

EFFECTIVENESS OF THE VEHICLE MUTATION SERVICE PROCESS IN THE ONE-STOP ADMINISTRATION SYSTEM (SAMSAT) OF OGAN ILIR REGENCY, SOUTH SUMATRA PROVINCE

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Abstract

This study aims to assess the effectiveness of the vehicle transfer service process in the One-Stop Integrated Administration System (SAMSAT) of Ogan Ilir Regency, South Sumatra Province. The method used is qualitative descriptive with four indicators of effectiveness according to (Steers, 1980), namely goal attainment, integration, adaptation, and satisfaction of the parties receiving the service. Data were obtained through interviews, observations, and documentation with key informants from SAMSAT and service users. The results showed that vehicle transfer services at SAMSAT in Ogan Ilir Regency were generally effective because most service targets were achieved according to procedure. However, there were still several obstacles, such as limited human resources, a manual filing system, and a lack of public understanding of service procedures. Coordination between officers has been good, but adaptation to the digital system needs to be improved. In terms of satisfaction, the community is quite satisfied with the friendliness of the officers and the clarity of the information provided. Therefore, continuous improvement is needed in terms of digitization, infrastructure, and human resource development to strengthen the effectiveness and quality of public services at SAMSAT in Ogan Ilir Regency.

Key word: Effectiveness, Public Services, Vehicle Transfers, SAMSAT

A. INTRODUCTION

Public service is a crucial element in the implementation of government functions. In general, public service is understood by many as the services provided by the government, encompassing all goods and services delivered by public institutions. According to Law Number 25 of 2009 on Public Services, public service refers to an activity or series of activities aimed at fulfilling the needs of citizens and residents for services in accordance with statutory regulations, including the provision of goods, services, and administrative support by government agencies.

SAMSAT, an acronym for Sistem Administrasi Manunggal Satu Atap (One-Stop Administration System), serves as a key pillar in vehicle administration management in Indonesia. It represents a collaborative integration among the Indonesian National Police (POLRI), the Provincial Revenue Agency (BAPENDA), and PT Jasa Raharja (Persero) in issuing Vehicle Registration Certificates (Surat Tanda Nomor Kendaraan, STNK) and Vehicle Number Plates (Tanda Nomor Kendaraan Bermotor, TNKB). SAMSAT aims to simplify administrative procedures and provide efficient, accessible services to the public.

The types of services offered by the SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, include the Motor Vehicle Tax (Pajak Kendaraan Bermotor, PKB)—covering both annual and five-year tax payments; Motor Vehicle Title Transfer Fees

(Bea Balik Nama Kendaraan Bermotor, BBNKB) for new or pre-owned vehicles that change ownership; and Vehicle Registration and Identification (Registrasi dan Identifikasi Kendaraan Bermotor, Regident Ranmor) administered by the police, which includes the issuance and renewal of STNK, replacement of TNKB plates, and vehicle mutation (transfer of registration).

Additionally, the SAMSAT also provides the Mandatory Contribution for Road Traffic Accident Funds (Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan, SWDKLLJ) service, managed by PT Jasa Raharja as a form of insurance protection for traffic accident victims. To enhance efficiency and convenience, SAMSAT Ogan Ilir has implemented digital-based services such as the National Digital SAMSAT Application (SIGNAL) and Mobile SAMSAT Services (SAMLING), which allow taxpayers to process payments without visiting the main office. Through these various services, SAMSAT Ogan Ilir plays an essential role in realizing fast, transparent, and accountable public service delivery in the field of vehicle administration.

Effective public service is a fundamental pillar in building public trust toward government institutions. One such form of public service is the vehicle mutation service at the SAMSAT Office, including the SAMSAT of Ogan Ilir Regency, South Sumatra Province. Although procedures and regulations concerning vehicle mutation have been clearly stipulated by law, in practice, several challenges still occur during implementation. One of the main issues often encountered by officers is the lack of taxpayer understanding regarding the vehicle mutation procedures and processes. Many citizens expect an instant completion without realizing that several administrative stages must be fulfilled, including physical inspection of the vehicle, submission of complete documentation, and retrieval of vehicle records from the originating office.

Technical constraints are also among the key factors hindering the smooth implementation of services at the SAMSAT Office of Ogan Ilir Regency. One of the most common obstacles is the lengthy process of retrieving vehicle archives, which are still stored manually. This manual archiving system requires officers to search for documents one by one from a large stack of files, thereby slowing down service delivery—particularly in the handling of vehicle mutation processes.

