Diálogos

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Implementation of a Motor Vehicle Testing Policy in the City of Bandung

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Abstract: This research is focused on the primary issue, namely the importance of Motor Vehicle Testing in the development of roadworthy vehicles. It is expected that certain difficulties remain in executing the Motor Vehicle Testing Policy in the City of Bandung. The study of policy implementation is framed within the framework of public policy and public administration, which serves as the primary theory for creating public administration knowledge. The purpose of this study is to examine the Motor Vehicle Testing Policy's implementation in achieving roadworthy vehicles in Bandung City. The researchers employed a qualitative approach and descriptive methodologies in their investigation. The overall conclusion is that while the implementation of the Motor Vehicle Testing Policy at the Bandung City Transportation Agency's Office of the Motor Vehicle Testing Unit is outstanding, there are still flaws. Repairing an inadequate institutional structure as perceived from afar, as well as a demanding task but insufficient authority and institutional position. Testing resources are in short supply. To operate effectively, there must be a plan for executing a motor vehicle testing policy.

Keywords: *Implementation, Policy, Testing, Vehicles.*

INTRODUCTION

Transportation is a tool provided to meet the daily needs of humans in the economic development of a nation (Weisbrod, 2008; Schiller & Kenworthy, 2017). Transportation is defined as moving goods and people from the place of origin to the destination. The determining factors in smooth transportation include the condition of passengers and goods, space to drive, the state of facilities and infrastructure, information systems, and transportation management. The primary purpose of organizing transportation affairs is to provide services to the public that are guaranteed that passengers or goods transported will arrive at their destination in a good and safe condition as when they were initially transported (Washington et al., 2020; Nocera et al., 2020). In addition, the community can obtain many other benefits by using transportation, such as reducing congestion on the road and saving on expenses when travelling compared to using private vehicles. Therefore, transportation cannot be separated from daily human needs as long as it is still needed to distribute the material. The movement of human activities and goods is a micro component of a nation's economy (Trentini et al., 2010; Victor & Victor & Ponnuswamy, 2012).

Transportation plays an essential role in economic growth, especially in urban areas. The vehicle is related to production, consumption, and distribution activities (Banister & Berechman, 2001; Hesse & Rodriguez, 2004). The government needs to prioritize the importance of transportation to facilitate economic activities. Numerous activities associated with satisfying fundamental requirements necessitate the availability of adequate infrastructure; transportation now plays a crucial role in accommodating the community's social and economic activities (McKinnon, 2009; Barton, 2009). Another function at this stage is to provide a mechanism for the production and investment systems to have a beneficial effect on economic circumstances at the national and regional levels. Construction of transportation facilities and infrastructure can enhance accessibility, resulting in a rise in community productivity and people's purchasing power (Bocarejo & Oviedo, 2012; Olvera et al., 2003).

Transportation within the transportation economy is critical to meeting the ever-increasing demand for transportation as a result of population growth; economic growth necessitates the development of roads, terminals, ports, arrangements, and facilities that support an efficient, safe, and smooth transportation system that is also environmentally friendly (zer et al. 2020; Werikhe & Jin, 2016). Economic factors are used to guide investment in transportation facilities and infrastructure in this efficient transportation system. Transportation is a critical and strategic method of enabling the economy's wheels and impacting all facets of a nation's and state's life. Thus, transportation serves as a facilitator, driver, and driver of regional expansion, so increasing and balancing development and outcomes. Supporting economic development without adequate transportation cannot be anticipated to produce good outcomes in terms of economic growth (Fan & Chan-Kang, 2008; Foth et al., 2013).

In general, transportation problems lie in the imbalance between the need for transportation facilities, infrastructure and facilities, population growth, and an area or region (Giuliano, 1995; Lindholm & Behrends, 2012). In certain cities or areas in Indonesia, there are still many infrastructures that are not balanced with the existence of transportation facilities. Transportation facilities are not balanced with supporting transportation, higher population growth, and unbalanced economic development with regional and regional development (Brotodewo, 2010; Susantono, 2014). Overcoming transportation problems in Indonesia, especially in roadworthy vehicles, PP No. 55 of 2012 concerning Testing of Motorized Vehicles and Regulation of the Minister of Transportation no. 33 of 2015 concerning Periodic Testing of Motor Vehicles. This regulation aims to provide technical safety guarantees for the use of motorized vehicles by realizing roadworthy cars.

Even though there are rules that apply, but the problem still exists. Periodic vehicle testing has been carried out in all areas, including the city of Bandung. However, the implementation of vehicle testing policies is still not running optimally. This can be seen from the problems that still exist. Vehicles are expected to be able to parse all traffic problems, especially cars. To realize roadworthy vehicles to support orderly traffic in the city of Bandung.

