

THE EFFECTIVENESS OF THE MOBILE DRIVER TEST SERVICE INNOVATION "SI CEMOT" ON PUBLIC SATISFACTION (STUDY AT THE TRANSPORTATION DEPARTMENT OF BADUNG DISTRICT)

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Abstract. Conventional motor vehicle periodic test (KIR test) services in many regions still face classic problems. Several studies noted obstacles such as long waiting times, long queues, illegal levies (brokers), and inconsistent officer discipline. The purpose of this study is to determine the level of effectiveness of the "Si Cemot" Mobile KIR test service on public satisfaction in Badung district. The research method used is qualitative with a descriptive qualitative approach. The results or findings of this study are that the Badung district transportation office gets good grades in service quality, and also for facilities are also adequate. However, several obstacles were found in the aspect of service effectiveness from the productivity dimension, several officer respondents noted that the level of utilization of the mobile KIR test service was not optimal. In conclusion, the effectiveness of the "Si Cemot" mobile KIR test service on community satisfaction in Badung district has been running effectively when viewed from the dimensions of service quality and facilities.

Keywords: Effectiveness, Transportation, Service

I. INTRODUCTION

This Public service innovation is defined as an effort to introduce new ideas, products, or processes that improve the quality of services for the public[1]. According to this concept, innovation aims to cut through old bureaucracy and speed up service processes through the application of renewable technology and information systems[1]. For example, SI CEMOT (Short, Fast, Modern, Integrated) in Badung is designed to cut bureaucracy and implement integrated applications for more efficient services[1]. On the other hand, public satisfaction theory explains that public service user satisfaction depends largely on the extent to which service performance meets or exceeds users' initial expectations. The expectancy-disconfirmation model suggests that satisfaction is a function of expectations and perceived service quality[2]. This means that if public service innovations such as SI CEMOT can improve perceived quality and exceed citizens' expectations, then public satisfaction with these services will increase.

Conventional motor vehicle periodic test (KIR test) services in many regions still face classic problems[3]. Several studies noted obstacles such as long waiting times, long queues, illegal levies (brokers), and inconsistent officer discipline[4]. This condition is often felt by the community of commercial vehicle owners in conducting KIR tests[5]. As a result, the effectiveness of conventional KIR test public services is low and results in service user dissatisfaction.

Innovations such as the drive-thru system adopted in Denpasar since 2012 have successfully cut service time and reduced unnecessary interactions[4]. With these innovations, policy makers are increasingly realizing the importance of service reform to meet excellent service standards, so that old complaints are expected to be resolved gradually.

Digitalization in the transportation sector is seen as an urgent need to improve the effectiveness and efficiency of public services[6]. According to the Indonesian Ministry of Transportation, the use of digital technology in transportation is the right solution to provide more effective, efficient, and transparent public services for the community[7]. In the context of motor vehicle testing, data integration and online applications can speed up administrative processes and reduce manual errors. For example, the Badung Transportation Agency's plan to open an online KIR test service shows an increasing trend of digital-based public service improvement. Factors such as the increasing mobility of the community and the government's target to improve the *Ease of Doing Business* encourage the urgency of adopting digital innovations. With digital-based services, it is expected that the public can more easily access information on test schedules, online registration, and evaluation of test results which can increase public satisfaction and trust in the government.

The "SI CEMOT" mobile KIR test service has been operated by the Badung Regency Government since October

2024[8]. This program was launched at the Mengwi Terminal East Parking and is specifically designed for motor vehicles with a JBB limit of 5.5 tons. In field practice, SI CEMOT conducts a series of checks (horn test, lights, brakes, emissions, etc.) like a static test, but with a much shorter processing time. The Badung Transportation Agency states that each vehicle tested through SI CEMOT only takes about 10 minutes on average, compared to 30 minutes or more in a regular static test[9]. The service is open every Monday-Thursday at 09.00-14.00 WITA, so vehicle owners just come as scheduled[9]. Initial public response has been positive: a Transportation Agency official highlighted that SI CEMOT helps optimally utilize terminal land and raises awareness among vehicle owners to conduct regular road tests[9]. A service user also expressed gratitude for the service being "very helpful" and the location not being too far away[9]. These statements show that the SI CEMOT innovation is welcomed because the benefits are immediately felt by the community.

Although SI CEMOT has become an important part of Dishub Badung's public service strategy, to date there has been no academic research specifically evaluating the effectiveness of this innovation on public satisfaction in Badung Regency. Previous studies are generally general in nature or focus on the implementation of similar services in other regions, without addressing the specificities of the Badung context. This condition creates a research gap: an in-depth empirical study is needed to measure how SI CEMOT affects perceptions of service quality and user satisfaction in Badung. Therefore, this study aims to fill this gap by assessing the impact of SI CEMOT specifically, so that it can provide recommendations for policy makers in improving vehicle test services in the future.