In certain cases, when vehicle archives cannot be located within 14 days, the SAMSAT office must issue a substitute certificate (*surat keterangan pengganti arsip kendaraan*) as an administrative solution. This procedure requires additional time, as it must go through verification and approval processes from several relevant authorities, thus extending the service duration beyond the stipulated timeframe. In fact, according to the prevailing regulations, the vehicle mutation process is expected to be completed within a maximum of 21 working days.

On the other hand, public demands for fast, practical, and efficient services often do not align with the actual conditions in the field. Several factors contribute to this discrepancy, including the limited number of human resources (HR) compared to the high volume of daily service requests. Moreover, parts of the operational workflow are still conducted manually, particularly in the stages of vehicle data recording and archiving, which hinders data integration and slows down service delivery. The high workload also compels officers to exert extra effort to ensure that services remain in compliance with existing procedures. This situation indicates that although efforts toward digitalization and service quality improvement have been undertaken, there remain several technical and administrative challenges that must be addressed to ensure that services at the SAMSAT Office of Ogan Ilir Regency operate more swiftly, efficiently, and in accordance with public expectations.

Table 1.1. Recapitulation Data of Vehicle Mutation at the SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, Year 2025

No.	Month	Number of Vehicles
1.	January	19
2.	February	40
3.	Marc	31
4.	April	22
5.	May	11
6.	June	21
7.	July	34
8.	August	34
9.	September	80

Source: (SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, 2025)

Based on Table 1.1, it can be observed that the number of vehicle mutation requests at the SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, fluctuates each month. The highest number was recorded in September, with 80 applications, followed by February with 40 applications, and July–August with 34 applications each. This number is relatively high considering the limited human resources (HR) available in the vehicle mutation service section, particularly in the vehicle physical inspection unit.

The officers responsible for vehicle inspections are not only tasked with handling vehicle mutation services but also with all other services provided by the One-Stop Administration System (SAMSAT) of Ogan Ilir Regency, South Sumatra Province. These include the renewal of Vehicle Registration Certificates (STNK) every five years, replacement for lost STNK or Vehicle Ownership Books (BPKB), and processing vehicle color changes. Since all these services require a physical vehicle inspection as the initial prerequisite, a surge in service requests often causes the inspection officers to become overwhelmed. The physical inspection process involves verifying the chassis number and engine number against the official documents (STNK and BPKB) as well as checking the general condition of the vehicle such as lights, tires, brakes, mirrors, color consistency with documents, and other components.

In addition, the continued use of a manual archiving system by the police contributes to delays in vehicle mutation services. When a taxpayer (vehicle owner) submits a mutation request, officers must manually search for the original vehicle archives, which can be time-consuming due to the large number of documents stored. If the archive cannot be found within 14 days, a substitute vehicle archive certificate must be issued.

The vehicle mutation process flow at the SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, generally follows the national regulations established by the Indonesian National Police (POLRI), the Regional Revenue Agency (BAPENDA), and PT Jasa Raharja. The process is carried out when a vehicle owner intends to transfer vehicle registration data from one region to another, either between regencies or provinces. The first stage begins with a vehicle physical inspection, followed by the submission of a mutation application file at the SAMSAT service counter, attaching the original STNK, BPKB, owner's ID (KTP), and the physical inspection result issued by the POLRI Registration and Identification (Regident) officer.

Once the documents are verified, officers cross-check the vehicle data against archived records. If the archives are not found within 14 days, a substitute certificate is issued. When the data are declared valid, the Regional Revenue Agency (BAPENDA) issues a fiscal

clearance certificate and a vehicle mutation report, confirming that the vehicle tax obligations in the original region have been fulfilled. The documents are then transferred to the destination SAMSAT office for the incoming mutation process, during which the vehicle is re-registered under the new regional jurisdiction. At the destination SAMSAT, the vehicle owner receives a new STNK, new license plate (TNKB), and updated ownership data reflecting the new address. According to the applicable service standards, this entire process should ideally be completed within 21 working days, depending on the completeness of documents and the availability of archives.

The Standard Operating Procedure (SOP) for vehicle mutation services is available and displayed as a guideline for the public. However, in practice, many citizens remain unaware of or fail to understand the service procedures. This often leads to errors in document completeness, forcing applicants to repeatedly correct their files. Moreover, the public's demand for fast, practical, and efficient services frequently contrasts with the actual on-site conditions.

