP, 2020). Research by Rahman (2022) found that weak internal coordination can lead to inconsistencies in service delivery and misunderstandings. This condition results in a decline in public trust in service providers. Improving governance is an urgent need to enhance the quality of SIM services.

Barriers to improving the quality of driver's license (SIM) issuance services at the Pringsewu Police Department are multidimensional and interrelated. Limited human resources, infrastructure, complex regulations, and suboptimal governance collectively impact service effectiveness, efficiency, and responsiveness. This aligns with research by Wijaya and Putra (2022), which states that public service quality can only be improved through systemic and integrated improvements. Without comprehensive addressing, these obstacles will continue to recur and hinder service innovation. Therefore, a comprehensive public management strategy is needed to address these various obstacles sustainably.

Strategies that can be formulated to improve the quality of driving license issuance services at the Pringsewu Police based on public management analysis to be more effective, efficient, and responsive to community needs.

Based on the research results, it is known that the strategy to improve the quality of SIM issuance services at the Pringsewu Police Department needs to focus on strengthening three main aspects: input, process, and output. For the input aspect, strategies that can be implemented include increasing the number and competence of human resources (HR), as well as improving supporting facilities and infrastructure for services. For the process aspect, it is necessary to simplify the service flow, improve coordination between officers, and utilize information technology to accelerate and streamline services. Meanwhile, for the output aspect, the strategy is directed at increasing public satisfaction through faster, more transparent, and more convenient services. All of these strategies are in line with the concept of *Service Excellence* according to Carter (2023), which emphasizes the importance of a satisfying service experience for the public through speed, accuracy, and transparency. Its

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implementation in the context of SIM services includes simplifying procedures to reduce waiting times, providing clear information regarding costs and service stages, increasing facility comfort, and strengthening communication between officers and applicants. With this approach, services not only become more efficient and responsive, but also increase added value for the community, build public trust in the police institution, and strengthen the reputation of quality public services.

A comprehensive strategy for improving the quality of driver's license (SIM) issuance services at the Pringsewu Police Department needs to be formulated, emphasizing input, process, and *output aspects.* This approach aligns with the concept of public management, which emphasizes comprehensive and sustainable service system improvement. The strategy focuses not only on the final service outcome but also on the readiness of resources and service delivery mechanisms. According to Dwiyanto (2021), the quality of public services will improve if the organization is able to manage input and process effectively. Therefore, the formulated strategy must be able to address the problems identified in the research. This will enable driver's license (SIM) issuance services to become more effective, efficient, and responsive to community needs.

Strategies that can be implemented include strengthening human resources and improving service infrastructure. Increasing the number of driver's license (SIM) service officers is necessary to accommodate the increasing number of applicants. Furthermore, improving officer competency through public service training and mastery of information technology is a crucial need. From a public management perspective, the quality of human resources is crucial for service success (Hasibuan, 2020). Improving infrastructure such as waiting rooms, queuing systems, and service equipment also needs to be a priority. With adequate input, the service process can run more smoothly and optimally.

The service process strategy focuses on streamlining the flow and improving coordination between officers. Excessively lengthy service procedures need to be evaluated to simplify them without compromising legal certainty. This process simplification aligns with the principles of effectiveness and efficiency in public services. According to Sinambela (2021), a clear and simple service process will speed up service times and reduce public complaints. Furthermore, improving internal coordination between officers is crucial to prevent overlapping tasks and misinformation. With a more structured process, driver's license issuance services can be implemented more optimally.

The use of information technology is also a crucial strategy for improving the quality of driver's license (SIM) issuance services. Digitizing services, such as *online registration systems* and technology-based queue management, can expedite the service process and reduce applicant congestion. In the context of modern public management, the use of

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technology is part of public service innovation. According to Nugroho (2020), the use of information technology can increase transparency and accountability in services. Furthermore, technology allows the public to obtain service information more easily and quickly. This makes services more efficient and responsive to community needs.

In terms of *output* , the service quality improvement strategy is aimed at increasing public satisfaction as service users. Service outcomes are measured not only by the issuance of driving licenses, but also by public perception of the speed, convenience, and transparency of service. The principle of focusing on public satisfaction is one of the main indicators of successful public service. According to Parasuraman et al. (1988) in Mafitri and Barusman (2022), the quality of service *output* is greatly influenced by the user experience during the service process. Therefore, friendly, clear, and timely service must be the primary standard. With quality service *output , public trust in the police institution will increase.*

Improving communication and disseminating service procedures is an equally important supporting strategy. Information regarding requirements, processes, and service fees must be conveyed clearly and openly through various media. Information transparency is an integral part of the principles of *good governance* in public services. According to the UNDP (2020), responsive service is characterized by the ability of service providers to meet the public's information needs. Effective dissemination can also reduce misunderstandings and public complaints. By implementing an integrated strategy, the SIM issuance service at the Pringsewu Police is expected to become more professional, adaptive, and community-oriented.