Several previous studies have examined mobile or digital public service innovations in transportation. For example, Denpasar City has implemented a drive-thru motor vehicle testing system since 2012[4]. This Denpasar innovation received a national award and was proven to speed up the test process (shorter service time) and eliminate scalping practices[10]. An evaluation study in Denpasar reported that the mobile test program provided faster service than the conventional drive-thru system and succeeded in overcoming scalpers, although queues at static test units were still a problem due to limited facilities[10]. In general, the public service innovation literature confirms that the use of new technologies and methods - including mobile services and integrated information systems - tends to increase public satisfaction[2]. Other studies in the digital government sector also show that improving accessibility, speed, and transparency through public service innovation contributes positively to citizen satisfaction[11]. These studies provide the premise that SI CEMOT has the potential to boost the quality of vehicle testing services in Badung, as well as providing a point of departure for comparison with relevant previous studies.

Concept of Effectiveness

According to Beni (2016) in Krisdayanti (2022), effectiveness is the relationship of performance to goals, a measure of how well an organization's performance levels,

policies and procedures are achieved. Effectiveness is also related to the level of success of public sector operations and is said to be beneficial when activities have a significant impact on the ability to provide public services. This is a predetermined goal. According to Mardiasmo (2017) in Yulitiawati & Rusmidarti (2021), effectiveness is a measure of the success or failure of an organization in achieving its goals. When an organization achieves its goals, it operates effectively. The effectiveness indicator shows the effectiveness and extent of the program results in achieving the program objectives. The higher the contribution of the output of the results to achieve a predetermined goal or purpose, the more effective the work process of the organizational unit is. According to Mahmudi (2010) in[14], effectiveness is the relationship between results and goals to be achieved. Although the process of action is said to be effective in achieving policy objectives and ultimate goals. From the above opinion, it is clear that effectiveness is a very important concept because it can describe the success of an organization in achieving its goals. Or, effectiveness is the level of goal achievement compared to the activation carried out in achieving predetermined goals.

Effectiveness measure

Measuring the effectiveness of an activity program is not easy[11]. Effectiveness can be examined from different angles and depends on who is evaluating and interpreting it. From a productivity perspective, the head of production conveyed the notion that effectiveness means quality as well as quantity (production volume) of products[15]. The level of effectiveness can also be measured by making a comparison of the plans made with the results actually achieved[16]. But if the efforts and results of work and actions carried out are not in accordance and the desired goals and targets are not achieved, then it can be said to be ineffective. Some criteria about effectiveness in achieving goals are:

- The objectives to be achieved must be clear, so that employees in carrying out their responsibilities achieve targeted targets and company goals can be achieved.
- The strategy in achieving goals must be clear, it is understood that the strategy is "on the road" followed in carrying out various efforts to achieve the targets set so that the implementers do not deviate in achieving the company's goals.
- The process of analyzing and formulating reliable policies, related to the objectives to be achieved and the strategies that have been set, means that policies must be able to link objectives with efforts to implement operational activities.
- Planning maturity basically means making decisions now on what the company will do in the future.
- Developing accurate programs A good plan still needs to be translated into accurate implementation programs.
- Availability of work facilities and infrastructure, one of the indicators of company effectiveness is productive work capacity.
- Effectiveness and efficiency of implementation, no matter how good a program is if it is not carried out effectively and efficiently, the company will not be able to achieve its targets.

- h. Supervision and control that has an educational character, because of the imperfect human character, the effectiveness of the company requires supervision and control.

Public Service

The term service comes from the word "layan" which means helping to provide everything needed by others for the act of serving[17]. Basically, every human being needs service, even in the extreme it can be said that service cannot be separated from human life[18]. Meanwhile, the term public comes from the English public which means public, community, state. The word public has actually been accepted into the Standard Indonesian Language as Publik which means general, crowd, crowded.

Some experts who provide an understanding of public services include Marwiyah (2023), saying that public service is the provision of services (serving) the needs of other people or communities that have an interest in the organization in accordance with the main rules and procedures set. Hendrayady et al (2023) defines that public services or public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and are carried out by government agencies at the central, regional, and within State-Owned Enterprises or Regional-Owned Enterprises, in order to fulfill community needs as well as in the implementation of statutory provisions. According to Sinambela (2020) Service is any activity carried out by the government in every profitable activity in a group or unit, and offers satisfaction even though the results are not tied to a physical product.