Dimensions of inter-organizational relations, the Bandung City Transportation Service, of course, carried out motorized testing policies in collaboration with related agencies. The institutions in question include; Public Transport Companies, the Police and the Regional Revenue Service. The relationship with the public transportation companies that are required to be tested here is quite good. Socialization is often carried out on the importance of periodic motor vehicle testing. It's just a matter of how to continue to raise awareness to conduct tests in a disciplined manner to create roadworthy vehicles in the city of Bandung. Dimensions of organizational resources, even in periodic testing, problems are still found in terms of testing resources, namely, concerning the understanding between examiners that is entirely uneven, limited human resources, opportunities for competency improvement are still less than the relevant agencies. The orientation of the test, which is more towards increasing Regional Original Income (PAD) than to the safety aspect, is also a problem that needs to be studied and evaluated. This can be seen from the data obtained from the Bandung City Transportation Service, the needs of employees from the Bandung City Motor Vehicle Testing Unit, below:

Table 1 Number of Vehicles tested in 2018 to 2019

TYPE OF VEHICLE	YEAR						AMOUNT	
	2018		2019		Until June 2019			
	U	TU	U	TU	U	TU	U	TU
Freight Cars								
Trukc/Dump Truck	3,115		2,938		375			
Pick Up								
Box								
Tank	2,100	104	2034	96	831	29	4,965	229
Baster wagon	1,019	538	940	479	389	211	2,348	1,228
Tractor Head	2,076	1,471	1,931	1,476	866	692	4,873	3,639
Trailer	7,023		5,421		1,677		14,121	0
AMOUNT	**15,333**	**2,113**	**13,264**	**2,051**	**4,138**	**932**	**26,307**	**5,096**

Source: Bandung City Transportation Agency, 2019 U: Test TU: Not Test

This is evidenced by the data available at the Bandung City Transportation Service. The data shows that there are still many mandatory test vehicles that are not orderly in the administration of motor vehicle testing. Dimensions of inter-organizational relations, the Bandung City Transportation Service, of course, carried out motorized testing policies in collaboration with related agencies. The institutions in question include; Public Transport Companies, the Police and the Regional Revenue Service. The relationship with the public transportation companies that are required to be tested here is quite good. Socialization is often carried out on the importance of periodic motor vehicle testing. It's just a matter of how to continue raising awareness to conduct tests in a disciplined manner to create roadworthy vehicles in the city of Bandung. Dimensions of organizational resources, even in periodic testing, problems are still found in terms of testing resources, namely, concerning the understanding between examiners that is entirely uneven, limited human resources, opportunities for competency improvement are still less than the relevant agencies. The orientation of the test which is more towards increasing Regional Original Income (PAD) than to the safety aspect, is also a problem that needs to be studied and evaluated.

LITERATURE REVIEW

1. Public Administration

Public administration has been seen as an equally important part of the function of implementing state policies. The government bureaucracy has become a forum for formulating state policies and determining where the country will go (Wright, 1994; Barret, 2004). This opinion is supported by Moe (1995) which states that government bureaucracy is increasingly required to apply efficiency elements so that the use of resources takes place optimally in the public sector. In addition, administrative expertise is required so that efficient government can be realized, or in other words, officials in government administration can be upgraded to be more professional. Meanwhile, according to Lascoumes & Le Gales (2007), the public policy uses different terms. Indeed, some use the terminology of Public Administration with the term public policy, and some use public policy.

But it seems that more experts use the term public policy. The term policy refers to products issued by public bodies in the form of legislation and decisions, while policy focuses more on the flexibility of a policy (Priyatno, 2014; Fahturrahman, 2016). The difference in understanding is due to the emergence of two different contexts of the term, both in the Indonesian and English contexts, thus developing different meanings and meanings. Although they contain other substances between the terms public policy and public policy, the essence of the two times is related to the formulation of decisions made by state institutions due to various aspirations taken from multiple interest groups in society. It is intended to be used as a product of public administration that state institutions must carry out as a state policy that must be implemented in people's lives as a whole (Etheredge, 2005; Turner, 2010).

2. Public Policy

Public administration is one part of administrative science closely related to the political process, especially concerning various state policies. Public administration is already known following a political system in a country (Anggara, 2014; Engkus, 2017). Public administration is very influential not only on the level of policy formulation but also on policy implementation. Indeed, public administration exists to carry out the political leaders' program objectives (Kasim, 1994; Sirajuddin, 2016).

Any government's public policies require considerable thought because they regulate social conflict; they organize communities in order to maintain competition with other communities; they distribute various types of symbolic rewards and material services to community members; and they extract money from the community, most frequently in the form of taxes (Suwitri, 2008; Handoyo, 2012). Thus, public policy can be regulatory, distributive, or extractive, or it can be all three at the same time.

3. Factors Affecting Policy Implementation

Regarding the factors that influence the implementation of a program's policy, in his book entitled Decentralization and Development, G. Shabbir Cheema and Dennis A. Rondinelli in Subarsono (2012) suggest that several factors influence the implementation of decentralized government program policies. These dimensions include:

a. Environmental conditions. The environment greatly influences the implementation of policies. This environment includes the socio-cultural environment and the involvement of program recipients.
b. Inter-organizational relationships. In many cases, program execution needs collaboration and cooperation with other agencies. A program's effectiveness needs coordination and collaboration across agencies.
c. Resources available to the organization. Policy implementation requires both human and non-human resources.
d. Implementing agents' characteristics and capabilities. Agents' characteristics and talents include bureaucratic structures, norms, and patterns of connection within the bureaucracy, all of which have an effect on how a program is implemented (Subarsono, 2012).

