

IMPLEMENTATION OF DRIVE-THRU SERVICE POLICY IN THE ONE-STOP MANUNGGAL ADMINISTRATION SYSTEM (SAMSAT) RABA BIMA

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ABSTRACT

Policy implementation is a problem faced in implementing a policy or rule, both policies that include social problems and other problems. This research aimed to analyze how the implementation of the One-Stop Manunggal Administration Drive-Thru service policy (SAMSAT) Raba Bima and to determine the level of community satisfaction after the existence of the Raba Bima One-Stop Manunggal Administration Drive Thru (SAMSAT) service. This research used a descriptive approach with informants in this research employees of Samsat Raba Bima, SAMSAT Drive Thru officers in the community who pay taxes at SAMSAT Drive Thru. The results of this research are to use indicators, communication, resources and dispositions as well as rules in measuring the community satisfaction index. With the conclusion of the research, the implementation of the SAMSAT Drive Thru service policy has not been maximized with several obstacles and problems faced in service delivery. The SAMSAT Drive Thru service is intended only in the legal area of SAMSAT Raba Bima, and is still in charge of BANK NTB after seven years of Drive Thru until now.

Keywords: *Implementation, policy, SAMSAT and Drive Thru.*

A. INTRODUCTION

The Indonesian state in improving the quality of public services seeks to provide new innovations in improving these services. However, nowadays people want quality services from the bureaucracy, even though the service is still far from the desired expectations. In real terms, the public services that occur in Indonesia now tend to be slow, complicated expensive and other. This incident occurs because the community tends to be regarded as a party that serves rather than being served. Even though this Public Service is regulated in Law Number 25 of 2009 concerning Public Services, this rule has actually explained that the bureaucracy is obliged to provide maximum service to the community in order to achieve good governance. This reality is a challenge that must be overcome immediately, especially the competition that occurs between government institutions and non-governmental institutions in improving the quality of their services. Therefore, the issue of public services is an actual conversation and must be the focus of the government as the organizer or provider (provider) of services. In public services, there are various service innovations with the aim of innovation that is made, which is expected to be one of the entry points for the government

with the aim of benefits for the community. This innovation arises when the government or bureaucracy faces obstacles in its services to ignore its essential substance for society.

Currently, agencies are competing to implement innovations to improve the quality of their services, one of the agencies that improves the quality of their services is Samsat Raba Bima which carries out drive-thru innovations. In the previous decade, the services implemented by Samsat were considered unsatisfactory and seemed slow, so that there appeared parties who did not have the authority of "scalpers" who were still wandering in the office of Samsat Raba Bima, this made the service to the people who did not use the services of candidates seem hampered. The candidates in the service at Samsat Raba Bima attracted the interest of the public with the offer of fast mail management in exchange for a lot of.

The existence of candidates in the management of letters at Samsat Raba Bima is a small part of the problems that occur, not to mention the problem of complexity faced by the community in managing Motor Vehicle Letters (STNK) and Motor Vehicle Tax (PKB), namely the distance between places for the procedures passed is too far, for example, filling out a form then taking a queue number, customers actually do not have to walk here and there, This problem is the main factor that makes people lazy to take care of their own letters so that then the community chooses the services of scalpers or third parties to make the necessary documents, this hassle also makes many people not pay Motor Vehicle Tax (PKB), Motor Vehicle Registration Letter (STNK) and Compulsory Donation of Road Traffic Accident Fund (SWDKLLJ) at SAMSAT which is identical to the service bureau, the management of the required mail at Samsat Raba Bima faces a long time constraint in making it so that it makes the community as a service target complain about the situation. In fact, it is clear in the rules that public services must provide a sense of security, fairness and provide appropriate and prompt service to the community and the costs incurred in accordance with the applicable rules. On the other hand, the increase in the addition of regional retribution, which is the most important point, is very minimal at every stage of reporting. There is also another very fundamental issue related to awareness and local government in terms of paying vehicle tax, this is in accordance with the release of one of the local media, namely Kahaba Net on August 25, 2022, that bappeda official cars and bima city treasury offices have not paid related to taxes.