The Decree of the Minister of Administrative Reform No. 63 of 2003 has explained that the definition of public services is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and the implementation of statutory requirements[20]. While public service providers in the Decree of the Minister of Administrative Reform No. 63 of 2003 outlined that Government Agencies as a collective designation which includes work units / organizational units of ministries, departments, non-departmental government agencies, secretariats of the highest and highest state institutions, and other government agencies, both central and regional including state-owned enterprises, regionally-owned enterprises, become public service providers[20]. Meanwhile, users of public services are people, communities, government agencies and legal entities that receive services from government agencies.

From some of the definitions of public services described, in the context of local government, public services can be concluded as providing services or serving the needs of people or communities and / or other organizations that have an interest in that organization, in accordance with the main rules and procedures determined and aimed at providing satisfaction to service recipients.

Satisfaction

The word satisfaction comes from the Latin static, meaning good enough or factio (to do or make)[21]. So that in simple terms it can be interpreted as an effort to fulfill

something. So that the quality of institutional services increases, there is no other choice but to increase the professionalism of human resources, as the main capital of services to the community, and to continuously strive for various efficiencies and differentiation of services that are able to increase output.

Public service institutions are required to continue to recognize and respond to various external factors that need to be considered. According to Oliver in his service[22] defines satisfaction as the level of a person's feelings after comparing the performance or results he feels with his expectations. The level of satisfaction is a function of the difference between perceived performance and expectations. If the performance is below expectations, the customer will be very disappointed. If the performance is as expected, the customer will be very satisfied. Meanwhile, if the performance exceeds expectations, the customer will be very satisfied. Customer expectations can be shaped by past experiences. Satisfied customers will be loyal for longer, less sensitive to price and give good comments.

Customer satisfaction is the level of a person's feelings after comparing the product performance he feels with his expectations[23]. According to Tjiptono & Diana (2020) satisfaction can be defined as an effort to fulfill something or make something adequate. Based on the descriptions of some of the experts above, it can be concluded that satisfaction is a feeling of pleasure, satisfied individuals because between expectations and reality in using and the services provided are fulfilled.

II. RESEARCH METHODS

All Carrying out research, design planning is an important part that must be prepared in advance by the researcher. The research method is a scientific approach to obtaining data that has certain objectives and benefits[25]. Based on the definition of, the research method can be understood as a way that has rational, empirical, and systematic scientific characteristics to obtain valid data, which aims to discover, prove, and develop knowledge, as well as understand, overcome, and anticipate problems in the field.

This research uses a qualitative approach, which aims to examine a location or phenomenon by collecting data directly from the field and then interpreting the findings. The descriptive qualitative approach is used in order to collect information in the form of facts that will become the basis, as well as a foothold in answering research questions. The quality of the data collected greatly determines the quality of the research results, so that in the study of the effectiveness of the "si cemot" mobile KIR test service innovation on public satisfaction, accurate and relevant data are needed so that the research results can make an optimal contribution. The sample in this study was 8 (eight) people consisting of motor vehicle testing employees and motor vehicle testing service users.1.

III. RESULTS AND DISCUSSION

Based on the results of interviews and observations, the majority of respondents (community users of the "Si Cemot" Mobile KIR test) stated that the overall service quality was good. For example, one user stated, *"This mobile KIR test service is very helpful. The process is fast and easy, no need to queue for a long time at the Transportation Agency office"*. Community respondents also appreciated the ease of the registration process. Another respondent said, *"It is enough to register online or to the officer at the location, the documents requested are clear and the officer is informative. So I had no difficulties"*. Observational findings show that the facilities provided in the "Si Cemot" unit are adequate; test vehicles are equipped with standard KIR inspection equipment and are well maintained. A vehicle test officer mentioned, *"The test equipment and fittings are quite complete, so there are no technical problems when testing vehicles"*.

Nevertheless, several obstacles were found in the aspect of service effectiveness. From the productivity dimension, several officer respondents noted that the level of utilization of the mobile KIR test service was not optimal. One officer said, *"There are still many people who do not know about 'Si Cemot', so the number of vehicles participating in the mobile KIR test has not been maximized"*. This is in line with observational findings that the intensity of services on some schedules is not yet solid. On the flexibility dimension, respondents complained about the lack of public socialization. A user stated, *"I just found out [about the Si Cemot program] from my neighbor. It seems that the socialization has not been evenly distributed, many do not know so they still ask for help from brokers"*. The phenomenon of brokers also emerged in the interviews. A number of people still use brokers for KIR test registration, because they do not fully trust or understand the official procedures. One respondent said, *"There are still brokers who offer help, maybe because some people do not want to bother taking care of it themselves or do not know how to do it"*. These findings suggest that while the assessment of the service is generally positive, there are significant barriers in the form of low public awareness and brokerage practices that impact on the productivity and flexibility of the service.