4. Policy Implementation

Policy implementers employ a variety of strategies to accomplish their objectives. One method is to create a framework from scratch or by duplicating, merging, or synergizing existing frameworks, as well as establishing expert opinions on policy implementation models. In developing this model, it can be seen that the mental models of the experts and implementers, together with the target group of policies, are relevant and effective in implementing their procedures (Ajtai et al., 2008).

Implementing a public policy usually occurs because of the interaction between one environment and another through communication and mutual understanding of the actors involved. Communication failure usually occurs because the message conveyed is not clear, thus confusing the message's recipient. Misinterpretation causes differences in perception and even affects society's understanding of the policy (Wahab, 1997).

Policy implementation is seen in a broad sense as a legal administration tool. Various actors, organizations, procedures, and techniques work together to implement policies to achieve the desired impact or goal. On the other hand, implementation is a complex phenomenon that may be understood as a process, output (output) or what follows (Winarno, 2002).

5. SWOT Analysis

Additionally, Rangkuti (2004) states that SWOT analysis is a methodical process that discovers numerous elements that contribute to the formulation of a company's strategy. This analysis is predicated on the rationale that strengths and opportunities should be maximized while weaknesses and dangers are minimized. Threats). The strategic decision-making process is inextricably linked to the development of the organization's mission, objectives, strategies, and policies. Thus, strategic planning must conduct an analysis of the company's strategic elements (strengths, weaknesses, opportunities, and threats) in light of the current environment.

External opportunities and threats are compared to internal strengths and weaknesses in a SWOT analysis. SWOT Analysis: Attributes: Strengths, Weaknesses, Possibilities, and Threats Factors both external and internal According to Fahmi (2013), in order to conduct a more in-depth study of SWOT, it is required to include both external and internal variables, notably:

a. These external variables have an effect on the development of opportunities and dangers (O and T). This element relates to external factors that impact the company's decision-making. These variables include the industrial and macroeconomic settings, the economics, politics, the law, technology, the people, and socio-cultural influences.
b. These internal variables have an effect on the development of strengths and weaknesses (S and W). Where this element is connected to the conditions that exist within the firm, these internal variables encompass all facets of functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture.

METHOD

This research was conducted using a qualitative method with a descriptive type of research and tended to use analysis with a case study approach. Where case study data is obtained from all parties concerned, this case study research is intended to describe naturally occurring phenomena related to policy implementation. So analysis refers

to research that uses existing data or as non-experimental researchers with predetermined propositions—the research design of the factors that influence the performance of motor vehicle testing policies.

Additionally, this study employs a SWOT analysis, which entails identifying the company's strengths, weaknesses, opportunities, and threats. External sources of knowledge regarding choices and dangers include customers, government papers, suppliers, financial circles, and partners in other firms. Numerous businesses utilize scanning firms to collect newspaper clippings, do online research, and conduct analysis of pertinent local and worldwide trends (Daft, 2010).

RESULT AND DISCUSSION

1. Implementation of Motor Vehicle Testing Policy in Realizing Roadworthy Vehicles in Bandung City

Where in the Regulation of the Minister of Transportation Number 133 of 2015 concerning Periodic Testing of Motorized Vehicles contains the following general provisions:

a. Motorized Vehicle Testing is a series of activities to test and inspect parts or components of motorized vehicles, trailers, and outboards in the context of compliance with technical and roadworthy requirements.
b. A periodic test is a motor vehicle test carried out periodically on every motorized vehicle, trailer, and trailer operated on the road.
c. Motor Vehicle Periodic Test Implementing Unit is a unit where periodic motor vehicle testing activities are carried out.
d. A motor vehicle examiner is an officer who the authorized official gives complete duties, responsibilities, authority and rights to carry out periodic testing of motorized vehicles.
e. Certificate of competence is the legitimacy of competence in motor vehicle testing, which is given to examiners who have met the requirements following the skills and expertise, authorities and responsibilities of examiners in stages issued by the Director-General.

2. Factors Influencing the Implementation of Motor Vehicle Testing Policy in Realizing Roadworthy Vehicles in Bandung City

First, the condition of the environment in the Vehicle Testing Unit of the Bandung City Transportation Agency is good. It is proven by the informant's opinion that there are social, cultural conditions and program recipients to test motor vehicles. The Transportation Agency and the apparatus in it always try their best to carry out in-vehicle testing activities. The social system implemented by the agency has been running, and the local machine can follow the work culture, but the shortcomings need to be further improved.

