

# Public Service Innovation Deficiency: The Case of Quick Wins Program (Online Driving License) in East Java Police Department

Andy F. Wijaya, Imam Sayuti, Bambang Supriyono and  
Soesilo Zauhar

**Abstract---** *Scholars argue that public service innovation constantly makes a positive contribution to the citizen. That being said, the appropriate innovation management by the public sector is still arguable. Metaphorically, public service innovation is a black box; its implementation in the daily operation of the organization remains unclear. Therefore, this research uncovers the reality in which a specific organization implements the innovative program; we conducted a study on innovations in the police department and analyzed the imperfect implementation of the innovative program. This research works with the organization's complexity since the police department is exploring ways to improve their service; also, the police department has organizational red-tapes such as overlapping rules and regulations, as well as its semi-militaristic organization type. Researchers employed a qualitative approach to uncover the problem and constructed the evident implementation in the organization's daily operation. The study revealed three inhibitors: external, internal and political inhibitors; the internal inhibitors were obtained from human resources competency and socialization issues, the external inhibitors were obtained from technological systems and users, and the political inhibitors consisted of budget and availability of funding sources.*

**Keywords---** *Public Organization, Public Service, Innovation, Public Service Innovation, Implementation, Police Department.*

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## I. INTRODUCTION

A recent innovation is a requirement for public organizations. All public organizations compete to create innovation; through the Annual Top 99 Public Service Innovations, the *Kemenpan-RB* (Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia) has turn innovation of the public sector into a competition.

Furthermore, innovation is considered to bring a positive impact on the public and government institutions; it can improve the quality and efficiency of public services and thus produce great benefits from maximizing social welfare (Arundel et al., 2015; Brown and Osborne, 2013). In public services, it contributes to productivity and service improvement; this puts more pressure on organizations as they are required to be more innovative (Borins, 2001; Hartley et al., 2013; Osborne and Brown, 2011).

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Andy F. Wijaya, Faculty of Administration Science, Brawijaya University, Indonesia. E-mail: andyfefta@ub.ac.id  
Imam sayuti, Faculty of Administration Science, Brawijaya University, Indonesia  
Bambang Supriyono, Faculty of Administration Science, Brawijaya University, Indonesia  
Soesilo Zauhar, Faculty of Administration Science, Brawijaya University, Indonesia

Innovation can be considered a 'magic concept' (a key term that seems to permeate academics and practitioners, Pollitt & Hupe, 2011) which has been used to frame the transformation needed from the public sector to improve not only its effectiveness and efficiency but also its legitimacy (Bekkers, Edelenbos & Steijn, 2011). It must be a core activity of the public sector as well as helps improve performance and enhance public value (Mulgan and Albury, 2003,).

In Indonesia, institutions focusing on services that are often negatively perceived is the Indonesian National Police (*POLRI*). A survey was conducted by Hidayat (2017); the results indicated that 75.8 percent of the public said there were irregularities in the process of making a Driving License (*Surat Izin Mengemudi* or SIM). Furthermore, the study pointed out that in October-November 2016, there were at least 101 POLRI members arrested for extorting illegal fees; they served in 8 Regional Police Offices and most of them worked in traffic units and the Driving License making. In July-October 2016, the National Police Headquarters recorded 235 "unscrupulous police members" committed extortion. Additionally, the National Police Commission (2018) received 3098 complaints about poor public services from the POLRI.

These various problems undermine POLRI's positive image. As an institution turning from military nuance to civilian, it is quite difficult for POLRI to make changes (Siregar, 2008; 2014). Nevertheless, it makes efforts for improvement, especially to provide better service for the public; it also has the responsibility to carry out bureaucratic reform (Kemenpan-RB, 2018).

Accordingly, the POLRI initiated the Quick Wins (Acceleration Program) in all regions of Indonesia. It is one of the reform policies (innovations) to bring about change to successfully serve the community. The program is an effort to build community trust by supporting the interests and fulfillment of basic rights of the community in fast, easy and affordable services.