Community Satisfaction

Field data indicates that user satisfaction with the "Si Cemot" mobile KIR test service is in the "good" category. All respondents gave a positive assessment on the Community Satisfaction Index (IKM), so that the service was categorized as satisfactory. This reflects service performance that matches or exceeds user expectations. The success of creating high satisfaction is influenced by digital innovation and the ease of procedures applied. Research Wahyuningsih & Prabhata (2024) also confirms that digitization and public service innovation significantly increase citizen satisfaction. Their finding that the combination of service innovation and digitalization is able to explain up to 76.5% of the variability in community satisfaction is in line with the results of this study. In addition, the "good" category in the mobile KIR test IKM is comparable to research in other public services.

Supawanhar et al. (2024) found a Community Satisfaction Index of 81.61% (good category) at the Bengkulu City Public Service Mall[27]. Thus, the increase in satisfaction in this study is consistent with the literature that increased accessibility and innovation of public services tend to increase public trust and satisfaction.[26], [27]

Ease of Process and Infrastructure

Respondents generally appreciated the ease of the registration process and the completeness of the facilities. Physical facilities (facilities and infrastructure) in the "Si Cemot" unit such as mobile registration points, semi-outdoor waiting rooms, and vehicle test equipment are considered adequate and facilitate the process. This condition supports the high satisfaction obtained. According to observations, the test equipment was well calibrated and staff gave clear directions to users. In contrast, previous literature shows challenges with facilities. For example, research on innovative drive-thru KIR services in Denpasar found serious constraints in the form of a lack of adequate infrastructure[4]. This finding contrasts with the field in Badung; here facilities are relatively well-equipped. This confirms that the "Si Cemot" mobile KIR test innovation has succeeded in providing adequate facilities to support the service process. With the availability of good facilities, the constraints on the facilities aspect can be said to be minimal in this study, in contrast to several other cases where the facilities were inadequate.[4]

Service Productivity

The productivity dimension refers to how efficiently the service can process the number of test vehicles in a given time. The results of the study indicate a bottleneck in productivity, although this does not refer to slow officer performance, but rather to low service utilization. Some officer respondents noted that public enthusiasm is still limited, so the number of vehicles tested per time has not reached optimal capacity. Lack of socialization was cited as a major factor. This is in line with the findings of Amalia & Hartono (2024) which show that without continuous socialization, the adoption of public digital services (e.g. population applications) is not optimal. Similarly, in Sukajaya (Sumedang) the increase in digital service satisfaction was not comprehensive due to inadequate socialization[29]. The situation in Badung reflects a similar problem: both the technology and the innovation ("Si Cemot") are in place, but the lack of comprehensive information means that productivity is relatively limited. The practice of using brokers also indicates a lack of trust and understanding of official procedures by the public. In the context of public service innovation, the presence of touts has been reported to hinder the effectiveness of innovation. A study on the KIR drive-thru service found that the service has not been effective due to the large number of touts in the field[4]. This finding reinforces the analysis that training and socialization to the public must be improved for the "Si Cemot" innovation to achieve maximum productivity.

Service Flexibility

Flexibility describes the ability of a service to reach people in an accessible way (e.g. a flexible mobile test schedule). The "Si Cemot" KIR test is inherently flexible due

to its mobility - traveling to various locations - but this dimension is still hampered by several factors. Interviews showed that people need an affordable schedule and more notice of locations. The lack of official information encourages some people to continue using brokers to ensure service. This is similar to the results of Hamim et al (2024) who noted that poor digital integration and insufficient socialization efforts cause service satisfaction to remain suboptimal. [journal.pubmed.ncbi.nlm.nih.gov/41111111/](https://pubmed.ncbi.nlm.nih.gov/41111111/). In this context, the technical flexibility of the service (e.g. online/offline registration system) is in place, but the social flexibility (public awareness and ability to access the service) still needs to be strengthened.

Comparison with some previous researchers

This research is in line with much of the recent literature on public service innovation, digitalization, and community satisfaction. First, the conclusion that technology-based innovations increase public satisfaction is supported by [26] which found a significant positive effect of innovation and digitization on citizen satisfaction. Their results show that good digitization can improve the quality of public services, as reflected in increased satisfaction scores. Similar findings in Indonesia show that e-government-based public services can simplify bureaucratic procedures and increase public trust. nfluence-journal.com.