Second, that the dimensions of inter-organizational relations for Policy Implementation based on PMK 248 of 2010 concerning Motor Vehicle Testing in the Motor Vehicle Testing Unit of the Bandung City Transportation Agency. It is concluded that the cooperation relationship between the Agency of Transportation and related agencies in the pattern of Motor Vehicle Testing is still uneven. There are differences between one agency and another. The Bandung City Transportation Agency communicates intensely to provide better cooperation in Motor Vehicle Testing to overcome this.

Thirdly, the size of the resources available for motor vehicle testing at the Bandung City Transportation Agency's Motor Vehicle Testing Unit. The Bandung City Transportation Agency was found to have a working knowledge of motorized vehicle testing. The facilities are already in place, but are not configured properly for car testing.

Fourth, it is determined that the qualities and capabilities of agents responsible for policy execution, particularly in Motor Vehicle Testing at the Bandung City Transportation Agency's Motor Vehicle Testing Unit, are favorable. Several aspects, however, must be adjusted to ensure that the Motor Vehicle Testing regulation is implemented effectively. The relationship between work units and existing standards must be further enhanced in order for each duty and job assigned to be carried out appropriately. So that Motor Vehicle Testing can be conducted successfully and efficiently, in accordance with existing rules, and with the goal of avoiding issues, particularly costly ones.

3. Strategy for the Implementation of Motor Vehicle Testing Policies in Realizing Roadworthy Vehicles in Bandung City

Dimensions of Environmental Conditions

Internal factor analysis of Environmental Conditions is carried out by weighing and giving a rating so that a score for each factor is obtained based on *IFAS* and *EFAS* as shown in the following table:

Table 2 Internal Factor Analyst Strategyseen from the environmental conditions

No.	INTERNAL DETERMINING FACTORS	Value Weight	Rating	Score
	STRENGTH			
1	Policy-Making Process	0.15	4	0.60
2	Adequacy of Infrastructure	0.15	4	0.60
TOTAL SCORES POWER		0.30		1.20
WEAKNESS				
3	Local Strength Structure	0.10	2	0.20
	Total	**0.10**		**0.20**
Total Score (Strength + Weakness)				**1.40**

As can be observed from the assembled IFAS matrix, the highest strength factor is in the policy-making process, which has a score of 0.60, followed by infrastructure adequacy, which has a score of 0.60. The Bandung City Transportation Service's policy-making process is extremely effective. The policymaking process is structured in accordance with the stages of public policy. Policies are developed in response to existing issues, and their aim is to resolve such problems. Because the policy-making process becomes critical, the strategy for conducting motor vehicle testing is very concerned with the outcomes of an effective policy process.

Additionally, the Bandung City Transportation Agency's Motor Vehicle Testing Division already conducts well-organized Motor Vehicle Testing. To ensure that all workers can do their jobs effectively supported by the necessary facilities, there are no severe infrastructural concerns at the Bandung City Transportation Agency. The Bandung City Transportation Service's Motor Vehicle Testing Unit has completed its infrastructure.

Analysis of external factors of environmental conditions is carried out by weighing and giving a rating so that a score is obtained for each element based on the following table:

Table 3 External Factor Analyst Strategy in terms of Environmental Conditions

No.	INTERNAL DETERMINING FACTORS	Value Weight	Rating	Score
OPPORTUNITY				
1	Program Recipient Organization	0.15	3	0.45
2	Socio-Cultural Factors	0.10	3	0.30
TOTAL OPPORTUNITY SCORE		0.25		0.75
THREAT				
3	Political Structure	0.10	2	0.20
	Total	**0.10**		**0.20**
Total Score (Opportunities + Threats)				**0.95**

The compiled EFAS matrix shows that the highest strength factor lies in the organizational element of the program recipient, with a score of 0.45. The Motor Vehicle Testing program implementation at the Bandung CityTransportation Agency has been well implemented. There are no significant problems in the work environment at the Bandung City Transportation Service. So that, the implemented strategy is concordant with utilizing resources rules according to the main tasks of its function.

Factors originating from the internal environment of the potential potential of the Darma Area seen from the culinary icon can be identified as follows:

a. Strength
   1) Policy-making process
   2) Adequacy of Infrastructure
b. Weakness
   1) Local Structure strength

