



National Digital Samsat (SIGNAL) Program Effectiveness by the System Perspective in the Jurisdiction of Polda Metro Jaya, Indonesia

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Abstract

This study aims to find out about the National Digital Samsat (SIGNAL) program's implementation in the Metro Jaya Police Legal Area, as well as the factors that impede and support the program's implementation, and to analyze effectiveness strategies from a systemic perspective in the implementation of Digital Samsat National Police (SIGNAL) in the Legal Territory of Polda Metro Jaya. The type of data used in this study indicates that the research method used was qualitative. This research method is descriptive in nature. This study was undertaken at the Samsat Office in Polda Metro Jaya's Legal Area, specifically in Special Capital Area of Jakarta. Based on the findings, the effectiveness of the digital service of the Polda Metro Jaya SIGNAL program has been running effectively. Furthermore, there are number of factors that support the digital service program SIGNAL Polda Metro Jaya which is capable to support the implementation, this can be seen from the equipment (computers, etc.), vehicles and human resources. Meanwhile, there are also number of obstacles in the implementation of the SIGNAL service program such a network issue that makes the service cannot be done since it must be connected to internet network so that it can perform services (such as checking how much total payments of Motor Vehicle Tax), lack of coordination when carrying out tasks, and some individuals are still using broker services because they don't want to deal with Motor Vehicle Tax payments. The existence of broker becomes an impediment to the formation of clean services that follow the regulations.

Keywords: *Effectiveness; National Digital Samsat; Legal Area; Polda Metro Jaya*

Introduction

Effectiveness is one of the objectives that must be met by all organizations, public and private, in order to satisfy consumers or the community in keeping with the attainment of goals, integration, and adaptability. The level of effectiveness may be determined by comparing the plan to the previously established objectives and the desired outcomes. Consequently, the effort or outcome of a task that has been completed might be deemed ineffective if it is not in keeping with the objective (Mahmudi, 2019).

In the context of providing public services, the government is the main actor who is responsible for efforts to fulfill people's rights (Fitranti, 2014). The government's provision of public services must reflect the desires of the populace and adhere to the ideals of ideal governance. The government's function in delivering services must be effective; hence, the bureaucracy must be professional, aspirational, and

highly responsive, so that programs in public services are integrated and adapted to the community or taxpayers. Ultimately, individuals will be pleased with the services they obtain.

The public services are governed by law No. 25 of 2009, concerning public services, which defines public services as an activity or series of activities designed to meet the service needs of every citizen and resident in accordance with the applicable laws and regulations for property, services, and/or administrative services provided by public service providers. In order to achieve excellent government service, there must be a shift in the delivery of public services, including the formation of a community-oriented program. The National Digital Samsat (SIGNAL) initiative, which is executed at the Samsat Joint Office under the authority of the Polda Metro Jaya, is only one of the several government entities that have innovated in order to address the demands of the community.

Public entities or the government are responsible for regulating the payment of motor vehicle tax (hereinafter referred to as PKB). The One-Stop Manunggal Administration System (henceforth Samsat) is one of the institutions or public organizations closely associated to PKB payment services when discussing these public service organizations (Samsat). Samsat stands for Manunggal Administration System Under One Roof, an integrated system of collaboration between the National Police, Regional Development Planning Agency (Bappeda), and PT. Jasa Raharja. The National Police initiated the National Digital Samsat (SIGNAL) innovation, which is the implementation of e-policing, in order to become a leading sector in registration and identification services for motorized vehicles in Samsat based on Law No. 22 of 2009 concerning Road Traffic and Transportation. Everything in the digital world is dependent on applications on a device or smartphone. It is possible to manage information, communication, coordination, and even command control. The usual pattern of partial manual policing will be deemed unprofessional and has a high deviation possibility. Therefore, the E-policing service is a digital era policing model that aims to break down boundaries of place and time so that police services may be carried out rapidly, precisely, correctly, openly, accountably, informatively, and easily accessible (Chrysnanda. D. L, 2019).

As is often believed, the increase in the number of vehicles is a double-edged sword. On the one hand, it offers a concern of congestion, especially in DKI Jakarta's metropolitan area. On the other side, vehicle taxes serve as a source of Regional Original Income (PAD). Currently, the number of vehicles in DKI Jakarta is expanding at a rapid rate. According to statistics on registration and identification of motorized vehicles from the Directorate of Traffic Polda Metro Jaya, the number of motorized vehicles in 2020 rose by about 50%, as shown in Figure 1.