From some of the problems above, precisely in the application of drive thru samsat innovation with the aim of providing convenience and directly affecting the community in pkb management services, the presence of this innovation is very helpful for taxpayers in taking care of the needs of tampa having to get off their vehicles, besides that another benefit of this innovation is to provide traffic for motor vehicle management in the community.

With the SAMSAT Drive Thru, this is one of the efforts in overcoming problems that occurred before, but on the other hand, the limited level of socialization and public knowledge related to public service reform is an obstacle in implementing this innovation. In the implementation of the Drive Thru system, the involvement of several parties related to service problems is still a big

obstacle, even though it is clear that samsat is a combination of several agency fields. How is the implementation of the drive thru service policy in samsat Raba Bima?

B. LITERATURE REVIEW

Regional Autonomy

No one denies the reality that we face now that the regional autonomy agenda is a very important national agenda and has become the main public agenda in the midst of facing the increasingly complex and unclear direction of the nation since the enactment of the Local Government Law and updated it with the *Undang-Undang Nomor 23 Tahun 2014* On Local government it can be stated that almost no day we have passed tanpa talks about this issue of decentralization and autonomy of the region. This problem is not as popular as a number of the nation's problems that we are facing now. Regional autonomy launched as it is today is expected to accelerate regional growth and development, in addition to creating a balance of development between regions in Indonesia. We already know the centralistic wisdom of development, namely the inequality between regions, between eastern and western Indonesia.

Regional autonomy has a number of authorities in accordance with the *Undang-Undang Nomor 23 Tahun 2014* article 12 paragraph 4, the affairs of the district/city government have the potential to improve the welfare of the community in accordance with the conditions of the area concerned. Then, the *Undang-Undang Nomor 23 Tahun 2014* article 14 paragraph 1 regulates various affairs that become the authority of the kanupaten/city local government, namely:

1. Development planning and control
2. Spatial planning, utilization, and supervision
3. Implementation of public order and community peace
4. Provision of public facilities and infrastructure
5. Handling the health sector
6. Implementation of education
7. Use of social problems
8. Reservice in the field of employment
9. Facilitation of the development of cooperatives, small and medium-sized enterprises
10. Environmental control
11. Land services
12. Population and civil registry services
13. General administrative services of government
14. Investment administration services
15. Provision of other basic services
16. Other mandatory matters mandated by laws and regulations.

In the implementation of regional autonomy, it is hoped that the performance of the two institutions will be an important aspect in its implementation, namely, the Regional Head and the People's Representative Council because these two institutions best understand the situation and conditions that develop in their respective regions, because they are from the

regions and have been involved in their regions since the beginning. Of course, all of that also requires government officials who are capable and competent in their fields. A governor/regent/mayor is not an indiscriminate person, they are the ones who are elected and are the best sons elected by the people of each region through their legislatures. If on the contrary, sober recruitment, and using a politics of not a small amount of money, will give birth to a good leader if the process is wrong.

Public Policy

Donald F. KeltT pointed out that entering the third millennium, public administration is facing four critical issues, first, a structure related to the challenges of strengthening the private sector and shrinking government (best government is lest government). Second, with regard to public administration, that is, it confronts the fact that the source of the deficit in every country is the process of administering public administration. Third, about value, which, among other things, is related to the emergence of entrepreneurial icons of government. The four capacities, namely those related to the issue of the proficiency of public administration in public affairs. What I want to add is the public censorship. Michael.E Porter (1998) argues that the competitive advantage of each country in some of the mapu of the country mapu creates an environment that fosters the competitiveness of every actor in it, especially economic actors. Every thing in this world must have a purpose, as well as public policy comes with a certain purpose, which is to regulate the common life that has been agreed upon. Public policy is the way to achieve the common goal to which it aspires. If the ideal of the Indonesian nation is to achieve a just and prosperous society based on Pancasila (divinity, humanity, unity, democracy, and justice) and the *Undang-Undang Dasar Negara Republik Indonesia Tahun 1945* (The Unitary State of Indonesian Republik Based on Law and Not Only Power), then public policy is all means and infrastructure to achieve this goal.