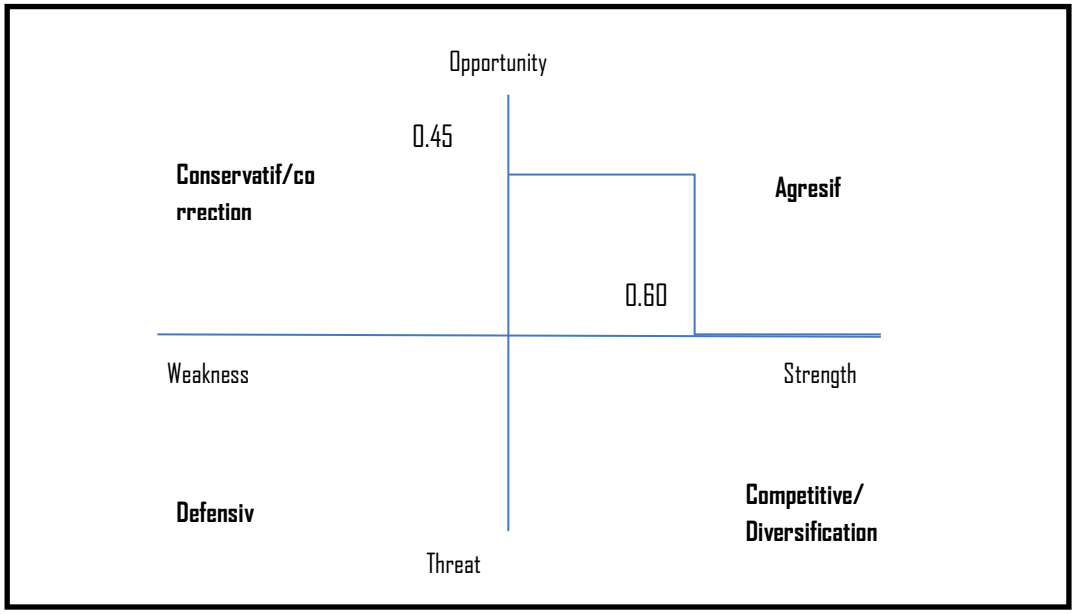

Figure 1 IFAS dan EFAS matrix for environmental conditions
Quran 1 position

It is a very favourable situation. The implemented strategy supports the aggressive growth policy (growth-oriented method), so the available resources can be maximized by creating and utilizing infrastructure.

Inter-Organizations Relationship Dimensions

Internal factor analysis of the relationship between organizations is carried out by weighing and giving a rating so that a score is obtained for each factor based on IFAS and EFAS as shown in the following table:

Tabel 4 Internal Factor Analysis Summary based on Inter-Organizational Relations

No.	Internal Determining Factors	Weight	Rate	Score
STRENGTH				
1	The Clarity and Consistency of Program Objectives	0.15	3	0.45
2	The accuracy of function allocation	0.15	3	0.45
TOTAL STRENGTH SCORE		0.30		0.90
WEAKNESS				
3	The Quality after-Organizational Communication	0.20	4	0.80
	Total	**0.20**		**0.80**
Total Score (Strength + Weakness)				**1.70**

The compiled IFAS matrix shows us that the highest strength factor lies in the weakness factor, namely the quality of communication between organizations with a score of 0.80 at the Bandung CityTransportation Agency, which is not good. It has resulted from the fact that the vehicle tasting unit of the Bandung CityTransportation Agency, which has a lot of contact with this policy, are transportation companies and the police officer who has the responsibility to raid vehicles for roadworthiness. Both have their challenges. Bandung Transportation Agency always tries to disseminate information about the importance of motor vehicle testing and realize roadworthy cars. The Vehicle

Testing Unit of the Bandung CityTransportation Agency always makes socialization of this program with various methods. It is the same way to coordinate with the police on dealing with the violations of driving unroadworthy vehicles. But there is a problem in implementing this action since the authority of the Bandung City Transportation Agency for addressing traffic infractions is more powerless than that of the police. It is hard for them to manage this situation.

External factor analysis of inter organizations relationships at the Bandung City Transportation Service are weighted and rated, so it gives us the result for each factor displayed on the following table:

Tabel 5 External Factor Analysis Summarybased on inter-organizational relation

No.	INTERNAL DETERMINING FACTOR	Weight	Rate	Score
OPPORTUNITY				
1	The effectiveness of budget planning and implementation procedures	0.15	3	0.45
TOTAL SCORE FOR OPPORTUNITY		0.15		0.45
STRENGTH				
2	The effectiveness of inter-organizational relations	0.15	4	0.60
	Total	**0.15**		**0.60**
Total Score (Opportunity+Strength)				**1.05**

The complied EFAS matrix shows that the highest strength factor lies in the effectiveness of inter-organizational relationships point with a score of 0.60. Based on this, the significance of inter-organizational relationships is a future challenge that really should be improved. This problem is mentioned by entrepreneurs and community groups conducting motor vehicle testing. However, they don't make a substantive complaint because they also need the role of the Bandung City government in the planning process for proposed activities.

Several Factors are originating from the Internal and external environment, which can be identified as follows:

a. Strength
   1) Clarity and Consistency of Program Objectives
   2) Proper Function Allocation
b. Weakness
   1) Quality of Inter-Organizational Communication
c. Opportunity
   1) Effectiveness of budget planning and implementation procedures
d. Threat
   1) Local Strength Structure