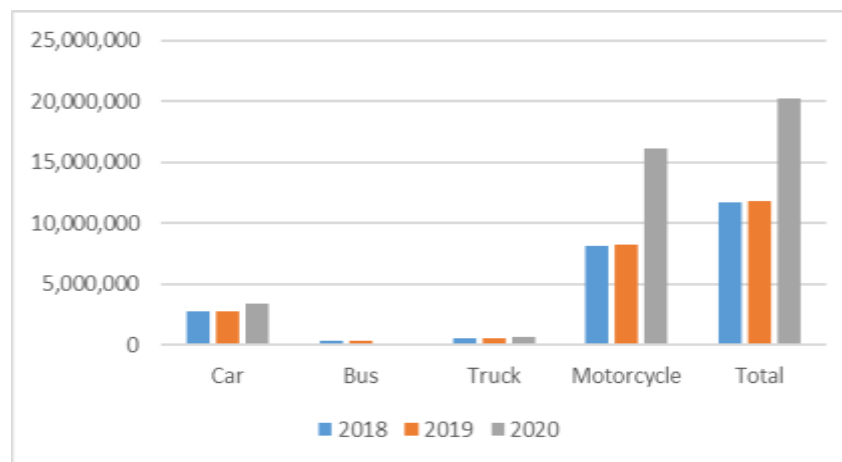


Figure 1 Number of Motorized Vehicles by Type of Vehicle (Unit) in DKI Jakarta Province for 2018-2020 period

Therefore, Samsat as a public service organization in the field of motor vehicle tax payments is required to be able to improve its services in order to accommodate the increasing number of motorized vehicles. One of the efforts is to utilize information technology through an innovation initiated by the National Police Traffic Corps entitled Samsat Digital Nasional (Signal). The Signal application is an annual STNK endorsement service, payment of Motor Vehicle Tax (PKB) and payment of Donation of Road Transportation Traffic Fund (SWDKLLJ) digitally by utilizing the motor vehicle database (*ranmor*) owned by the Police, the population master database in the Directorate General of Dukcapil kemendagri and the motor vehicle tax information system managed by each Provincial Bapenda integrated nationally as a nationally integrated province as a nationally integrated province as a Artificial intelligence systems use mobile platform applications to provide services to the community digitally while accommodating the interests of various related parties (Bapenda, Jasa Raharja, and Regional Development Bank (BPD)) without neglecting the function of monitoring the *ranmor* operation resident which is one of the main tasks of the National Police.

Signal makes it possible to verify the identification of the owner of the motorized vehicle by matching the face of the owner of the motorized vehicle according to the electronic ID card data at the Ministry of Home Affairs. The existence of ERI (Electronic Registration and Identification), which is a database of motorized vehicles itself, has been built by the National Police Traffic Corps (*korlantas*) by utilizing the national registration function service application which has been implemented since 2017. Therefore, through this Signal application, annual motor vehicle tax payments can be made anywhere and anytime by one stop service.

Since 10 July 2021, this Signal innovation has been applied at Samsat offices under the authority of the Polda Metro Jaya. Therefore, the authors are eager to conduct research on the efficacy of the Signal program in order to better comprehend Polri's policies regarding the acceleration of public services in the registration and identification of motorized vehicles, based on information technology in the Polda Metro Jaya jurisdiction. The study was performed within the jurisdiction of the Polda Metro Jaya. As we all know the public service of the police under the Polda Metro Jaya is faced with a number of significant challenges, such as the dramatic increase in the number of motorized vehicles and the COVID-19 pandemic, which requires all stakeholder agencies in public services to be able to speed up their services in order to reduce lines and face-to-face meetings. In light of the above, the researcher decided to conduct a study with the working title "National Digital Samsat (Signal) Program Effectiveness by the System Perspective in The Jurisdiction of Polda Metro Jaya".

This study aims to find out about the National Digital Samsat (SIGNAL) program's implementation in the Metro Jaya Police Legal Area, as well as the factors that impede and support the program's implementation, and to analyze effectiveness strategies from a systemic perspective in the implementation of Digital Samsat National Police (SIGNAL) in the Legal Territory of Polda Metro Jaya.