Policy is basically a decision intended to overcome a certain problem, to carry out certain activities, to carry out certain activities, or to achieve certain goals, which is carried out by government agencies authorized in the implementation of the duties of state orders and nation building. The limitation on public policy needs to be given by Thomas R.Dye in Ayuningtyas (2004:8) who says that 'public policy is whatever the government chooses to do or not do (whatever governments choose to do or not to do) another German expert, Crinson in Ayuningtyas (2014:8) states policy is a concept, not a specific or concrete phenomenon, So defining will face many obstacles in other words is not easy. Furthermore, Crinson also confirmed that policies would be much more beneficial when seen as instructions for action or a series of decisions that are interconnected with each other.

According to Fredrich in Agustino (2017: 166) a policy is a series of actions or activities carried out by a group, or government in a certain environment where there are obstacles and possibilities where the policy can be proposed to be useful in overcoming it to achieve the intended objectives.

Meanwhile, Anderson in Agustino (2017: 17) defines public policy as an activity that has a specific purpose that is carried out by a person or group of actors related to a problem or something that is in question.

Policy can also be viewed as a system, a system is a series of interconnected parts and depends on certain rules to produce a single entity. A further explanation of the system and components of public policy was put forward by Williams N Dunn as follows:

- a. Policy content consists of a curated list of decisions about public affairs (including decisions not to take any action) made by government agencies or officials. The content of a policy responds to various public issues that cover various areas of life ranging from defense, security, energy, health, education, welfare, and others.
- b. Policy actors or policy stakeholders are individuals or groups directly related to policies that can influence or be influenced by such decisions or policies. The policy actors can consist of waga groups, labor organizations, street vendors, journalist communities, political parties, government agencies, and the like.
- c. Policy environment The policy environment is a special setting where a policy occurs, which is influential and influenced by policy actors as well as public policy itself.

Types of Policies

In public policy, of course, there is a sorting or division in the implementation, namely:

1. Public policy is of meaning, that public policy is a thing that the government decides to do and things that the government decides not to do or leave. The government decided to enter the business economy, agriculture, aviation, but did not choose other economic enterprises that were large and produced large profits such as consumer goods, pulp and paper industries, cooking oil. Both of these options are public policies that the government has put in place.
2. Public policy from its form, public policy in a broad sense can be divided into two groups, namely policies in the form of government regulations written in the form of legislation, and unwritten regulations, namely conflation. Theodor J.Lewi divided the policy warnings into two, namely those with regard to substance and with regard to procedure (winarno,2002:6). Following the *Undang-Undang Dasar Negara Republik Indonesia Tahun 1945* with four amendments and the *Undang-Undang Nomor 22 Tahun 1999*, public policy in Indonesia is structural.

Considering that in Indonesia, the political system does not expressly place the executive, legislative and judicial functions of each separately absolutely, because all of them are under the Rakyat Consultative Assembly (MPR) which is a joint session of the House of Representatives (DPR) which is a legislative institution at the national level, together with the Regional Representative Council (DPD). In particular the DPD is not replacing the regional envoys but a kind of senate composed of representatives of the senate of states in the united states. Because the two institutions that hold the joint session represent the people, it can be identified that both are legislative. In general it can be said that the highest public policy is made by the legislature and this means following the basis of the Triassic Political political theory. In the extreme, legislative and executive policy formulations only implement it while the judiciary adjudicates if the executive

commits an offence.

3. The character of public policy, is part of formally written public policy, here public policy is divided into two:
 - a. Regulative and deregulative or restrictive and non-restrictive, is a public policy that stipulates things that are restricted and things that are exempt from restrictions.
 - b. Allocative and distributive, is a public policy with regard to budgeting or public affairs. Furthermore, public finance experts Richard A Musgrave and Peggi B. Musgrave (1989) Stated that the function of public financial policy is an allocation function aimed at allocating public goods and a mechanism for the allocation of goods and services that cannot be done through market mechanisms, distribution functions related to welfare equality including taxation, stabilization functions related to the role of balancers of allocation and distribution activities. the coordination function relating to budget coordination horizontally and vertically.

Policy Implementation

In general, the term implementation in the large Indonesian dictionary (KBBI) means implementation or implementation. The term implementation is usually associated with an activity that is carried out to achieve a specific goal. Implementation is an action or implementation of a plan that has been prepared carefully and in detail. implementation is usually carried out after the planning has been considered perfect.