Previous studies on service effectiveness have consistently shown that major obstacles in public service delivery often stem from limited human resources, insufficient utilization of information technology, and inadequate public outreach. For instance, Damayanti et al. (2022) found that administrative services still face challenges related to staff readiness and system disruptions. Similarly, Azizah et al. (2022) highlighted that uneven technological adoption and low levels of digital literacy among citizens remain significant challenges in public service delivery. Meanwhile, Takahepis, Kasenda, and Monintja (2021) emphasized the lack of socialization efforts and weak digital infrastructure in online birth certificate services.

These findings illustrate that the effectiveness of public service delivery is strongly influenced by system readiness, staff competence, and the functionality of supporting facilities and infrastructure. Similar conditions are evident in the vehicle mutation services at the SAMSAT Office of Ogan Ilir Regency, South Sumatra Province, where several technical and administrative constraints persist—such as insufficient human resources, suboptimal digital-based service implementation, and limited public awareness—resulting in incomplete understanding of service procedures.

This study adopts the organizational effectiveness theory proposed by Steers (1980). According to Steers, organizational effectiveness reflects the extent to which an organization achieves its goals optimally while maintaining a balance between inputs, processes, and outputs. He conceptualizes effectiveness as a multidimensional construct, which not only evaluates the final outcomes (outputs) but also considers the efficiency of internal processes and the satisfaction of the stakeholders served.

Steers (1980) proposed that the effectiveness of an organization is influenced by several key indicators, namely:

1. Goal Attainment

Organizational effectiveness is measured by the extent to which the organization successfully achieves its formally established objectives. In the context of public service—particularly vehicle mutation services—this indicator reflects the institution's ability to complete mutation requests in accordance with set targets, processing time, and established standard operating procedures.

2. Integration

This indicator describes the organization's ability to maintain harmonious, coordinated, and cooperative working relationships among divisions and employees. In public service delivery, this includes coordination among service units and the effectiveness of internal communication between officers.

3. Adaptation

Effectiveness is also determined by the organization's ability to adapt to external environmental dynamics, such as regulatory changes, technological advancements, and evolving public demands. In vehicle mutation services, this may relate to the readiness to implement digital-based service systems or to adjust operational procedures in response to new policies.

4. Client Satisfaction

Effectiveness can further be assessed through the level of satisfaction among external stakeholders in this case, the public as service users regarding the quality of services provided. This includes officers' attitudes, procedural simplicity, waiting time, and overall service convenience.

These four indicators are used in this study to evaluate the effectiveness of the vehicle mutation service process at the One-Stop Administration System (SAMSAT) Office of Ogan Ilir Regency, South Sumatra Province. This theoretical framework was selected because it provides a comprehensive perspective, encompassing administrative achievement, internal service quality, and organizational responsiveness to public needs.

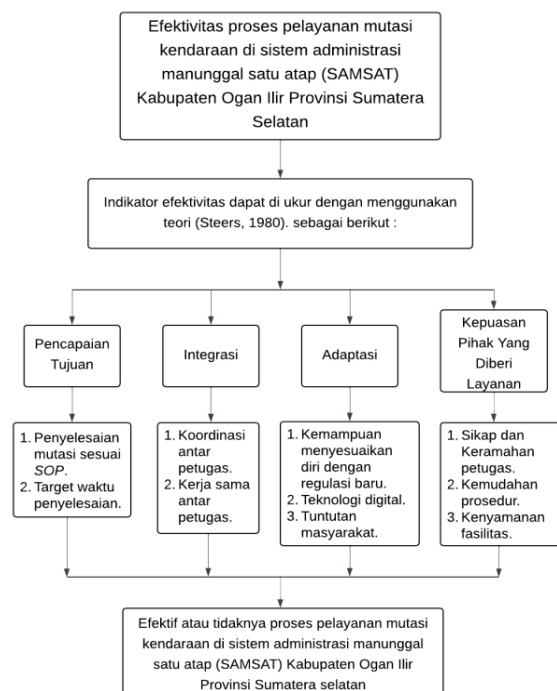


Figure 1. Conceptual Framework Model
Source: Figure data processed by the author, 2025

B. LITERATURE REVIEW

Organizational Effectiveness

Organizational effectiveness describes the extent to which an organization is able to achieve its goals optimally through a balanced management of inputs, processes, and outputs. According to Steers (1980), effectiveness is not merely defined by final outcomes but also reflects the success of internal processes in achieving predetermined objectives. A public organization is considered effective when it can harmoniously manage its human resources, technology, and structural systems to deliver outcomes that meet public expectations. In the context of public service, effectiveness emphasizes the integration of standard procedures,

inter-unit coordination, and citizen satisfaction with service delivery. Therefore, this theory is relevant in assessing the extent to which vehicle mutation services at SAMSAT operate in alignment with organizational objectives, procedural standards, and user satisfaction. Indicators:

- Goal Attainment
- Integration
- Adaptation
- Satisfaction

Public Service

The public service theory emphasizes that government services to citizens must be grounded in the principles of responsiveness, accountability, and social justice. According to Dwiyanto (2006), public service represents the manifestation of the state's fundamental function in fulfilling the basic needs of its citizens, rather than merely performing administrative activities. The quality of public service is largely determined by its speed, accuracy, clarity of information, and fair treatment toward all service users. In the context of SAMSAT, this theory provides a framework for evaluating how officers implement the principles of excellent service in processing motor vehicle mutations. Good public service not only complies with established procedures but also fosters citizen satisfaction and trust in government institutions. Indicators:

- Speed and accuracy of service
- Fairness and equality of treatment
- Accountability and transparency of processes
- Responsiveness to community needs
- Quality of interaction between officers and service users

Service Quality

The SERVQUAL theory was developed to measure customer perceptions of service quality by examining the gap between expectations and actual performance. According to Parasuraman et al. (1990), service quality represents the degree of excellence expected and the control exercised to minimize gaps in meeting users' needs. In the context of public service, this theory helps analyze how citizens' experiences align with their expectations regarding the performance of public officials. The measurement of service quality through SERVQUAL enables the identification of systemic weaknesses and areas requiring improvement, particularly in administrative services such as vehicle mutation processing. By applying the SERVQUAL approach, the effectiveness of public service delivery can be empirically assessed from the perspective of service users. Indicators:

- Tangibles: Physical evidence such as facilities, infrastructure, and comfort
- Reliability: Consistency and dependability of officers in fulfilling service commitments
- Responsiveness: Readiness and promptness of officers in assisting the public
- Assurance: Confidence, trustworthiness, and competence of service officers
- Empathy: Attention and concern shown toward service users

C. RESEARCH METHODOLOGY

This research uses a qualitative approach with a descriptive design. The qualitative approach was chosen because it aimed to gain a deep understanding of the phenomena occurring in the field, specifically regarding the effectiveness of the vehicle transfer service process in the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province.

The descriptive design in this study was used to systematically, factually, and accurately describe the facts, characteristics, and relationships between the phenomena studied (Koentjaraningrat, 1993). Using this method, the researcher attempted to construct a narrative depicting the actual conditions of the vehicle transfer service process based on observations, interviews, and documentation.

This approach was deemed appropriate because it can describe in detail various aspects of public service in the One-Stop Integrated Administration System (SAMSAT), from goal achievement, internal coordination, adaptation to technology, to public satisfaction. This research is also based on the theory of organizational effectiveness by Steers (1980) as an analysis to assess effectiveness from various perspectives.

The types and sources of data in this study consist of primary and secondary data. Primary data were obtained directly from the field through interviews with informants, observations, and documentation related to the research object. This data includes information from parties involved in the vehicle transfer service process, both from among SAMSAT employees and service users (Moleong, 2005). Meanwhile, secondary data was obtained from written sources such as reports, documents, and other references relevant to the research topic, such as laws and regulations, service archives, and literature discussing the effectiveness of public services (Moleong, 2005).

Informants were selected using a purposive sampling technique, which determines informants based on certain considerations who are deemed to have in-depth knowledge and understanding of the phenomenon being studied (Sugiyono, 2019). In this study, informants consisted of three categories: (1) Key informants, namely the Head of SAMSAT Ogan Ilir Regency who has primary responsibility for implementing vehicle transfer services and thoroughly understands the policies and obstacles to their implementation. (2) Key informants, namely officers directly involved in the vehicle transfer service process, such as counter staff, fiscal, archives, determination, reporting, and vehicle physical inspection. and (3) Supporting informants, namely community users of vehicle transfer services who can provide direct assessments of the speed, accuracy, friendliness, and comfort of the service received.

Data collection techniques were conducted through observation, interviews, and documentation. Observation was used to directly observe service activities at the Ogan Ilir Regency SAMSAT. According to Ari Kunto (in Gunawan, 2013), observation is the systematic observation and recording of the phenomenon being studied. In this study, observation was conducted in a participatory manner by closely observing the service flow, from file receipt and verification to document printing and archiving. Semi-structured interviews were conducted with informants, in accordance with the view (Gunawan, 2013), which states that interviews are a form of verbal communication to obtain information directly from research subjects. Documentation was conducted to collect various supporting data such as activity photos, vehicle transfer recaps, organizational structures, and interview results (Sugiyono, 2013).

