

Strategy of the Sidoarjo District Transportation Office in Improving Service Quality Through the Drive-Thru Driver's License Test

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Abstract. This study was motivated by the declining number of drive-thru service users at UPT PKB Sidoarjo Regency in 2024. The existence of long queues due to the limited number of service counters, the absence of a special lane for drive-thru, inadequate parking, and brokering practices have hampered the smooth process of drive-thru KIR test services. This study aims to analyze strategies to improve the quality of motor vehicle feasibility test services through the drive thru system at the Sidoarjo Regency Motor Vehicle Testing Technical Implementation Unit (UPT PKB). This research uses a qualitative method with a descriptive approach, and uses the theory of service quality improvement strategies, which includes eight dimensions. The dimension of identifying determinants of service quality is considered not to be running optimally; managing customer expectations is also not optimal; managing evidence of service quality is not running optimally. Meanwhile, educating customers about services is considered to be running optimally. Developing a culture of quality is also optimal. Creating service automation (automating quality) is considered to be running optimally. Following up on services is also considered optimal. However, developing service information systems has not been optimal. It can be seen that the strategy to improve service quality is quite optimal, with 4 dimensions considered optimal and 4 other dimensions not running optimally.

Keywords: Service Quality; Improvement Strategy; Drive Thru

Received:15-11-2025 **Revised:**28-11-2025 **Accepted:**19-12-2025

INTRODUCTION

The motor vehicle feasibility test, also known as the Kir test, is an obligation under the 2009 Law on Road Traffic and Transportation, specifically in Article 53, which requires public vehicles, goods vehicles, and other special vehicles to undergo periodic tests to ensure the vehicle's physical condition is roadworthy. This test covers various technical aspects, such as exhaust emissions, brake performance, tire condition, and lighting, to improve traffic safety and reduce accidents caused by vehicle damage.

Sidoarjo Regent Regulation Number 70 of 2020 explains that the services provided by the UPTD include several things such as outgoing test ride application service, incoming test ride service, motor vehicle exit mutase service incoming test ride services, motor vehicle exit mutase services, motor vehicle entry mutase services, non KBWU motor vehicle emission test services, replacement of test cards and test marks damaged and / or lost, motor vehicle technical condition testing services.

According to Antrasena, Ni Putu Anik Prabawati, & I Dewa Ayu Putri Wirantari, (2024) kir test is the process of testing and inspecting motor vehicles such as buses, trucks, and special vehicles, to ensure the fulfillment of technical and safety requirements. This test is important to detect potential problems with vehicle components. As a form of public service, the kir test is a periodic check of the vehicle's engine condition. In addition to vehicle registration and driver's license, the kir test is an obligation and a requirement for driving safety, produces a letter worthy of testing and roadworthy, and contributes to reducing the number of accidents Aditya Nugraha, (2024). Kir tests need to be carried out by vehicles carrying goods or passengers, this is also related to the increase in the number of vehicles in various regions in Indonesia.

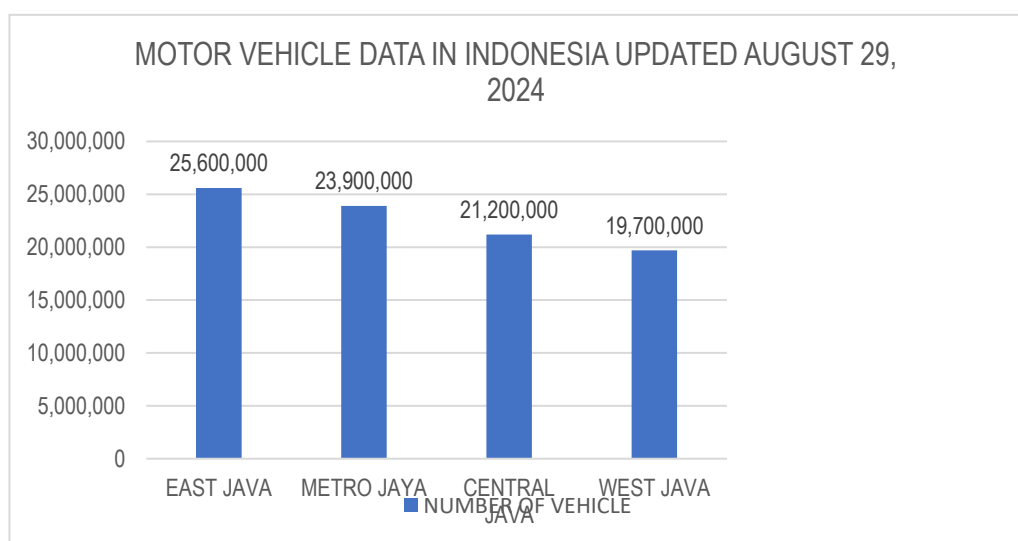


Figure 1. Data on the Number of Motorized Vehicles in Indonesia 2024

Source: Transportation Agency of East Java Province

According to data from the East Java Provincial Transportation Office, the largest number of motorized vehicles in East Java Province with 25.6 million vehicles, followed by DKI Jakarta with 23.9 million vehicles, in third place is occupied by Central Java Province with 21.2 million vehicles, and West Java Province with 19.7 million vehicles.