Van Meter And Vase Horn (1974 in Agustino 2017:126) defines policy implementation as an act of action in previous decisions. These actions include efforts to change decisions into operational actions over a period of time or in order to continue efforts to achieve major and minor changes established by policy decisions made by public organizations directed towards achieving the goals that have been implemented.

Guntur setiawan (2004:39) berpendapat, implementasi adalah perluasan aktivitas yang saling menyesuaikan proses interaksi antara tujuan dan tindakan untuk mencapai serta memerlukan jaringan pelaksanaan birokrasi yang efektif.

From the explanation above, it can be said that implementation is an action that is carried out before the goals and efforts of policy decisions. This means that the implementation of the policy is a policy carried out by the actor until he finally gets a result to be achieved in accordance with the objectives of the policy.

Here's a model of some of the top down approaches to the policies of experts (agustino 2017:133) 1. Van Meter and Carl Van Horn models (1975)

Model of the policy

This approach model explains that the creation process is an abstraction or performance of a policy implementation that is basically deliberately carried out to achieve high public policy implementation performance taking place in the relationship of various variables. This model presupposes that policy implementation proceeds linearly from political decisions/ public policies, implementors, and the performance of public policies. There is, that is:

- a. Policy size and purpose
- b. Resources

- c. Characteristics of the executing agent
- d. The attitude and disposition of the executors
- e. Communication between organizations and implementing activities
- f. Economic, social and political environment.

Model George C.Edward III

Model George C.Edward III (1980) – Direct and indirect impact of implemetantion approach used there are four variables that influence the success of the implementation of a policy, namely:

Communication

Communication largely determines the successful achievement of the objectives of the implementation of public policy. Effective implementation occurs when the decision-makers already know what they are doing. Knowledge of what they are doing can work if communication goes well so that every policy and regulatory decision must be transmitted (or communicated) to the right personnel department. Communication is necessary so that decision makers are consistent in implementing every policy that will be implemented in society.

According to Edward III, there are three indicators that can be used in measuring the success of these communication variables, namely:

- a. Transmission, that is, the channeling of good communication will get the results of a good implementation as well. Often it can happen in the channeling of communication is the presence of misunderstandings, this is because communication has gone through several levels of bureaucracy so that what is expected is distorted halfway.
- b. Clarity, that is, the communication received by policy implementers (street-level bureuacrats) must be clear and not confusing, the vagueness of the policy message does not always hinder implementation, at a certain level, but implementers need clarity of information in implementing policies so that the goals to be achieved can be achieved according to the policy context
- c. Consistent, that is, the commands given in the implementation of a communication must be consistent to be carried out. This is because the orders given are often arbitrary, it can cause confusion for implementation in the field.

Resources

The resource indicator consists of several elements, namely:

- a. Staff, the main resource in the implementation of the policy is staff or human resources (HR). One of the failures that often occurs in policy registration is caused by insufficient, adequate or incompetent staff in their fields. The increase in the number of staff or implementors alone is insufficient, but it is also necessary to have the adequacy of staff with the necessary skills and abilities in implementing policies or in carrying out the tasks desired by the policy itself.

Information, in the implementation of information policy has two forms, namely:

- b. Information relating to how to implement policies, and must know what they are doing when they give orders.
- c. Authority, in general, authority must be in order for orders to be implemented,

authority is the authority or legitimacy for implementers in carrying out politically determined policies. When the authority is nil, then the power of the implementors in the eyes of the public is not legitimized. So that it can thwart the policy implementation process. However, in other contexts, when such formal authority exists, there is often an error in seeing the effectiveness of the authority.

- d. Facilities, physical facilities are also an important factor in the implementation of policies. Implementors may have sufficient staff, understand what to do, and have the authority to carry out their duties, but there are supporting facilities as facilities and infrastructure so the implementation of the policy will not be successful.