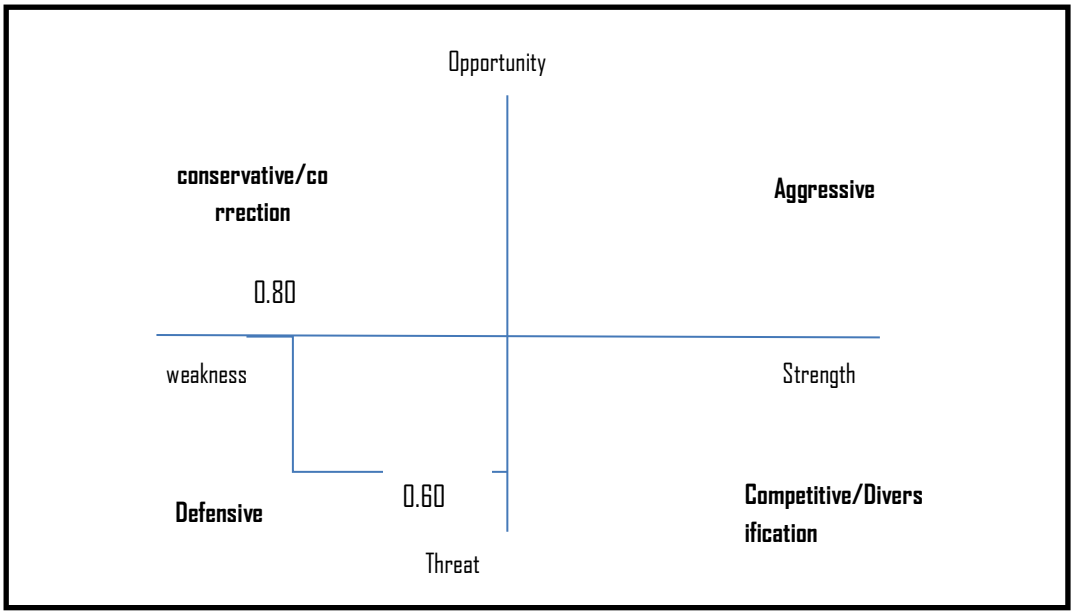

Figure 2 IFAS dan EFAS matrix for inter-organizational relationships
Quadrant IV position

The unfavourable situation for the organization. The selected strategy can be defensive. It means that the inter-organizational relationship doesn't work well in terms of cross-sectoral problems. In such a way, a shared perception of the importance of motor vehicle testing should be improved.

Resource Dimension

Internal factor analysis of Organizational Resources is carried out by weighing and rating, so that resulted in a score for each factor based on IFAS and EFAS, as shown in the following table

Tabel 6 Internal Factor Analysis Summary based on human resources

No.	INTERNAL DETERMINING FACTOR	weight	Rate	Score
STRENGHT				
1	Human Resource	0.20	4	0.80
2	Availability of Budget Resource	0.15	3	0.45
The total score of strength aspect		0.35		1.25
WEAKNESS				
3	Central Government Support	0.15	2	0.30
	Total	**0.20**		**0.30**
Total score (Strength + Weakness)				**1.55**

From the compiled IFAS matrix, it can be captured that the highest strength factor lies in the human resources aspect, with a score of 0.80 at the Bandung City Transportation Agency, which is not good. This is because of the ability of all employees in the Department of Transportation to run their duties. For example, the Bandung City Transportation Agency office is divided into two parts, namely the administrative staff and the examiners themselves. The potentiality of human resources of the Bandung City Transportation Agency is very good because of the high number of people who get the stratification test. However, not all of them are available. Following the Bandung City area, it is considered very good compared to other sites, interestingly, as one of the vehicle testing officers mentioned. It seems that there should be a continuous training program to increase the number of certified vehicle examiners with the result they can complete the work efficiently and effectively.

External factor analysis of Organizational Resources at the Bandung City Transportation Agency are conducted by weighting and ratting so that a score for each factor is obtained based on as shown in the following table:

Tabel 7 External Factor Analysis SummaryBased on Human Resource

No.	INTERNAL DETERMINING FACTOR	Weight	Rate	Score
OPPORTUNITY				
1	Budget Adequacy	0.15	3	0.45
Total Score of Opportunity Aspect		0.15		0.45
THREAT				
2	Local Government Support	0.10	2	0.20
	Total	**0.25**		**0.20**
Total Score (Opportunity + Threat)				**0.65**

By calculating all the scores to get the total score, the average value is 0.65. If the average value is lower than 0.05, it indicates that, from the external point, the organizational resources at the Bandung City Transportation Agency are currently weak; if we look at the overall external factor score mentioned above is 0.65, which are generated from the total score between opportunities and threats.

The arranged EFAS matrix shows that the highest opportunity factor lies in the budget adequacy factor, with a score of 0.45. The budget adequacy at the Bandung City Transportation Agency is good. The whole Transportation Agency Officers can run their work in a reasonably conducive work environment. This shows that there are no significant problems in the work environment at the Bandung City Transportation Agency.