Literature Review

Service Excellence

Barata (2003) the core of excellent service is built on business people's efforts to deliver the finest service as a kind of company care for consumers or customers. Excellent service is making customers feel important, serving customers in a friendly, precise, and fast manner, service by prioritizing customer satisfaction, optimal service that results in customer satisfaction, placing customers as partners, caring for customers to provide satisfaction, as well as integrated service efforts for satisfaction. customer.

Success in the development and implementation of excellent service cannot be separated from the ability to choose the concept approach. Further, Barata (2003) revealed that the development of excellent service by aligning the concepts of Attitude, Attention, Action, Ability, Appearance, and Accountability.

The major goal in excellent service is to give satisfaction to the community or customers. However, specifically, some of the goals of excellent service are (Nina, 2013):

- a. Providing satisfaction and trust to consumers. Quality will give impetus to customers to forge a strong relationship with the company;
- b. The existence of excellent service while maintaining and caring for customers feel cared for and prioritized for all their needs or desires; and
- c. Efforts to keep customers loyal to use the products or services offered.

Electronic Policing (E-Policing)

Electronic Policing described as an electronic transaction between the police and the public. The internet provides access to deliver police public services such as public services in the field of traffic, Police Records Certificate (SKCK), information on Police operations, socialization and several reports of accidents or crimes, both urgent and non-urgent (Spicer & Mines, 2002).

During its development, the Police use information technology for intelligence-related activities and services, such as surveillance, traffic control, CCTV monitoring, etc. In practice, it has been created in the sector of human resources for online learning and training, performance management, and performance monitoring. E-policing is a component of police information technology usage (IT). This involves the use of computer and network software and hardware for information sharing among police agencies, information sharing and networking among police personnel, and transmission of authentic data such as AFIS, automated fingerprint recognition, etc.

The expansion to E-policing is also carried out in the improvement of police hardware and software, development of portal technology and directory services as well as development of operational databases. In traffic services, the implementation of E-policing is realized through the SSC (safety and security center) to help make the road safer. ERI (electronic registration and identification) to support safer vehicles, SDC (safety driving center) to support safer road users, INTAN (intelligence traffic analysis) to support post-crash care. All of this is in the TMC (traffic management center) division that supports road safety management. The electronic system is manned by cyber cops based on smart management. All of which are supported by programs: literacy for road safety, road safety coaching, intelligent road safety, and road safety algorithm.

National Digital Samsat (SIGNAL)

The SIGNAL application is a service for ratifying the Annual STNK, Payment of Motor Vehicle Taxes (PKB) and Payment of Road Transport Traffic Fund Contributions (SWDKLLJ) digitally by utilizing the motorized vehicle database (*ranmor*) owned by the National Police, the existing population master database at the Directorate General of Civil Population and Registration (Dukcapil), Ministry of Home Affairs and the motor vehicle tax information system managed by each Provincial Bapenda which is integrated nationally as an artificial intelligence system using a mobile platform type application to provide services to the public digitally while accommodating the interests of various related parties (Bapenda, Jasa Raharja, and the Regional Development Bank) without neglecting the function of resident supervision of the operation of the Ranmor which is one of the main tasks of the National Police.

SIGNAL makes it possible to verify the identification of the ranmor owner by matching the ranmor owner's face according to the electronic ID card data at the Ministry of Home Affairs. Meanwhile, the existence of ERI (Electronic Registration and Identification), which is the Armor Police database itself, has been built by the National Police Korlantas since 2014, by utilizing the national single registration function registration service application which has been implemented since 2017 until now. The signal application carries the theme: "Samsat service in one hand, can be done anywhere and anytime

(One Stop Service)". Thus, the National Digital Samsat (SIGNAL) can be understood as an application to make it easier for the public to pay the annual motor vehicle tax safely and easily.

Effectiveness Theory

According to Bayangkara (2008) effectiveness is the level of a company's success in achieving its goals. Further, Robbins & Judge (1996) highlight that effectiveness is the level of achievement of an organization in the short and long term. Therefore, effectiveness is a standard of measurement to describe the level of success of an organization in achieving the goals that have been set. Effectiveness must also be done when working in achieving goals (RM Idris, 2015). In measuring the effectiveness of an organization, it is necessary to pay attention to several indicators from Sutrisno (2007), namely: a) Program Understanding, b) On Time, c) Right on Target, d) Achievement of Goals and, f) Real Change (Sari et al., 2019).

Business Process Reengineering (BPR)

As noted by Kai. A. Simon (2004) in (Kuate, 2017) that many companies are making enormous efforts to deliver good value to their customers by reengineering their businesses, customizing their business processes, and using information technology as a driver to gain competitive advantage.