Disposition

The disposition or attitude of policy implementation is the third important factor in the approach regarding the implementation of a public policy. If the implementation of a policy is to be effective, then the actors of the policy implementers must not only know what will be done but must also have the ability to carry it out, so in practice nothing untrue happens. The important thing to look at on the disposition variable according to Edward III, is:

- a. The effect of disposition, disposition or attitude of the implementers will create real obstacles to the implementation of the policy if the existing personnel do not carry out the policies desired by high-ranking officials. Therefore, the selection and appointment of personnel for the implementation of the policy must be persons, persons who have a dedication to the established policy, especially to the interests of the citizens.
- b. Staffing the bureaucracy in this context Edward III requires that the implementation of the policy must look also at bureaucratic regulation. It refers to the appointment and embedding of staff in a bureaucracy that corresponds to its capabilities, capabilities and competencies. In addition, bureaucratic regulation also boils down to the establishment of an optimal public service system, the assessment of personnel in work, and the method of bypassing personnel.
- c. Bureaucratic structure even though the resources to implement a policy are available, or the policy implementers know what should be done, and have the desire to implement a policy, it is likely that the policy cannot be implemented because there are weaknesses in the bureaucratic structure. Policies that are complex according to the cooperation of many people, when the bureaucratic structure is not conducive to the available policies, this will cause resources to be ineffective and motivated, thus hindering the implementation of policies. Bureaucracy as the implementer of a policy must be able to support policies that have been decided politically by coordinating well.

Public Service

Public service is all forms of service activities carried out by public service providers as an effort in the process of fulfilling all forms of service receipt needs and implementing the provisions of the *Undang-Undang Nomor 25 Tahun 2009* the function of public services is a form of fundamental function that must be carried out by government institutions, both central and elements in local

government. The function of this public service is also carried out by elements of BUMD and BUMN in providing services or services for public goods in this public service concept, known as the existence of two types of actors in a process of public service delivery, namely elements of public service providers and elements of public service recipients. This public service process is solely for the sake of realizing the needs of the community both in the aspect of goods or services and in the administrative aspect.

Brata (2003: 11) the provision of service provider services is a party that can provide a certain service to consumers, namely:

- a. Services in the form of provision and delivery of goods and services
- b. Service receiver is an element of the customer or consumer who receives the service from the service provider

Related to the process of equipping public services by government institutions to elements of society, public services according to Wasistiono (2003: 43) are a form of providing services either by elements of government, private parties on behalf of the government or sasta parties to the community, with or tanpa payment to meet the needs and or interests of the community.

Tjosvol (2003:42) also states that: the process of serving society, both an obligation and as an honor, is a basis for the formation of a humane society. For government organizations, serving consumers is a moment of thruts, an opportunity for organizations to show credibility and capability to other elements. The above agreement and opinion show that the process of public service has two elements in its implementation, namely requiring a service and also providing a service. Public service is the customer element or consumer element that receives services from a public service provider.

As for the status of involvement with the party serving in a process of providing public services, there are two groups of customers, namely:

- a. Internal customers, that is, people who are directly involved in a process of providing services or producing goods
- b. External customers, that is, all persons who are outside the organization related to the delivery of goods and services. In principle, the form of the process of providing public services is different from private services.

However, in a process of administering public services organized by the nstitusi of government there are similarities between the two,namely:

- a. Both of them strive to meet the expectations of the customer element, and continue to strive to gain the trust of the various elements served
- b. Customer trust is a form of guarantee of the survival of an organization, because organization is the same orgasm as a living being that has phases of life, such as the birth stage, (the formation of an organization), the thriving stage and the developing stage and the dead stage.

In concept, services in government institutions will be different from services in private companies engaged in business. While the specific characteristics of a process of providing public services organized by government institutions will distinguish it from services organized by private elements, the special character is as follows:

- a. Most of the implementation of public services from elements of bureaucratic

institutions government in the form of services and goods of an unreal nature. For example, in the form of permits, certificates, regulations, information, security, order, peace, cleanliness and others, as a form of supporting facilities for a process of providing public services

- b. It is always related to the type of service – service in another form, and can also form a public service system that is regional, or even national in scale. For example, in terms of transportation, services to city buses will join the service of microlet, bajaj, ojek, taxi and train transportation, to establish a public service system for public transportation in Jakarta.
- c. Internal customers are quite prominent compared to external customers
- d. The efficiency and effectiveness of a process of public service delivery organized by government institutions will be able to increase along with improving the quality of the public service delivery process.
- e. Society as a whole can be needed as an indirect customer, which is very influential in terms of efforts to balance public services implemented by government institutions.
- f. The ultimate goal of a public service process is to create a better order of life for a society that is empowered to take care of their own problems, and also to meet all forms of needs of the community served.