Several factors are coming up from internal and external environments, which can be summarized on the following point:

a. Strength
   1) Human Resources
   2) Availability of budget resources
b. Weakness
   1) Support from the national bureaucracy
c. Opportunity
   1) Budget Adequate
d. Threat
   1) Local Government Support

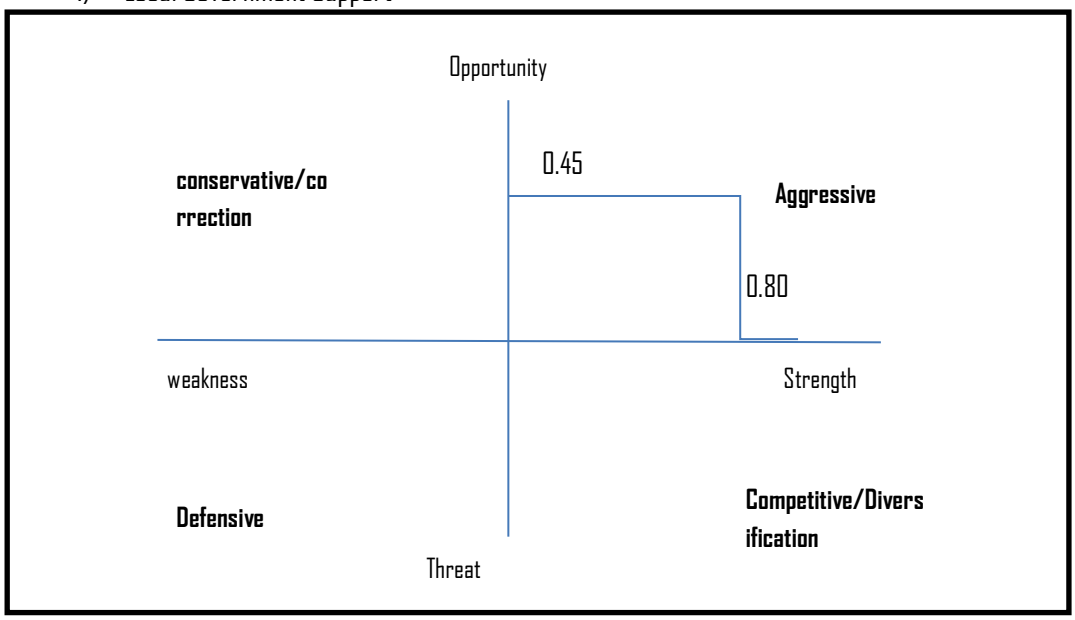

Figure 3 IFAS dan EFAS Matrix for Organizational Human Resources

Quadran I Position

This is a very favourable situation. The strategy implemented is to support an aggressive growth policy (growth-oriented method).

Dimensions of Characteristics and Capabilities of Implementing Agents

Internal factor analysis of the Characteristics and Abilities of the Implementing Agent is carried out by weighing and giving a rating so that a score is obtained for each factor based on IFAS and EFAS as shown in the following table:

Tabel 8 Internal Factor Analysis Summary Based on Organizational Characteristic and Capability

No.	INTERNAL DETERMINING FACTORS	Weight	Rate	Score
STRENGTH				
1	Keterampilan teknis pengelolaan dan kebijakan staff technical skills for staff organization and policy	0.15	4	0.60
2	internal communication effectiveness	0.15	3	0.45
TOTAL SCORE FOR STRENGTH		0.30		1.05
WEAKNESS				
3	Institutional relationship with program recipients	0.15	2	0.30
4	institution position in the administration system	0.10	3	0.30
	Total	**0.20**		**0.60**
Total Score (Strength + Weakness)				**1.65**

The compiled IFAS matrix shows that the highest score for ifas indicators lies in the technical skills management and staff policies point with a score of 0.60. It is considered that the skills and resource capabilities in the Bandung City Transportation Agency Testing are good due to the bureaucratic structure running correctly. Besides that, we can find that the staff for implementing this testing is not a structural position. In contrast, the structural and functional status should handle it to achieve the maximum result. However, this situation does not hinder the implementation of motor vehicle testing policies.

External factor analysis of technical skills management and staff policies at the Bandung City Transportation Agency are conducted by adding weight and rate for each factor. And the result of this calculation is shown in the following table:

Tabel 9 External Factor Analysis SummaryBased on Technical Management SkillsAnd Staff Policies

No.	INTERNAL DETERMINING FACTORS	Weight	Rate	Score
OPPORTUNITY				
1	Institutional leadership quality	0.15	3	0.45
2	Staff Commitment	0.15	3	0.45
3	institutional resource support	0.10	3	0.30
Total score for the opportunity		0.15		1.20
THREAT				
1	Relations with institutions / regulating agencies	0.10	2	0.20
2	The capacity for coordinating, controlling, and integrating the decision	0.10	3	0.30
	Total	**0.25**		**0.50**
Total Score (Opportunity + Threat)				**1.70**

By adding up all the scores to get the total score with the average value is 1.70. In the case value below the middle point 0.05, it indicates that, in terms of external point of view, technical skills of management and staff policies at the Bandung City Transportation Agency are considered weak compared with the overall external factor score, which is above 1.70. From the total score between opportunities and threats, the EFAS matrix compiled shows that the highest opportunity factor lies in the quality of institutional leadership and staff commitment with a score of 0.45. The facilities and infrastructure at the Bandung City Transportation Agency are fulfilled either in the APBD or APBN. So that

all staff can perform their duties reasonably supported by the facilities they need, and there is no big problem in this case.