Moreover, Indrajit & Djokopranoto (2002) mentions that the keywords in Business Process Re-engineering (BPR) consist of process, fundamental, dramatic, and radical.

1. Process

It is the most important keyword, and it is also the keyword that causes the most difficulty. The process in question is using inputs to produce outputs that are of value to customers. Usually in doing Business Process Re-engineering (BPR) people focus more on the tasks, obligations, structure, and organization rather than the process. Whereas process is the most important element in Business Process Re-engineering (BPR).

2. Fundamentals

This is the first keyword. In conducting Business Process Re-engineering (BPR), the most basic thing that is generally asked is "Why do we do what we do?" and "Why do we act the way we do now?", hence the possible answers to these questions are:

- a. Our actions are ancient and out of date
- b. Our actions are wrong
- c. Our actions are no longer sufficient

The answers to these questions will give birth to something fundamental as well, namely fundamental change actions.

3. Dramatic

What is meant by dramatic here is that Business Process Re-engineering (BPR) is not a slight or partial improvement of a marginal or incremental part of a company's business processes, but a performance improvement that has a major and comprehensive impact.

4. Radical

Radical comes from Latin, from the word "*radix*" which means root. Redesigning processes radically is not improving the existing ones but discarding the existing ones and starting redesigning or creating something which is entirely new. In Business Process Re-engineering (BPR), radical change means removing all existing structures and procedures and creating entirely new ways of getting work done.

Information and Communication Technology (ICT)

Ananta Sannai in (Rusman & Riana, 2011) defines information and communication technology (ICT) as a medium or tool in obtaining knowledge from one person to another. Furthermore, the Ministry of Research and Technology states that information and communication technology (ICT) as part of science and technology (*IPTEK*) is generally all technologies related to the retrieval, collection, processing, storage, dissemination and presentation of information.

According to Ishaq (2008) information and communication technology is a combination of a set of technologies, especially computer microelectronics, communication technology that helps the process of collecting, storing, processing, transmitting, and also presenting information data through various media including text, audio, video, graphics, and images.

Framework of Thinking

The main theory used in this research is the theory of effectiveness, theory of Business Process Re-engineering, the theory of information and communication technology and supported by the concept of excellent service, the concept of SIGNAL, as well as the concept of E-policing and other supporters. These theories and concepts are used to analyze the Effectiveness of the National Digital Samsat Program (SIGNAL) from a systemic perspective in the Polda Metro Jaya Legal Area. The framework of thinking is illustrated in Figure 2.