In 2015, as part of the Quick Wins, the POLRI launched the 'SIM Online' program to make it easier for the public to access the driving license making service. The program is the administration of driving license making service services with a population data system connected to the Ministry of Home Affairs with the National Police Corps and *Bank Rakyat Indonesia* (BRI) servers; moreover, the applicants' data were interconnected throughout the SIM Administration Operational Unit (*Satuan Penyelenggara Administrasi* or SATPAS), Regional Police, and Corps of the National Police. SIM Online is a form of information technology utilization for the public sector.

The function of a driving license is vital in road safety as a properly obtained license can increase the safety of other drivers. Human error due to irregularities in the SIM management through unauthorized methods and scalpers can be reduced by the use of SIM Online.

Moreover, it is ultimately expected that accident cases can be reduced by properly using the program. From the data on the number of accident cases that occurred in 2017, there were 47,621 cases with 18,802 minor injuries, 45,882 fatalities, and 14,334 deaths (Ministry of Transportation, 2017). Likewise, from the data publication of the National Police Headquarters, the number of accidents reached 106,129 cases throughout 2017: 30,629 deaths,

35,787 major injuries, and 107,281 minor injuries. The data showed that the number of accident cases in 2017 was higher than in 2016 (Ministry of Transportation RI, 2017).

The high number of accidents is caused by many factors, viz. road conditions, speed, human error, technical error, and force majeure. The results of a survey conducted in Indonesia revealed that the biggest cause of accidents was a human error due to a lack of proper access to driving rights (80% of the cases). Furthermore, motorists' non-compliance with traffic rules on the highway also took part in some cases (Taryadi, 2011).

In the East Java region (Table 1), it appears that the factors causing the accidents from 2013-2017 were dominated by human errors, with a total of 2,409 cases. After that, there were 1812 cases of violating traffic signs and rules. Next, 1448 cases were caused by road conditions, 1199 cases due to speed, and other 937 cases.

**Table 1 - Data of Accidents in the Traffic Directorate of East Java Regional Police by Cause-Factors in 2013-2017**

No	Cause-factor	Year					Total
		2013	2014	2015	2016	2017	
1	Road Conditions	262	275	289	303	318	1.448
2	Vehicle speed	217	228	239	251	264	1.199
3	Human error	436	458	481	505	530	2.409
4	Violation of Traffic signs and regulations	328	344	362	380	399	1.812
5	Others	198	194	189	182	175	937
<b>Total</b>		<b>1.441</b>	<b>1.499</b>	<b>1.559</b>	<b>1.621</b>	<b>1.686</b>	<b>7.805</b>

Source: the Traffic Directorate of East Java Regional Police (2018)

Although considered innovative, the SIM Online service acceleration program encounters various obstacles. The Police Chief of Bulungan, AKBP Ahmad Sulaiman, explained that the application of making an online SIM experiences hindrances; mainly, it is due to a network problem. This can interfere with the process of renewing and making SIM Online. As asserted by Mujayin's (Rustopo and Prabawanti, 2016), the obstacles are related to network disruption; consequently, the SATPAS (administration unit) Colombo Surabaya must cooperate with service providers to improve and stabilize the network to keep the SIM Online connection running. Aside from that, there

are still obstacles in the registration process of making a driving license via the website ([sim.korlantas.polri.go.id](http://sim.korlantas.polri.go.id)); after inputting data and carrying out a series of stages (including payment), the user does not receive any confirmation in his/her email (Bimantara, 2019).

Accordingly, this study explores various obstacles in implementing innovation to improve it. The significances of this study are: (1) the study on implementation of innovation in public organizations, especially those of context-based both the organization type and the innovation service type, has not frequently conducted compared to studies with the same topic in the private sector; (2) the police department has many bureaucratic organizations such as overlapping rules and regulations, as well as semi-militaristic type of organizations, thus, research on innovation in public services is needed using a realistic and holistic approach; (3) given the weight of its externalities, there is growing policy interest in ways to encourage innovation in the public sector to improve efficiency in using resources and the quality of public services, as well as to overcome various community challenges, traffic order, city congestion, and accident rates. This study opens the black box of implementing the specific quick wins program innovation in the SIM Online service in public policy organizations.