Second, related to socialization barriers, Amalia & Hartono (2024) emphasized the importance of continuous socialization in disseminating digital public service innovations. They revealed that without intensive socialization, the user coverage of public applications such as Digital Population Identity in Pekanbaru is still low. This finding is parallel to the issue in this study, namely the low utilization of "Si Cemot" due to socialization that has not been comprehensive. Similarly, the study in Sukajaya Village shows that the lack of socialization and digital integration reduces the positive impact of e-government on community satisfaction [29]. This means that without sufficient education and promotion, the community cannot fully experience the benefits of new services, even if innovations and facilities are in place.

Third, research on the quality of motor vehicle testing services in Denpasar (drive-thru KIR) found significant barriers in the form of the presence of brokers that undermine the effectiveness of the service [4]. These findings are very relevant to the observations in the "Si Cemot" case in Badung. The fact that people still use brokers indicates that the service mechanism is not fully trusted or accessible, similar to previous research reports. In addition, the Denpasar study also noted public complaints regarding inadequate facilities/ infrastructure [4]. In contrast, respondents in this study considered the infrastructure of "Si Cemot" to be quite adequate, so the problems in Denpasar did not arise in Badung. This difference may be due to the more optimized resource allocation of Dishub Badung.

Overall, the findings support and complement previous literature that mobility and digitization-based public service innovations can improve public satisfaction, but their implementation must be accompanied by intensive socialization and eradication of scalping practices. These studies underscore that without a holistic approach-including

technological, human resources, and public communication aspects-service innovations are unlikely to achieve full effectiveness.

Policy Implications

Based on the findings and discussion above, several policies can be considered to strengthen the effectiveness of the "Si Cemot" mobile KIR test innovation in Badung Regency. First, intensification of socialization to the community is very important. Local governments can expand information campaigns through social media, bulletin boards, and cooperation with community leaders and local organizations, so that the mobile KIR test schedule and procedures are widely socialized. Second, assistance and education directly in the field needs to be improved. For example, field officers can hold service introduction sessions for citizens while opening registration booths, so that the public is educated and brokering practices can be minimized. Third, cross-sector coordination must be improved so that this innovation is integrated with transportation policies and other public services. The research [28] suggests strengthening cross-sector cooperation and developing digital infrastructure for public services, which is relevant to be applied here. For example, the integration of motor vehicle data with Dishub and Samsat systems can speed up document verification.

Fourth, to improve the flexibility dimension, further evaluation of the "Si Cemot" operational schedule is needed. Adjusting the schedule to the needs of the community (e.g. evenings or weekends) or adding service points in underserved areas could increase coverage. Finally, supervision and action against brokering practices are also needed, for example by imposing sanctions or changing procedures so that the role of intermediaries is minimized. With these integrated policies, it is hoped that innovation in mobile KIR services can be optimized for higher public satisfaction and more efficient public services.

IV. CONCLUSIONS

Based on the results of field research through interviews and observations, as well as analysis conducted scientifically and comparatively to previous literature, it can be concluded that the innovation of the "Si Cemot" mobile KIR test service has a positive impact on public satisfaction, especially in the aspects of ease of access, quality of service, and availability of adequate infrastructure. Public satisfaction with the "Si Cemot" service is in the good category, as indicated by the positive responses of all respondents. This is supported by the ease of the registration process and the implementation of vehicle tests which are considered fast, transparent, and user-friendly. This finding is in line with various previous studies that confirm that innovation and digitization of public services significantly increase citizen satisfaction. In terms of facilities and infrastructure, this mobile service unit has met the minimum standards of technical services. Complete vehicle test equipment and roadworthy operational vehicles allow the testing process to take place efficiently and on time. This strengthens the

legitimacy of mobile service innovation as a solution to limited public access to conventional services at the Transportation Agency office. However, there are still challenges in the dimensions of productivity and flexibility. Service productivity is not optimal because the level of community utilization is still low, which is influenced by the lack of socialization of services and public information that has not reached all levels of society. This causes some people to continue to choose to use the services of brokers or not to utilize services at all. The practice of using brokers still occurs, indicating that some people do not understand official service procedures or do not feel confident to access technology-based services. This shows that the availability of innovative services is not automatically followed by an increase in digital literacy or public trust without continuous educational efforts. Based on a comparison with recent literature, it can be concluded that effective public service innovation does not rely solely on technology or physical infrastructure, but must also be supported by public communication strategies, strengthening human resource capacity, and monitoring informal practices such as brokering. The implications of this research suggest that the sustainability and success of service innovations such as "Si Cemot" are highly dependent on the integration of technical innovations and social approaches. Socialization programs, community mentoring, and strengthened governance and inter-agency coordination are needed to ensure that these services are not only efficient, but also inclusive and sustainable.

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