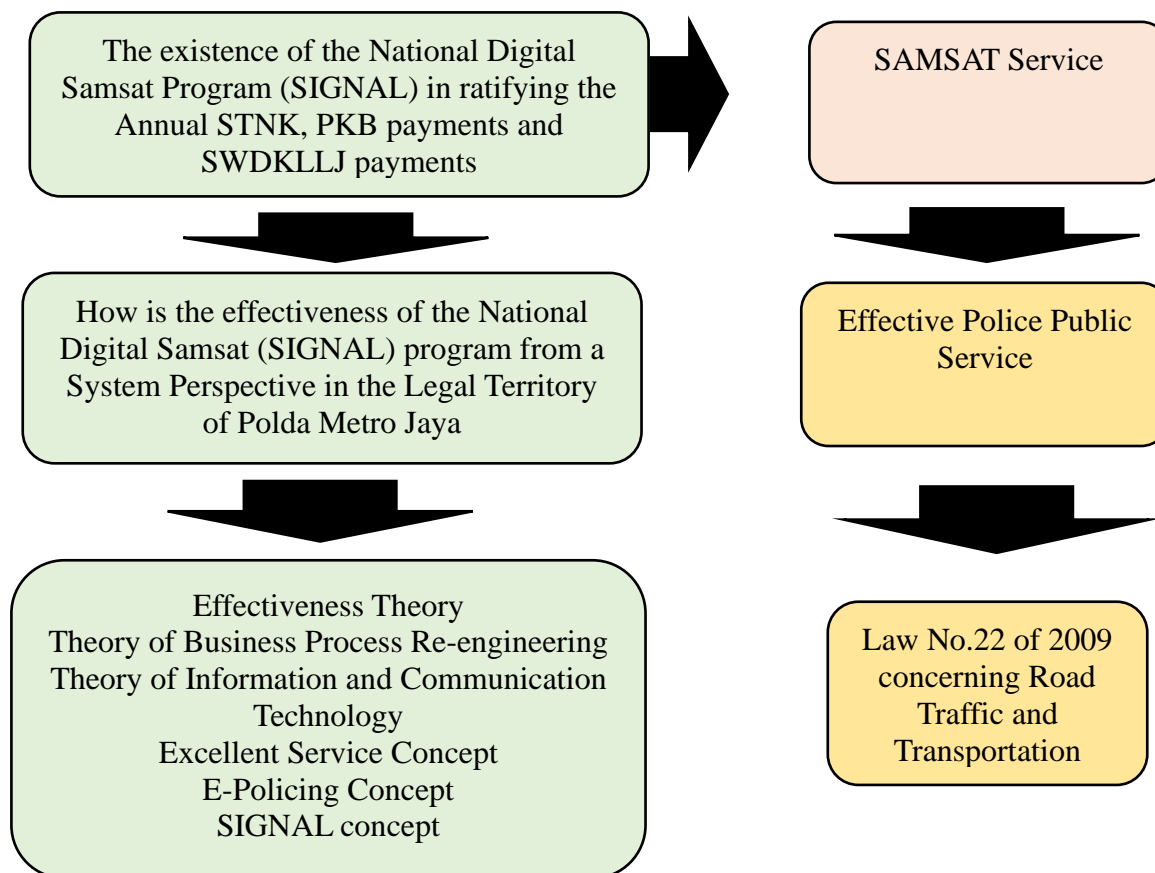


Figure 2. Theoretical framework

Research Methods

The research approach used in this study seen from the type of data used is a qualitative approach. The type of this research approach is descriptive. This research was conducted at the Samsat Office in the Legal Area of Polda Metro Jaya, especially those in DKI Jakarta which include: East Jakarta Samsat on Jalan DI Panjaitan Kavling 55 Jatinegara, South Jakarta Samsat on Jalan Jenderal Gatot Subroto Kebayoran Baru, West Jakarta Samsat on Jalan Daan Mogot KM 13 and North Jakarta and Central Jakarta Samsat on Jl. Mount Sahari No. 13 Fields. In addition, interviews were also conducted with taxpayers in the DKI Jakarta area. The data collection technique was carried out by interviews, documentation.

Based on the type of data collected, this study utilized a qualitative research methodology. This research approach is descriptive in nature. This study was conducted at the Samsat Office in the Legal Area of Polda Metro Jaya, specifically in DKI Jakarta at the following locations: East Jakarta Samsat on Jalan D.I. Panjaitan Kavling 55 Jatinegara, South Jakarta Samsat on Jl. Jenderal Gatot Subroto Kebayoran Baru, as well as West Jakarta Samsat on Jl. Daan Mogot KM 13, and North Jakarta and Central Jakarta Samsat on Jl. Gunung Sahari No. 13 Pademangan. In addition, interviews with taxpayers in the DKI Jakarta region were also performed. Interviews and documentation were used for the data collecting approach.

Results and Discussion

A. Implementation of the National Digital Samsat (SIGNAL) Program in the Legal Territory of Polda Metro Jaya

Paying vehicle taxes now no longer has to come to the Samsat office because the Polri Traffic Corps has just launched the National Digital Samsat (SIGNAL) application which is designed to make it easier for the public to ratify the annual STNK, Payment of Ranmor Taxes and SWDKLJ online.

The Signal application is a transformation of the National Online Samsat or Samolnas application. Head of Sub-Directorate for STNK Korlantas Polri Kombes Pol Taslim Chairuddin, said that this Signal application was the second generation after the National Online Samsat (henceforth Samolnas). Rebuilt departing from some of the shortcomings and errors that exist in the more perfected Samolnas.

The Signal application was officially launched in August 2021 and can be downloaded and can be accessed by residents in 15 provinces, namely DKI Jakarta, Banten, West Java, Central Java, East Java, Bali, NTB, West Sumatra, Riau, Jambi, Bengkulu, Riau Islands, South Sulawesi, West Sulawesi, and Southeast Sulawesi. The Police have also collaborated with Mandiri, BNI, BRI and BTN as banks where vehicle tax payments are made. Of the 15 provinces that have been able to use services via Signal, Jakarta or the jurisdiction of the Polda Metro Jaya is the largest with 158 transactions.