## II. LITERATURE REVIEW

**Behavioral Theory.** Behavior is a person's response or reaction to an external stimulus, or an action that can be observed and studied, depending on the characteristics or other factors of the person concerned (Gibson 1985). Organizational behavior is a field of study that includes theories, methods, and principles from various disciplines to study individual perceptions, values, individual capacities, and actions when working in groups and within the organization as a whole; it analyzes the impact of the external environment on the organization and its resources, mission, goals, and strategies. This demonstrates that organizational behavior is a multidisciplinary science (Gibson et al., 1996). Moreover, Sarwono and Irawan (2004) divided the forms of behavior into three domains, *id est* knowledge, attitude, and practice.

**Bureaucracy Theory.** Bureaucracy as an administrative system that is structured, in a clear hierarchy, based on written procedures, is carried out by people who have the ability and expertise in their fields (Thoha, 2008). Bureaucracy is also defined as a system of government administration carried out by civil servants based on statutory regulations (Sedarmayanti, 2009).

**Public service.** Public service is an activity performed to help or provide convenience to the public through the provision of goods and or services needed by those dealing with matters that are vital and involve the public interest (Henry, 2004; Fredrickson, 2003; Denhardt, 2007). The definition of public services, as stated in Law No. 25 of 2009 (Law 25/2009) and Government Regulation of the Republic of Indonesia Number 96 of 2012 (PP 96/2012) Article 1 Paragraph 1, are activities or series of activities in the framework of fulfilling service needs of goods, services, and/or administrative services according to statutory regulations for every citizen and resident by public service providers. Thus, public service is one of the fundamental functions that must be carried out by the government both at the central and regional levels.

**Innovation in the Public Sector.** Public deposit innovation includes a variety of innovations, ranging from small improvements (Bugge and Bloch, 2016; Fuglsang, 2010) to transformative innovations that completely change or replace processes or services (Osborne and Brown, 2011). The general definition of innovation for all economic sectors, including the public sector, is as follows: "An innovation is a new or better product or process (or a combination thereof) that differs significantly from the previous product or process unit and that is already available to potential users (product) or used by units (processes)" (OECD / Eurostat, 2018).

Generally, there are 4 types of innovation: service, service delivery, administrative/organizational innovation, and systemic innovation. Moreover, there are 2 additional types of innovation in the public sector, viz. conceptual innovation and policy innovation; the former is the development of new perspectives challenging the assumptions that support existing service products, processes, and forms of organization, while the latter is a form of innovation originating from government learning of policy and radical innovation triggered by conceptual innovation (Windrum, 2008).

Bloch (2011) defines public sector innovation with a new or significant change to services and goods, operational processes, organizational methods, or the way organizations communicate with users. The change involves: (1) product innovation (services and goods), (2) operational processes, (3) organizational methods, or (4) the way organizations communicate with users. Product innovation is the introduction of new or significantly improved services/goods compared to existing ones, including significant improvements in services or characteristics of goods, in customer access or ways of using them.

Process innovation is the application of methods for the production and provision of new or significantly improved services and goods compared to previous processes such as equipment and/or skills; this also includes significant improvements in support functions such as information technology, accounting, and purchasing.

Furthermore, organizational innovation is the application of new methods to manage work significantly different from the methods available in your organization. This includes new or significant improvements to the management system or workplace organization.

Communication innovation is the application of new methods to promote an organization or its services and goods, or new methods to influence the behavior of individuals or others. This must be significantly different from the communication methods available in your organization. Innovations in the public and private sectors differ in terms of types of innovation intensity (Bloch, 2011; European Public Sector Innovation Scoreboard (EPSIS-Methodology Report, 2012).