The nature of public service

The *Surat Keputusan Menteri Pemberdayaan Aparatur Negara Nomor 63 Tahun 2004* and updated with 06 of 2022 states that; The essence of a public servant is the provision of excellent service to elements of the community which is a manifestation of the obligations of the government apparatus as community servants who have the basic function of service.

Meanwhile, excellent service is a form of good public service or the best public service and according to applicable service standards by government agencies that provide public services or in other words, excellent service can be interpreted as an excellent service or a service that is able to satisfy existing parties served by meeting the needs of the community as an element served. In the *Undang-Undang Nomor 25 Tahun 2009* in its application includes various points related to the principle of implementing public services, namely as follows:

1. Public interest
2. Legal certainty
3. Equality of Rights
4. Balance of Rights and Obligations
5. Professionalism
6. Participatory
7. Equal Treatment/Discriminatory
8. Openness
9. Accountability
10. Facilities and Treatment for Vulnerable Groups
11. Timekeeping
12. Speed, Ease and Affordability

Types of Public Services

Any human being or citizen can never shy away from or escape from various forms of relations with government bureaucratic institutions. At the same time, the government bureaucratic institution which is the only organization or institution that has the legitimacy of the community to provide all forms of basic needs of its people in the form of public services, therefore, the process of providing public services must also always be improved the quality of its services, this is because the level of public satisfaction in dealing with government bureaucratic institutions is the final measure of the level of the success of the administration of public services by the government.

The type of service provided by elements of government bureaucratic institutions to the public by service providers, namely government elements, then Barata (2004: 14) namely; The types of services that can be provided by service providers in terms of government to those who need public services consist of various kinds. The types of services provided include public services related to:

- a. Provision of services
- b. Public services related to the provision and distribution of goods and services
- c. Dual service relating to both

Related to the existence of various thoughts about the existence of fundamental differences between goods and services as an output of the public service process by the government. Thus Savas in Wasistiono (2003: 46) states that; distinguish ten institutional kinds that regulate the distribution of services, which are grouped into two, namely:

1. Regulated by the government
2. Regulated by private parties or individuals

Related to the issue of public services to the public in the form of goods and services according to Wasistiono (2003: 64) that; The provision of public services in the form of services is markedly different from the activity of producing goods. Another statement made by Gasperz in Wasistiono (2003:64) there are thirteen kinds of characteristics or characteristics of services that at the same time make it possible with the following goods:

1. Service is a formless output
2. Service is the output of a variable
3. Services cannot be stored in inventory but can be consumed in production
4. There is a close direct relationship with customers through the service process
5. Personnel skills
6. Customers participate in the service
7. Personnel skills are handed over or given directly to customers
8. Services cannot be mass-produced
9. Requires high personal consideration of the individual providing the service
10. Service companies are generally of a nature of the work
11. Service facilities are close to the customer's location
12. Measurement of service effectiveness is subjective
13. Cheaper pricing options

From the definition above, the service in providing suits is an effort to provide the best service to the general public.

C. METHODS

Scientific research method is a procedure or step in obtaining scientific knowledge or science. So research methods are a systematic way to structure science. Research methods usually include research methods.

The research method used in this research is qualitative with a descriptive approach. Qualitative methods are used to excavate natural objects. In this qualitative research using the instrument of the person that is, the researcher himself. Researchers as key instruments, to become instruments, researchers must have broad insights and broad theories so that they are able to ask, analyze, photograph, and construct the social situation under research, so it becomes clear and has meaning, (Suryana, 2010). The object of qualitative research is the object as it is, not manipulated by the researcher from the beginning to the end of the conditions, a descriptive approach with the intention of making a systematic, factual, and accurate description of the facts and nature of a particular population. In this research, it describes the implementation of the drive thru service policy in the one-stop manunggal administration system (SAMSAT) of Raba Bima.