Here are the several factors coming from the Internal and external environment that can be identified as follows:

a. Strength
   1) The technical ability for managing and organizing staff
   2) internal communication effectiveness
b. Weakness
   1) relationships between organizations and program recipients
   2) the location place in the administrative system
c. Opportunity
   1) Institutional Leadership Quality
   2) Institutional Support and Resources
   3) Staff Commitment
d. Threat
   1) Relationships with institutions/regulating agencies
   2) Capacity to coordinate control and integrate decisions

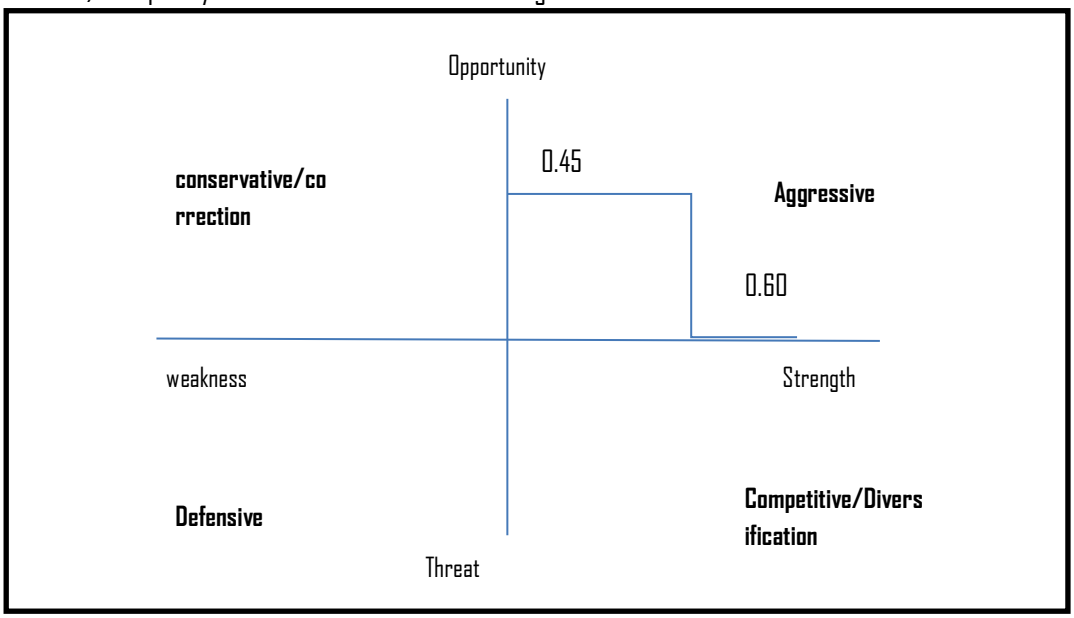

Figure 4 IFAS and EFAS matrix for Organizational Resources

Quadrant 1 Position

This is a favourable situation. The strategy that should be executed is to support a growth-oriented process.

CONCLUSION

The study's overall conclusion is that while the implementation of the Motor Vehicle Testing Policy at the Bandung City Transportation Agency's office center is exceptional, there are still several flaws. The Following are the Factors Affecting the Implementation of the Motor Vehicle Testing Policy. To begin, the atmosphere of the Bandung City Transportation Agency's Vehicle Testing Unit is in good shape. The agency's social structure has been functioning satisfactorily, and the local apparatus can adhere to the established working culture. Nonetheless, the flaws must be addressed further. Second, that the dimensions of inter-organizational interactions for Policy Implementation based on PMK 248 of 2010 regarding Motor Vehicle Testing at the Bandung City Transportation Agency's Motor Vehicle Testing Center remain deficient in terms of oversight. Although a pattern of collaboration exists in the aftermath of Motor Vehicle Testing, the step's execution should be enhanced. Third, while the current facilities are acceptable, they have not been fully exploited for motor vehicle testing due to a lack of test equipment. Additionally, the existing punishments have been enforced, but the

apparatus must remain cognizant of their job obligations. Fourth, it is determined that the qualities and capabilities of agents responsible for policy implementation, particularly in Motor Vehicle Roadworthy Testing at the Bandung City Transportation Agency's Motor Vehicle Testing Unit, are favorable. However, numerous aspects must be changed to ensure the Motor Vehicle Testing Policy is implemented effectively.

Based on the SWOT analysis, there are numerous pieces of advice and methods for accomplishing the objective of developing roadworthy cars in Bandung City: 1) The implemented strategy should be designed for supporting an aggressive growth policy (growth-oriented strategy), so that the advantage which has already possessed can be maximized through the process of making and utilizing infrastructure. 2) Unfavorable situations for organization benefit can be handled by defensive strategy. It means that the inter-organization relationship, which has not been able to run well in terms of cross-sectoral relations, should be resolved by increasing a shared perception of the importance of motor vehicle testing. 3) the implementation strategy is to support *a growth-oriented strategy*).

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