### **The Drivers of Public Sector Innovation**

Factors affecting public sector innovation are divided into three groups: internal, external and political (Cankar and Petkovšek, 2013). Internal factors arise in the organization; they frequently lead to internal problems in an organization. Good management and leadership also play an important part in driving innovation; this also includes

factors related to human resources, such as education and training schemes for civil servants, availability of incentives to innovate, good management and leadership; bureaucracy, organizational structure, and design affect public sector innovation as well.

External factors are the drivers coming from the external environment. These factors include collaboration between the public and private sectors, the existence of awards for innovative public sector initiatives or units, and the existence of international good practices and international rankings; these stimulate changes in internal structures, processes or service, and push them towards innovation.

Political factors are those shown primarily in the political sphere and are associated with political support and votes obtained by appearing to perform better than opposing political actors. Political drivers also include reducing the budget and the availability (or inadequacy) of funding sources; this can provide large incentives for public institutions so that they can be more innovative. The availability of financial resources or direct allocation of budget funds for innovative public sector activities is also a political driver, as is political support and regulatory changes (Agolla & Van Lill, 2013; Bloch, 2011; Rivera León, Simmonds, and Roman, 2012).

### **Public Service Performance**

There are several indicators typically utilized to measure the performance of public bureaucracy. Regarding this matter, Salim & Woodward (1992) in Kumorotomo (1996) perceive performance based on economic considerations, efficiency, effectiveness, and service equality.

The economic aspect of performance is defined as a strategy to use minimal resources in the process of carrying out public service activities. The efficiency of public service performance refers to a condition in which service input and service output are in the best/proportional comparison; this also applies to the effectiveness of service performance. The principle of justice in the delivery of public services is perceived as a measure to assess the extent to which a form of service shows concern to justice and made the public have equal access to the service system offered.

Zeithaml et al., 1990 in Ratminto & Winarsih, 2010 stated that good public service performance indicators can be seen through the dimensions of service quality, such as reliability, responsiveness, assurance, tangibility, and empathy implemented by service bureaucracy.

Reliability measures the service provider's capability in providing the service promise. Responsiveness shows the service provider's readiness and willingness in providing the service. Assurance (courtesy) shows politeness, courtesy, and sincerity that can lead to customer trust. Tangibility shows the physical infrastructure used to deliver services including equipment, facilities, tools, and personnel. Empathy is defined as the ability to understand each customer's specific needs. Thereby, the administration of public services seeks to shorten the distance between the government bureaucracy and people's hopes/desires.

Accordingly, there are 3 main reasons for measuring public service performance: to observe which part is successful, to identify functional competencies, and to support public accountability (Bird et al., 2005).

### **III. METHODOLOGY**

It is a qualitative case study conducted at the East Java Regional Police Traffic Directorate. The research location was selected based on the increasing level of traffic accidents in East Java. In addition, an increase in the number of SIM making in the East Java Regional Police, especially the new and extended SIM A and SIM C categories, is higher compared to other types of SIM.

The data were collected through in-depth interviews that can provide an in-depth understanding of causal relationships, such as obstacles of innovations developed by the Indonesian National Police; thus, critical evaluations of social problems can be obtained and deal with the obstacles of the innovation. For data validity, this study used source and theory triangulation. The informants in this study were:

1. The Traffic Directorate of East Java Regional Police
2. The Head of Traffic Unit of East Java Regional Police
3. Police officers working in traffic units in East Java Regional Police
4. SIM holders as service users.

### **IV. RESULTS**

#### **Quick Wins Program: A Brief History**

Public demands for a real and a clear improvement in public service; it is necessary because the public considers that the Traffic Directorate of East Java Regional Police has not successfully created an acceptable service system. Concerning this matter, quality SIM issuance services are supported by the relevance of timeliness to users. Information can be presented exactly when it is needed; its accuracy and exact value illustrate the real situation. The accuracy of the goals and objectives creates what underlies the realization of the Quick Wins program based on the 2005-2025 National Police strategic plan. This program is in line with the objectives of the Indonesian National Police, which is to realize domestic security including maintaining public order and security, upholding the law, carrying out protection and community services, as well as maintaining public peace by upholding human rights. One of POLRI's programs for service improvement is the Quick Wins in the form of providing a driving license (SIM); its issuance is an effort to regulate traffic on the highway. The quick wins program is one of the SIM Online service innovations launched on September 27<sup>th</sup>, 2015, conducted by the East Java Regional Police SATPAS.