Furthermore, data analysis was conducted concurrently with the field data collection process. According to (Sugiyono, 2012), qualitative data analysis is conducted through three main stages, namely data reduction, data presentation, and drawing conclusions. In the data reduction stage, researchers carry out the process of simplifying, selecting, and focusing data based on the theory of effectiveness (Steers, 1980), by grouping information into four main indicators: goal achievement, integration, adaptation, and satisfaction of the parties served. The data presentation stage is carried out in the form of descriptive narratives, tables, and interview quotes to systematically describe the research findings. Meanwhile, the conclusion drawing stage is carried out by interpreting the analyzed findings to describe the level of

effectiveness of vehicle mutation services at the SAMSAT Ogan Ilir Regency, South Sumatra Province, as well as providing a comprehensive understanding of the factors that influence the service process

D. RESULT AND DISCUSSION

Based on research conducted at the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province, it was found that the vehicle transfer service was implemented in accordance with established Standard Operating Procedures (SOPs). The service process begins with the physical inspection of the vehicle, the receipt and verification of documents by officers, the fiscal determination by the Regional Revenue Agency (Bapenda), and the issuance of the vehicle transfer certificate. However, implementation in the field still faces several technical and administrative obstacles that impact service effectiveness. To assess service effectiveness, this study used four effectiveness indicators according to Steers (1980): goal achievement, integration, adaptation, and satisfaction of the parties served.

Goal Attainment

Goal achievement is the primary indicator in assessing the effectiveness of public services. In the context of this study, this indicator measures the extent to which the vehicle transfer service process at the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province, has been implemented in accordance with Standard Operating Procedures (SOPs), is timely, and meets community expectations and established agency targets. Based on field research conducted through interviews, observation, and documentation, it was found that the vehicle transfer service at the Ogan Ilir Regency SAMSAT (Vehicle Management System) was essentially in accordance with applicable Standard Operating Procedures (SOPs).

Each stage of the service process, from receiving application documents and checking administrative completeness, conducting a physical inspection of the vehicle, verifying data, determining fiscal status, and issuing new documents, such as the Vehicle Registration Certificate (STNK) and Motor Vehicle Ownership Certificate (BPKB), was carried out sequentially and in accordance with the responsibilities of each sub-section. An interview with the Head of the Ogan Ilir Regency SAMSAT indicated that the implementation of SOPs is the primary guideline for maintaining the quality of public services and ensuring that each process follows the established flow. This statement was reinforced by a statement from the Fiscal Sub-Section Staff member, who explained that "all service stages must be carried out sequentially without violating applicable procedures so that the final service result can be administratively accounted for" (Interview, RA, October 24, 2025).

However, the effectiveness of achieving service objectives has not been fully optimized, particularly in terms of turnaround time. Interviews with service users revealed that complaints persist regarding the lengthy time required to complete the vehicle transfer process. One public informant stated that the service process took more than 14 days due to waiting for the manual vehicle registration process (Interview, HS, 10/20/2025). This indicates that administrative and technical constraints remain major obstacles to achieving the goal of fast and efficient service delivery.

In addition to delays caused by the manual filing system, another frequent issue is incomplete documents submitted by the public. Many taxpayers (WP) do not fully understand the stages of the vehicle transfer procedure, requiring repeated document revisions. This situation not only slows down the service process but also increases the workload of officers. Based on field observations, officers in the vehicle physical inspection section must handle all types of services requiring vehicle inspections, including five-yearly vehicle registration

renewals and vehicle color changes, resulting in long queues and slowing down the vehicle transfer process.

In general, the research results indicate that, from a procedural perspective, the vehicle transfer service has been effective because it follows the applicable Standard Operating Procedures (SOPs). However, in terms of time efficiency and public satisfaction, improvements are still needed, particularly in terms of digitizing the vehicle filing system and disseminating procedures to the public. The implementation of digital applications such as SIGNAL has helped expedite some services, but has not yet fully covered the vehicle transfer process, as it still requires physical validation of documents and vehicles.

Therefore, it can be concluded that the indicators for achieving the objectives of the vehicle transfer service at the Ogan Ilir Regency SAMSAT are considered effective, although not yet fully efficient in terms of time and technical implementation. The service process complies with the standards set out in the SOP, and officers work according to clear and structured procedures. However, innovation in the information and filing systems is needed to reduce administrative obstacles and expedite service completion. Efforts to improve human resource capacity, strengthen digital systems, and enhance public outreach are expected to further enhance the effectiveness of achieving public service objectives at the Ogan Ilir Regency SAMSAT, South Sumatra Province.