CONCLUSION

1. The quality of driver's license (SIM) issuance services at the Pringsewu Police Department is generally quite good, in line with the *Total Quality Management principles* according to Johnson (2020), which emphasizes the integrated management *of input , process* , and *output to achieve sustainable service quality. In terms of input* , human resources, infrastructure, and service systems are adequate, although the number of officers and facilities is still limited. In terms of *process* , services are in accordance with procedures, but long queues, coordination between officers, and lack of information remain obstacles. In terms of *output* , the public assesses the service results as satisfactory through the issuance of driver's licenses according to regulations, although speed and convenience still need to be improved.
2. The quality of driver's license (SIM) issuance services at the Pringsewu Police Department is supported by several key factors, namely competent, communicative, and friendly officers, structured service procedures, and adequate basic facilities, allowing

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applicants to follow the service stages in an orderly and clear manner. However, there are obstacles that affect the improvement of service quality, including limited number of officers and high workloads resulting in longer service times, limited waiting room facilities, queuing systems, and supporting equipment, lengthy administrative procedures, and the need for internal coordination and more effective information delivery. From a *Total Quality Management* (TQM) perspective, this condition emphasizes the importance of *process control* , *employee involvement* , and *continuous improvement* to increase service effectiveness and efficiency. Furthermore, the implementation of information technology and *e-government* can be an important strategy to overcome these obstacles, in line with Monroe (2021) who stated that *e-government* improves the integrity and effectiveness of public services through clearer process flows, faster service, transparency, and support for HR management. Thus, technology integration has the potential to streamline service flows, increase applicant convenience, and encourage overall public satisfaction.

3. The strategy for improving the quality of driver's license (SIM) issuance services at the Pringsewu Police Department needs to focus on strengthening three main aspects: *input* , *process* , and *output.* For *input* , strategies that can be implemented include increasing the number and competence of human resources (HR), as well as improving supporting facilities and infrastructure. For *process* , it is necessary to simplify the service flow, improve coordination between officers, and utilize information technology to accelerate and streamline services. Meanwhile, for *output* , the strategy is directed at increasing public satisfaction through faster, more transparent, and more convenient services. All of these strategies are in line with the concept of *Service Excellence* according to Carter (2023), which emphasizes a satisfying service experience for the public through speed, accuracy, and transparency. Its implementation in SIM services includes simplifying procedures to reduce waiting times, providing clear information regarding costs and service stages, increasing facility comfort, and strengthening communication between officers and applicants.

FUTURE DIRECTIONS

1. The Pringsewu Police Department is advised to maintain the quality of its driver's license (SIM) issuance service, which has been quite good, while simultaneously pursuing continuous improvements. Improvements can be focused on increasing the number of service personnel to reduce queues and speed up service times. Furthermore, clarity of information regarding requirements and service processes needs to be strengthened through easily accessible information media. Optimizing coordination between officers

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is also necessary to ensure a more orderly service process. These steps can further enhance service quality and maintain public satisfaction.

2. The Pringsewu Police Department is advised to conduct a comprehensive evaluation of the factors hindering its driver's license (SIM) issuance service. From a human resources perspective, the number of officers and the workload need to be adjusted more proportionally. In terms of facilities and infrastructure, improving waiting rooms, queuing systems, and service equipment should be a priority. Furthermore, streamlining service procedures in accordance with statutory provisions should be pursued without compromising legality. Improving public service governance is also crucial through increased internal coordination and information transparency.
3. The Pringsewu Police Department is recommended to implement an integrated strategy for improving the quality of driver's license (SIM) issuance services across *input* , process, and *output.* Increasing and enhancing human resource competencies should be supported by public service training and the use of information technology. Simplifying service flows and optimizing digital-based systems is expected to increase service efficiency and effectiveness. Furthermore, continuous improvement in communication and outreach to the public is essential. By implementing these strategies, the Pringsewu Police Department's driver's license (SIM) issuance services are expected to become more responsive to community needs.

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