Moreover, the SIM Online services include several aspects: (1) Transparency, in which the SIM making service is open, easy and accessible for all parties; (2) Information, which is everything related to procedures notified or conveyed by police officers to the general public in the process of making a SIM; (3) The procedure regarding activities to complete the work under certain order of time and having a fixed work pattern that has been determined by the process of making a SIM; (4) Accountability, in which the measurement of external values or norms existing

in the community concerning SIM administration is considered to be highly accountable provided that every activity is performed conforming to the values and norms developed within the community;

The next aspect is (5) Responsibility, which is to replace the previous SIM making program, also aims to cut and eliminate service deviations in the form of brokering practices; (6) Conditional aspect, which refers to the condition in decision making or execution based as proposed in the administration of the SIM; (7) Effectiveness and Efficiency, which is related to the time when the police officers notify the public about SIM making service through the Quick Wins program; (8) Community Participation and Cooperation, which is a form of verbal and nonverbal communication of the officers and applicants in the process of SIM making.

In addition to the aforementioned aspects, (9) Equality of Service Rights refers to the equal service provided by the East Java Regional Police all SIM applicants; (10) Balance of Rights and Obligations, which is a condition in which all the existing styles and tendencies are right, balanced, or neutral regarding the process of making a SIM. The last aspect is (11) Honesty, which is shown by the implementers being overt in the SIM making.

Online SIM services can make it easier for people away from their domicile. This was stated by a member of the Traffic Directorate of the East Java Regional Police; he asserted that the online SIM had been carried out simultaneously in several SATPAS (traffic police units) throughout Indonesia. In 2015, there were 45 SATPAS including the East Java Regional Police. The online SIM referred to is the existing connected SATPAS network throughout Indonesia. Thereby, the applicants can make a new SIM and renewal at all online SATPAS without having to use the domicile ID card.

Based on the results of interviews with members of the Traffic Directorate of the East Java Regional Police, it was revealed that the first step was a SIM applicant should register an online SIM through the official website of the KORLANTAS (National Police Traffic Corps) at [www.korlantas.polri.go.id](http://www.korlantas.polri.go.id); thus, the registration process and PNPB (Non-tax revenue) of SIM payment can be done anytime and anywhere. After that, SIM applicants are required to fill out the available files. The online registration menu will appear: 'SIM Online Registration' | 'Registration Information' | 'Resend Confirmation Email' | 'Instructions for SIM Online renewal'; the applicants will select the SIM Online Registration menu, and read the SIM Online Registration Information.

In this menu, they can find the SATPAS location, a description of the requirements, and guidelines for using the website. After reading, they will choose 'Continue Information online SIM registration'. Then, the Application Data form will appear with the required information: Type of Application | SIM Group | SIM number | Email Address | Arrival Police | SATPAS Arrival | Arrival Location. POLDA, SATPAS and Arrival Location are the locations of the intended SATPAS; so, if the applicant comes to a place other than previously chosen, the SIM cannot be issued. By receiving the proof of online registration in the email, the applicant has completed the online SIM registration. After that, the applicant pays the invoiced fees for the renewal of the SIM directly to the ATM, EDC, or teller in all BRI locations.



To renew the SIM online, applicants need to undergo a health check; one of the requirements of the SIM renewal process is an eye health certificate. Therefore, the applicants need to see a doctor and have a color-blind test to obtain an eye health certificate. The applicants can check a list of recommended doctors on the website.

A member of the Traffic Directorate of East Java Regional Police added that at the time of arrival, visit the selected SATPAS/Mobile/SIM location during online registration. The applicants must make sure that they have prepared all the requirements needed before visiting the SATPAS. For the details on the required documents, they can read the description in the SIM Renewal Requirements section. Furthermore, the police will check the data entered on the registration website. If the data match, the police will carry out the process of identification and verification (taking photos, fingerprints, and signatures). After this process, the applicants can wait until their names are called (to take the SIM); the police will call the applicant once the SIM has been printed, which usually will not take long.