Integration

Integration in this research is defined as the level of capability and alignment of work across organizational units to achieve effective service goals. In the context of public services within the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province, integration relates to coordination, communication, and cooperation between the agencies involved: the Indonesian National Police (POLRI), the Regional Revenue Agency (Bapenda), and PT Jasa Raharja (Persero). These three agencies collaborate in an integrated manner to provide efficient, fast, and transparent services to the public, particularly in the motor vehicle transfer process.

The research results indicate that the level of integration between officers and agencies at the SAMSAT in Ogan Ilir Regency has been quite good. Each service provider has a clear role and function. The POLRI, through the Registration and Identification Section (Regident), is responsible for the legality and validity of vehicles, including physical inspections and document verification. Bapenda is responsible for determining fiscal and tax collection for Motor Vehicle Tax (PKB) and Motor Vehicle Transfer Fee (BBNKB). Meanwhile, PT Jasa Raharja is responsible for implementing the Mandatory Road Traffic Accident Fund Contribution (SWDKLLJ). Each division carries out its duties in accordance with established structures and standard operating procedures (SOPs), ensuring effective coordination at the executive level.

In an interview, the Head of the Ogan Ilir Regency SAMSAT (Vehicle Management System) stated that inter-agency cooperation is essential to maintaining the continuity of integrated public services. He stated that without effective cross-divisional coordination, vehicle transfer services will encounter numerous obstacles, particularly in vehicle data verification and document validation. A service officer echoed this sentiment, stating that each division coordinates with each other at every stage of the process, from receiving files to issuing transfer letters. The officer added that communication between divisions is well-established, although technical challenges sometimes arise, such as delays in file delivery or the unavailability of original vehicle files that are still being sought.

Despite the good inter-agency coordination, research also indicates that work integration at the Ogan Ilir Regency SAMSAT is not yet fully optimized. One major obstacle is the still-manual administration system, particularly in archiving and exchanging vehicle data

between divisions. When vehicle documents or records are difficult to locate, service processes in other departments are hampered because work systems are still interdependent. Consequently, service completion times are longer. Officers must communicate directly with the archives department to manually locate the physical vehicle documents. If the records are not found within 14 days, a replacement certificate for the vehicle records is issued, which also requires verification and signatures from multiple parties.

Furthermore, observations indicate that the limited number of officers also impacts the effectiveness of interdepartmental coordination. When service increases, particularly when there is a surge in vehicle transfer requests, the workload becomes heavier. Physical inspection officers, for example, not only handle vehicle transfers but also STNK renewals, license plate replacements, and vehicle paint changes. This results in long queues in the field, which impacts services in other departments. This situation requires more intensive communication and cooperation between departments to ensure smooth service delivery and avoid public complaints.

Nevertheless, overall, the interdepartmental working relationship at the Ogan Ilir Regency SAMSAT can be categorized as harmonious and solid. No internal conflicts or differing interests were found between agencies in the implementation of vehicle transfer services. Each agency understands its role within the integrated work structure that prioritizes excellent service to the public. Officers also demonstrate mutual support in resolving service issues, such as assisting with vehicle file tracking or expediting document validation when delays occur.

Based on interviews, observations, and documentation, it can be concluded that inter-agency integration in vehicle transfer services at the Ogan Ilir Regency SAMSAT has been quite effective, although not yet fully optimal. The main inhibiting factors still stem from the manual system for filing vehicle data and limited human resources, which make the coordination process more time-consuming. Therefore, improvements to the vehicle document digitization system are needed to facilitate faster and more efficient inter-agency coordination.

Furthermore, improving training for service personnel is also a crucial step in strengthening work integration. Training focused on the use of information technology, public service communication, and inter-unit coordination can improve officers' ability to work collaboratively. If inter-agency integration can be strengthened through system digitization and improved human resource competency, the effectiveness of public services at the Ogan Ilir Regency SAMSAT will increase and be able to meet public demands for fast, transparent, and accountable services.

Adaptation

Adaptation, in the context of public service effectiveness, is defined as an organization's ability to adjust to environmental changes, including policy, technology, and community needs. In this study, the adaptation indicator is used to assess the extent to which the One-Stop Integrated Administration System (SAMSAT) of Ogan Ilir Regency, South Sumatra Province, is able to innovate and adapt its service mechanisms to developments in regulations and information technology, as well as public demands for fast, efficient, and transparent public services.