D. RESULT

The implementation of the drive thru service policy is a priority for SAMSAT Raba Bima in providing services to the community. In the implementation of this policy, we must know and understand various indicators to measure the succession of a policy, namely, its implementation and the quality of services provided to service recipients.

First, SAMSAT Raba Bima in the communication office related to this issue SAMSAT Raba Bima has carried out guidance to employees and socialization to the community related to SAMSAT Drive Thru services, it has been maximized but on the one hand this has not provided maximum results because of the level of public understanding and public awareness to pay more taxes, especially in the jurisdiction of SAMSAT Raba Bima, namely Sape District, Lambu, Wera And Ambalawi are still very minimal, so SAMSAT Drive Thru agents have to work ekstra to go to the taxpayer community.

Second, in this process the resources in the provision of services in SAMSAT Drive Thru with the districts of sape, lambu, wera and Ambalawi which are quite wide allow four officers to work ekstra in providing their services, this also in fact proves that the shortage of officers became a problem when there was a SAMSAT Drive Thru seven years ago until now, not to mention the aspect of employee recruitment at SAMSAT Raba Bima, namely the contract system is considered to be an obstacle also faced because of the recommendation system from high-ranking Provincial officials, but seeing the potential and quality of the person and in fact if the parents retire from SAMSAT employee Raba Bima will not rule out the possibility that their children or relatives will also be included as employees at SAMSAT Raba Bima, meaning that the merytal system is still a big problem. This shortage of officers has an effect on only one point of service that can be done by SAMSAT Drive Thru, namely for the payment of motor vehicle tax for one year only. In other cases, the problem of infrastructure at SAMSAT Drive is still considered inadequate, limited infrastructure such as the SAMSAT

Drive Thru office which is still in charge of Bank Ntb from the start of this Drive Thru, in 2020 yesterday SAMSAT Raba Bima had surveyed to see the place used as a place in the SAMSAT Drive Thru office but faced obstacles, The lack of this facility is not only the office but in the administrative facilities it is only equipped with a few infrastructures until the service is ineffective.

Third, The disposition in this aspect in providing services is still constrained by several points, the first of which the service flow has followed the standard SOP, but the conditions that occur in the field are still many people do not know about the requirements for limiting the motor vehicle tax for one year so that many people go home and do not pay motor vehicle tax, because the completeness of the conditions they bring is not enough. Moreover, in SAMSAT Drive Thru, you can only pay motor vehicle tax for one thing, not for the other.

Fourth, the level of community satisfaction from several indicators to measure the level of satisfaction of this community has been maximized, but on the other hand in this aspect there are also found several things that are the record of SAMSAT Drive Thru Raba Bima, namely, the discipline of SAMSAT Drive Thru officers due to the fact that occurs in the field, office hours enter at 08:00 SAMSAT Drive Thru officers are not yet in the office even most of them are late in time, even worse, the return of the SAMSAT Drive Thru officer was prematurely returned home, the reason for the delay in the Ntb Bank office was that the entry of officers after the morning apple of Ntb Bank employees, even though it was clear that the time to enter the office had been determined by the main SAMSAT. The other side is that the fairness of the service is also still a record for SAMSAT Drive Thru because the priority of service for relatives and family is still attached there and is not even told to be at the SAMSAT Drive Thru office just by phone, but for people who have no relationship with the officer, they must come directly to the SAMSAT Drive Thru place itself. Whereas in aturyarakat.n The law clearly states in service with the principle of equality and equality in the provision of services to the community.

E. CLOSING

Conclusion

The conclusions of this research are as follows:

1. In the process of implementing service policies at SAMSAT Drive Thru, it has not been maximized because the indicators of policy implementation, namely, communication, resources and disposition have been carried out as much as possible, but on the other hand, this policy still encounters obstacles and challenges both in the aspects of communication, resources and disposition
2. The level of public satisfaction with the SAMSAT Drive Thru service has not been maximized.

Suggestion

The suggestions in this research are as follows:

1. Local governments make the results of research by students and academics for reasons of making a policy and improving a policy.
2. If there are any shortcomings in this thesis, the researcher encourages all parties to provide input and criticism in order to improve this thesis.

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