Online SIM Requirements for a SIM Online renewal are: (1) filling in an application form for a SIM renewal; (2) submitting the original Resident Identity Card (KTP) that is still valid for Indonesian citizens or immigration documents for Foreign Citizens; and (3) submitting a certificate of passing the Skill Simulator test for eye health.

According to the National Police Traffic Police, the SIM renewal deadline is 14 days before the SIM expiration date until 3 months after the SIM validity period expires. So, one can still renew his SIM even though the validity period has expired, provided that it does not pass the 3 month grace period. If it has passed 3 months from the SIM expiration date, then the person needs to make a new SIM with different procedures.

## **Inhibitors**

Designing an innovation is only the beginning. Securing its implementation is no less challenging. The implementation of the Online SIM service program that is considered innovative seems to experience several obstacles. Barriers to implementing SIM Online services are divided into the following 3 groups (Cankar and Petkovšek, 2013):

### **Internal inhibitor**

The internal inhibiting factors in the SIM Online service consist of Human Resources (HR) and Socialization:

#### **a. Human Resources**

Resource constraints are divided into human resources and information technology. The former refers to the parties involved in the implementation of SIM Online at SATPAS Colombo Surabaya including all levels of the Satlantas Polrestabes Surabaya, particularly the Regulatory Office; there was 29 staff involved in the implementation of the Online SIM at SATPAS Colombo Surabaya. In practice, however, the station needed more staff since the number was not proportional compared to the number of devices in SATPAS Colombo Surabaya. In terms of quantity, the station must increase the number of staff; but in terms of quality, it is considered sufficient

(interview with Mr. Okta Prastiadi S. Kom, the Baurmin Regident SIM and Deputy Treasurer of PNBP SIM Reception at SATPAS Colombo Surabaya).

#### **b. Socialization**

Bangsa (2016), in his research, found that most of the SIM applicants still use the manual method (65.3% or 98 applicants), while 34.7% or 52 applicants have used the online method. This is intriguing as online facilities are aimed at helping the applicants but are less desirable. This is in line with informants' responses from the East Java Regional Police Traffic Directorate, who mentioned that there are still many people who do not know about online services; there are those who already know about the service but cannot use or are hesitant to use the SIM online service. Likewise, a citizen, as the SIM service applicant, stated that he had just recently known about the SIM online service so that they still used the offline method. The informant also added that he had never opened the internet to see online services in making/renewing a SIM.

The results of the interview indicated there was a lack of socialization of SIM Online services to the community; as explained by the informants, it is necessary to socialize SIM management services to the public because there are still quite a lot of people who do not know about it. This was also acknowledged by informants from the East Java Regional Police Traffic Directorate, who explained that there was a need for massive socialization regarding online SIM services to all levels of society because not all people had good skills in accessing the internet.

Accordingly, lack of socialization hinders the successful implementation of SIM Online services; it causes uneven dissemination of information to all levels of society. It also leads to financial losses while the provision of the facility uses public money from taxes (Lallmahoned et al., 2017).

#### **External inhibitor**

The external inhibiting factors in the Online SIM service consist of Systems/Connections/Networks and Availability of Technology Resources from users:

##### **a. Systems/Connections/Networks**

Online SIM services are integrated online; however, it does not mean that online SIM services can give drivers the freedom to renew or make their own SIMs online. That being said, all data from the SIM owner is connected online throughout Indonesia. So, the SIM data from one area can be accessed by other officers anywhere in the territory of Indonesia. This requires a stable system/ server/ network to run the program smoothly.

Nonetheless, based on the results of the interview, an informant stated that they need to anticipate several things; for instance, in case of a power outage, the officer cannot continue the service for the SIM applicants. In addition, Rustopo and Prabawanti (2016) explain that there are still obstacles in online SIM services related to unstable networks, interference in the process, and problems of online network systems from the center.