Based on field research, it was discovered that the Ogan Ilir Regency SAMSAT has attempted to adapt to changes in the public service system through various adaptive measures, particularly in response to technological developments and community needs. One prominent form of adaptation is the introduction of digital-based service innovations, such as the National Digital Samsat (SIGNAL) application and the Mobile Samsat (SAMLING) service, developed to facilitate the public's motor vehicle tax payments without having to

visit the main office in person. The presence of these technology-based services demonstrates the agency's efforts to adapt to the digital era and provide more flexible service alternatives to the public.

However, observations and interviews indicate that the implementation of these technology-based innovations has not yet fully covered all types of services, particularly vehicle transfer services. The vehicle transfer process still requires several manual steps that cannot be performed online, such as physical vehicle inspections, verification of original documents, and matching vehicle data with manual archives. Therefore, although service digitization has begun, its implementation is still partial and not fully integrated into the motor vehicle transfer service system at the Ogan Ilir Regency SAMSAT.

In addition to limitations in technology implementation, research also shows that SAMSAT's adaptation to evolving public services is influenced by the readiness of its human resources (HR). Some officers have not fully mastered the use of digital systems and are still accustomed to manual work methods. This is evident in the vehicle document filing process, which still involves searching for physical files, which is time-consuming and prone to loss. Interviews with archive officers revealed that limited computer and network facilities are obstacles to expanding the digitization of vehicle documents. Furthermore, information technology training for officers still needs to be improved to support a more modern and efficient service system.

Interviews with the Head of the Ogan Ilir Regency SAMSAT revealed that his office has strived to improve adaptability through several internal policies, such as encouraging employees to participate in public service training and conducting internal outreach regarding procedures for using the SIGNAL application. However, implementation in the field still faces challenges such as limited infrastructure and the unpreparedness of some officers to operate digital devices. The Head of the SAMSAT (Vehicle Management and Tax Office) stated that going forward, his office will strengthen collaboration with relevant agencies to accelerate the process of digitizing vehicle data and archiving documents so that mutation services can be carried out more quickly and efficiently.

From the perspective of service users, interviews indicate that the majority of taxpayers (WP) still do not fully understand the benefits and procedures for using digital services such as the SIGNAL application. Many still prefer to visit SAMSAT offices in person because they find it easier to interact directly with officers. This indicates that the public's level of digital literacy also influences the effectiveness of the implementation of technology-based service systems. Therefore, increasing public outreach is a crucial aspect in strengthening the adaptation of public services in the digital era.

In addition to technological factors, another form of adaptation undertaken by the Ogan Ilir Regency SAMSAT is adjusting internal policies and regulations. SAMSAT strives to adapt to various changes in central government policy regarding motor vehicle administration services, such as new regulations regarding the digitization of vehicle documents and national data integration. These adjustments are made to ensure that regional services remain aligned with the national system being developed by the Indonesian National Police Traffic Corps (Korlantas POLRI) and the Provincial Bapenda (Regional Revenue Agency).

Overall, the research results indicate that the Ogan Ilir Regency SAMSAT's adaptability to environmental changes and technological developments can be categorized as quite effective, although several obstacles remain that need to be addressed. The commitment to adaptation is evident through the development of digital-based services and efforts to increase human resource capacity. However, the effectiveness of this adaptation remains limited because not all stages of the vehicle transfer service can be performed digitally, and the

infrastructure readiness and staff competency in operating information technology-based systems remain low.

To increase the effectiveness of adaptation, comprehensive digitalization of the service system is necessary, including vehicle archiving processes, document validation, and taxpayer data management, to ensure faster and more accurate service delivery. Furthermore, improving employee training, providing adequate technological resources, and ongoing public outreach are essential to ensure all parties can optimally adapt to the increasingly technology-based changes in the public service system.

Therefore, the adaptation indicators for vehicle transfer services at the Ogan Ilir Regency SAMSAT (Vehicle Registration Office) point positively toward a more modern and efficient public service. While not yet fully perfect, the adaptation efforts undertaken provide an important foundation for improving the effectiveness of public services in the future.

Satisfaction of the Party Served

The satisfaction of those served is a crucial indicator in assessing the effectiveness of public services. According to Steers (1980), public satisfaction reflects the extent to which a public organization is able to provide services that meet the needs and expectations of recipients. In the context of this study, public satisfaction was measured based on public perceptions of the attitude and friendliness of officers, the clarity of information on service procedures, and the convenience of the facilities provided during the vehicle transfer process at the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province.