The Regional Police Chief said that traffic services within the jurisdiction of the Polda Metro Jaya must follow technological developments, in addition to optimal handling in the field. This is because traffic conditions are real everyday situations that are always discussed by the community, especially for road users. Therefore, the existence of service innovations through the Non-Cash National Movement program is expected to be more efficient and effective when the community takes care of vehicle documents.

As is well known, Non-Cash National Movement (GNNT) breakthrough is a hope to solve the solution for handling motorized vehicle documents which have often experienced difficulties because it takes a long time to process. "So that with this program community services can be faster and more

efficient," he said. However, the service is only being held at the South Jakarta Samsat. Therefore, he hopes that in the future, the same thing can be applied in other Samsat and even throughout Indonesia.

Periodic evaluations will be carried out to find out whether the community is satisfied with the use of this e-Samsat facility. Through this facility, taxpayers no longer need to fill in the taxpayer payment form manually. They only need to enter their vehicle number on the touch screen.

Bank DKI also provides cashless services through JakOne Mobile, as well as Bank DKI debit cards and other banks to support this e-Samsat service. It is hoped that this will be able to meet the expectations of the community.

Furthermore, the regional police chief said that the highest increase in the number of motorized vehicles in the capital Jakarta area (plate B) in Indonesia was dominated by motorcycles, followed by cars or four-wheeled vehicles.

With an abundance of vehicles, it will automatically have an impact on road conditions. Congestion will not fade away; indeed, it will increase. Therefore, the Traffic Police of the Metro Police and the DKI Provincial Government continue to innovate services, including by building mass public transportation facilities and infrastructure such as mass rapid transit (MRT) and light rail transit (LRT). The new transportation is expected to reduce road users, or residents who drive private cars, so as to reduce congestion because residents can switch to mass transportation (Bapenda Dev, 2018).

B. Factors that Impede and Support the Implementation of the National Digital Samsat (SIGNAL) Program in the Legal Territory of Polda Metro Jaya

1) Inhibiting Factor

Motor vehicle tax is one of the local taxes that has the potential to increase the amount of local tax revenue. Motor vehicle tax collection can be done in various ways and services. One of the ways is through the services of the Polda Metro Jaya which are easily found in several strategic locations. There are several obstacles experienced by the Polda Metro Jaya, the lack of public knowledge about the Polda Metro Jaya program, although there have been efforts to provide information to the community through continuous socialization. Information about the Polda Metro Jaya should also be known by the public through social media, but so far not many have known about this information. Besides that, What has become a complaint from the community is that the STNK procurement process is sometimes complicated, which should make things easier with the Polda Metro Jaya and there is no need to come directly to the Polda Metro Jaya office. In addition, sometimes there is an overlap of authority between several parties in providing services to the community regarding the procurement of STNK. Even at the Polda Metro Jaya office there are still procurements that use the services of brokers to speed up the existing process.

Although there are efforts that people no longer use the services of brokers in procuring STNK, this is what the authors see when conducting this research. This should not exist, because the bureaucracy must uphold the transparency and efficiency of services. Therefore, for people who want to pay motorized vehicle tax (PKB) or an annual STNK extension should be done at Polda Metro Jaya is here. Polda Metro Jaya is one of the efforts to pick up the ball to predetermined locations. However, the inhibiting factor in the service process carried out by the Polda Metro Jaya is that there are still some people who do not know the schedule for the Polda Metro Jaya to provide services to the community. So that some people still come to process vehicle tax payments at the Polda Metro Jaya office.

As for another obstacle that sometimes arises, which is a network issue which hinder the service process. Furthermore, there is also inhibiting factor regarding the lack of officers at Polda Metro Jaya who have a scientific background in IT. So, when there is a network issue, it will usually take a little longer to

fix which leads to interfere with the services of the Polda Metro Jaya to provide services to the community.

2) Supporting Factor

Human resources are an important factor in supporting the smooth working process of organizations such as the Jakarta Metropolitan Police. Therefore, efforts are needed to improve the quality of human resources so that the Polda Metro Jaya management can provide and manage Human Resources properly. The available human resources must have adequate competence to support the implementation of tasks and adhere to the applicable rules. To realize professional human resources, it is necessary to increase competence through training, courses or comparative studies. Polda Metro Jaya management must continuously be able to provide professional human resources.