### **b. The Availability of Technology Resources from Users**

The application of SIM Online service policy is an initiative of e-government that shows the use of Information and Communication Technology (ICT), especially internet-based applications (Liang & Lu, 2013; Rana & Dwivedi, 2015). Concerning the role of information technology or technology resources, it was found that there were obstacles mentioned by informants as applicants for SIM services, in which services provided via the internet require special technological and information facilities, such as mobile networks to access the internet, computer facilities, laptops, or notebooks that are connected to the internet.

This shows that the success of the Quick Wins program in terms of SIM Online services depends not only on ICT but also on the people as the main beneficiaries of this program (Venkatesh, Sykes, & Venkatraman, 2014). Meanwhile, there are still many applicants who do not have these facilities, especially the baby boomers generation who are less adaptive to technological advancements.

### **Political Factors**

The political factor in providing SIM Online services concerns more on the budget and the availability (or inadequacy) of funding sources. The availability of financial resources or direct allocation of budget funds for innovative public sector activities is also a political driver (Agolla & Van Lill, 2013; Bloch, 2011; Rivera León, Simmonds, and Roman, 2012). The availability of financial resources in the SIM Online service results in a lack of socialization, collaboration and a lack of system/network strengthening.

## **V. CONCLUSION**

The Quick Wins Program on Online-based SIM services is an innovation in the form of utilizing public sector information technology in the field of Traffic services conducted by the East Java Regional Police SATPAS to improve the quality of POLRI services, especially the SIM making/renewing services. This innovation is in line with the definition of Bloch (2011, in which public sector innovation is a new or significant change to services and goods, operational processes, organizational methods, or the way organizations communicate with users. The innovations made in the Quick Wins program are innovations in the SIM Online service for making a new or renewing a SIM which is integrated online. This integration makes it easier and more practical for the applicants to make/ renew their SIM without having to experience difficulty and taking a long time in the process, especially for those who are not originally from the area.

Notwithstanding, regarding the innovative program of implementing the SIM Online service program, it appears that there are still fundamental obstacles in terms of the readiness of the innovation; this can be seen in terms of the authorities (those who provide the service) and the community (those who use the services). Readiness is an obstacle to innovation in the public sector which consists of 3 factors: internal, external and political. Internal factors can be seen from the lack of socialization of the SIM Online service so that it is found that there are still many people who do not know about this innovation; it also involves the limited quantity of human resources.

Next, the external factors related to the System/ Connection/ Network constraints and the ability of the public to access SIM Online services. This makes the use of SIM Online services limited so that most of the applicants still use manual (offline) SIM services.

The political factor addresses the availability of financial resources. Based on these findings, it is suggested that the police department resolve this fundamental problem so that the objectives of public service innovation can truly be achieved and the implementation of the SIM Online service innovation can be improved.

Consequently, the internal, external and political reinforcements are needed (including cross-sectoral collaboration); for example, the collaboration among the sub-districts, small/large neighborhood units (*RT/RW*), School/Campus is required to socialize or implement social marketing in SIM Online services to the public so that the public knows the benefits of this program.

The socialization is not only carried out offline but also online by using social media such as Facebook, YouTube, websites, and Instagram. A collaboration of various parties in providing training in the use of these online SIM services is also needed. Furthermore, the quality and quantity of human resources are required to improve along with the system performance and network stability by collaborating with providers to achieve good, fast and appropriate services (and reliable), according to the mandate in the Minister of Administrative Reform and Bureaucratic Reform No.15 of 2014 concerning Service Standards and Regulations of the Indonesian National Police Chief No. 18 of 2014 concerning Procedures for the Issuance of SIM, in SIM services.

Future studies are expected to measure the effectiveness of online SIM service innovations by comparing the number of new SIM applications or online renewals with the total number of applications from all SATPAS throughout Indonesia. In addition, future research is expected to measure the effect of online SIM service innovation on accident rates in Indonesia by taking traffic congestion, the number of vehicles, road conditions, current conditions of public transportation and human error into account, to obtain a comprehensive description.

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