The results of the study indicate that the public is generally quite satisfied with the service provided by SAMSAT officers in Ogan Ilir Regency. Based on interviews with several taxpayers (WP), most acknowledged that the officers were friendly, polite, and communicative in providing explanations. Officers were deemed responsive in assisting taxpayers experiencing difficulties in the vehicle transfer process, particularly in checking the completeness of documents and providing guidance on the procedures to be followed. One member of the public using the vehicle transfer service stated that "the officers at the service counter were quite friendly and helpful in explaining the process, even though the lines were sometimes long" (Interview, HS, 10/20/2025).

Field observations revealed that service officers strive to provide good service despite their heavy workload and the large number of taxpayers visiting each day. Each officer has a clear division of duties and strives to carry out their responsibilities professionally. The Head of the Ogan Ilir Regency SAMSAT also stated that improving the quality of public service is always a primary focus of the agency, therefore, every officer is expected to maintain service ethics and provide excellent service to the public. This statement aligns with the principles of public service, which emphasize friendliness, discipline, and openness toward service users.

However, the research also identified several ongoing public complaints, particularly regarding lengthy service times and unclear procedural information. Several residents reported that they often did not know what steps to take after submitting their vehicle transfer application. Information regarding the service process, document requirements, and estimated completion time was still not communicated effectively. Most people know the service process only through personal experience or information from others, rather than through official socialization from the SAMSAT (Sectoral Tax Office). This indicates that information delivery to the public still needs to be improved so that service users can properly understand all the steps involved.

Another obstacle affecting public satisfaction is the limited service facilities and infrastructure. Based on observations, the waiting area for the public is still considered inadequate, especially when the number of taxpayers increases on certain days. Vehicle

parking is also limited and poorly organized, causing inconvenience for people coming to process administrative matters. Furthermore, supporting facilities such as information corners and digital queuing systems still need to be improved to ensure a more orderly and comfortable service.

Nevertheless, the majority of the public still gave positive assessments of the officers' efforts in providing good service. They assessed that officers strived to work quickly and accurately to the best of their abilities, despite occasional technical challenges such as manual file searches or network disruptions. A service officer from the SAMSAT Archives Sub-Division Staff of Ogan Ilir Regency, South Sumatra Province also said that "we always try to serve the public optimally, but sometimes there are obstacles that we cannot avoid, such as incomplete documents or vehicle archives that have not been found" (Interview, F, 10/20/2025).

Overall, the research results indicate that public satisfaction with vehicle transfer services at the Ogan Ilir Regency SAMSAT can be categorized as quite effective. This is evident in public appreciation for the friendly and helpful attitude of officers, although there are still complaints about long service times and limited facilities. The service provided by officers is considered to have met the requirements of friendliness, politeness, and job responsibility. However, improvements are needed in information delivery, physical facility arrangement, and the use of information technology to support a faster and more transparent service process.

Based on these results, it can be concluded that the satisfaction indicator for those served shows positive results but is not yet optimal. To improve the overall effectiveness of public services, the Ogan Ilir Regency SAMSAT needs to strengthen its service information system, add public service facilities, and improve officer training to enable them to provide more optimal service. These efforts are expected to create better public services, oriented towards public satisfaction, and in accordance with the principles of good governance, which emphasize transparency, accountability, and efficiency in public service delivery.

E. CONCLUSION

The study concluded that the effectiveness of the vehicle transfer service process in the One-Stop Integrated Administration System (SAMSAT) in Ogan Ilir Regency, South Sumatra Province, has been effective overall, as demonstrated by the indicators proposed by Steers (1980). Based on the indicators and sub-indicators studied, several indicators still require optimization to achieve optimal results.

In general, regarding the achievement of objectives, the service complies with Standard Operating Procedures (SOPs), and most public requests are resolved in a timely manner. Coordination and cooperation between officers from relevant agencies, such as the Regional Revenue Agency (Bapenda), the National Police (Polri), and Jasa Raharja (Services for Raising Vehicles), also function well, enabling an integrated service process. However, technical challenges, such as manual filing systems and limited human resources, remain, leading to delays in processing service files.

Meanwhile, in terms of adaptation and satisfaction indicators, the Ogan Ilir SAMSAT has been able to adapt to regulatory changes and technological developments by utilizing the SIGNAL application as a form of digital service innovation. The public also assessed the vehicle transfer service as quite good, as evidenced by the friendly attitude of officers, the clarity of information, and the convenience of the available facilities. However, increasing the speed of service, efficiency of digital systems, and strengthening coordination between agencies still need to be done so that public services at the Ogan Ilir Regency SAMSAT can be more effective, responsive, and oriented towards public satisfaction.

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