In terms of the quality of Human Resources at Polda Metro Jaya, the expected conditions are not only intelligence quotient, but also emotional intelligence. Both of these things are needed in human individuals because they are able to improve a person's performance in acting and making decisions. Intelligence can be obtained through formal and informal learning such as general education, vocational courses and education and training. Emotional intelligence is related to attitudes, mentality, and behavior. Polda Metro Jaya as an institution that deals directly with the community requires human resources that balance these emotional abilities and intelligence abilities. Efforts in improving human resources within the Metro Jaya Regional Police, which has been and continues to be pursued is to share experiences carried out by seniors with other members, both in the implementation of the program in general and operating vehicles.

One of the component factors of the service process is the facilities and infrastructure. The existence of facilities and infrastructure in providing basic facilities and supporting the service process is the basis for customers to feel satisfied, because the facilities and infrastructure are visible and can be felt before the service process occurs. Polda Metro Jaya already has complete infrastructure so that when the payment is made, the vehicle tax payment receipt is immediately received that less than five minutes for one service.

C. Effectiveness strategy from a Systemic Perspective in the Implementation of the National Digital Samsat (SIGNAL) in the Legal Territory of Polda Metro Jaya

The findings of the study reveal that effectiveness is the level of achievement of program results with the set targets. Effectiveness in Polda Metro Jaya local government can be interpreted as activities on time and within the available budget/target limits, it can also mean achieving a goal and target as planned. However, even though there are activities that deviate from the original plan, but have a beneficial impact on the target beneficiary group, the benefits can be said to be effective. The party that has the most role in achieving the motor vehicle tax target is the service of the Polda Metro Jaya for taxpayers. Based on the research conducted, it can be seen that many members of the community support the existence of the Polda Metro Jaya because it is considered effective both in terms of time and in terms of location distance. Although there are still people who do not clearly know the schedule of the Polda Metro Jaya. On the other hand, the existence of services from the Polda Metro Jaya is more beneficial for those who work in the morning, in reality most of the residents in the capital city of Jakarta work in the morning.

In the implementation of public services, they are still faced with conditions that do not match the current service delivery with the needs and changes in various fields of social, national and state life. In line with the perspective of state goals, Law Number 25 of 2009 concerning Public Services has been brought in order. The law states that every state administration institution is a public service provider. Polda Metro Jaya as one of the state administration institutions is obliged to actively contribute in providing excellent public services to the community. This contribution is implemented through the

implementation of duties and functions as mandated in the Presidential Regulation and the Law. One of the government agencies that have duties in public services is a government agency in motor vehicle tax services, the government has established a Polda Metro Jaya office. The Polda Metro Jaya administration system was formed to expedite and accelerate the public interest services whose activities are held in one building. Polda Metro Jaya is a public organization that provides services in terms of motor vehicle taxes and motor vehicle transfer fees. Excellent service at the Polda Metro Jaya is regulated in Article 2 of Presidential Regulation Number 5 of 2015 concerning the One-Stop Administration System for motorized vehicles which states that excellent service at the Polda Metro Jaya has the characteristics of an integrated and coordinated service that is fast, precise, transparent, accountable and informative.

Regarding the effectiveness of this program, the factors that support the Polda Metro Jaya digital service program are adequate, this can be seen from the equipment (computers, etc.), cars and human resources. In Polda Metro Jaya, usually the police are on duty in the morning and employees are on duty from morning to evening. Meanwhile, the obstacle in the implementation of the Polda Metro Jaya service program is a network issue that makes the service cannot be carried out because it must be connected to the internet network, then it can perform services such as checking how much total PKB payments are. Besides that, there is lack of coordination when carrying out the duty, and some individuals who are still using broker services because they don't want to deal with PKB payments. The existence of broker becomes an impediment to the formation of clean services that follow the regulations.

Conclusion

Based on the findings and information obtained, it can be concluded that the effectiveness of the digital service of the Polda Metro Jaya SIGNAL program has been running effectively. Furthermore, there are number of factors that support the digital service program SIGNAL Polda Metro Jaya which is capable to support the implementation, this can be seen from the equipment (computers, etc.), vehicles and human resources. Meanwhile, there are also number of obstacles in the implementation of the SIGNAL service program such a network issue that makes the service cannot be done since it must be connected to internet network so that it can perform services (such as checking how much total payments of Motor Vehicle Tax), lack of coordination when carrying out tasks, and some individuals are still using broker services because they don't want to deal with motor vehicle tax payments. The existence of broker becomes an impediment to the formation of clean services that follow the regulations.

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