The total number of vehicles that must be tested in East Java in 2024 is 850,531 vehicles, with 43,801 Buses and 786,730 Load Cars. While the total number of vehicles that must be tested in Sidoarjo Regency in 2024 is 53,183 vehicles, with 1,663 Bus-type vehicles and 51,520 Load Cars. So it can be seen that there are approximately 53,183 vehicles that must be tested for vehicle feasibility in Sidoarjo Regency.

Table 1. Data on the Number of Loaded Vehicles in East Java Province and Sidoarjo District

No	Province And City	Bus	Load Cars	Total
1.	East Java	43.801	786.730	830.531
2.	Sidoarjo	1,663	51.520	53.183

Source: Website of the Indonesian Police Traffic Corps

The increase or increase in the number of cargo vehicles that pass on the highway certainly needs further treatment because cargo vehicles are used every day, testing is one form of service that will make the vehicle safer because checking cargo vehicles needs to be done in detail (Parada Afkiki Eko Saputra, 2022). Kir test means testing of motorized vehicles and verifying that the cargo vehicle that has been tested has been declared roadworthy, so that the cargo vehicle is allowed to drive on the highway (Fiatri, 2023).

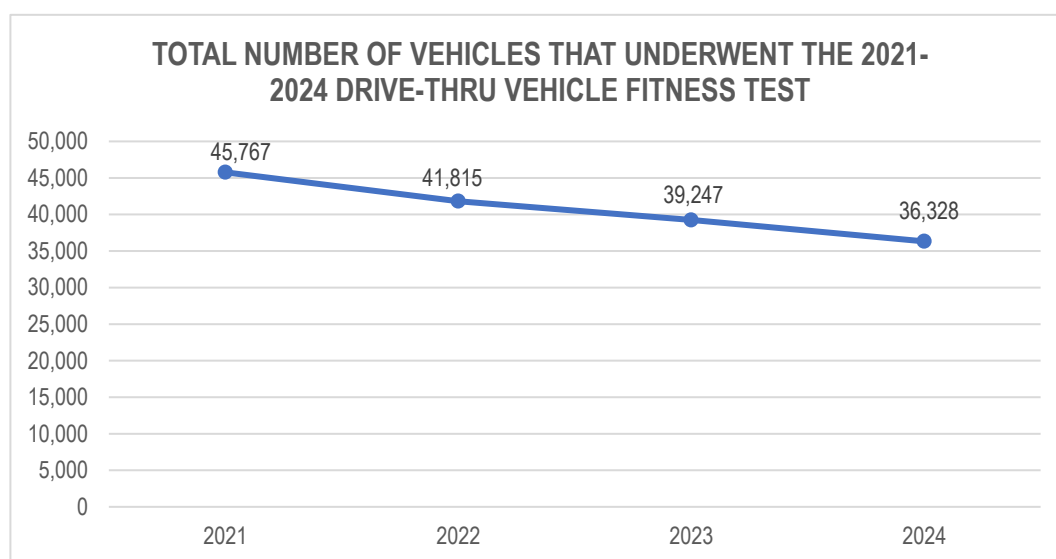


Figure 2. Data on the Number of Vehicles Performing Drive Thru Kir Test 2021-2024 in Sidoarjo Regency

Source: Transportation Agency of Sidoarjo Region

The use of drive thru testing services in Sidoarjo has decreased significantly from 45,767 vehicles in 2021 to 36,328 vehicles in 2024. The decline totaled 9,439 vehicles in that period. While drive thru was initially popular in 2021 due to the COVID-19 pandemic and designed to improve efficiency over regular road tests, the data shows a continued downward trend. By 2024, of the 53,183 vehicles subject to the KIR test in Sidoarjo District, only 36,328 had conducted the test, leaving around 16,855 vehicles that had not yet conducted the test.

From observations and interviews conducted by researchers with employees of the Sidoarjo Transportation Agency's Motor Vehicle Testing Technical Implementation Unit, it is known that the drive thru test was first used at the Sidoarjo Regency Transportation Agency in 2017, this drive thru test has the aim of simplifying and accelerating the testing stages of motorized vehicles. The drive thru testing process allows vehicles to be tested without the need to leave the car/vehicle, so the time required is much shorter.

The KIR test process takes a long time and must be carried out periodically by cargo vehicle owners. The number of stages causes the administration and testing process to last for hours, so people have to wait for a long time and often cause congestion due to queues of vehicles around the location. One of the causes of long queues in the drive thru system is the limited number of administrative counters, of which only one is available, so that the initial goal of the drive thru to speed up service has not been achieved due to these limited facilities (Wahyuni, 2021). The drive thru driver's test system, which is attempted to minimize queuing for administrative services, is in fact not realized because the service is still relatively long due to the limited number of counters (Bayuningtyas & Sukmana, 2023).

From the observations and interviews that researchers conducted, it was found that the problems in the drive thru driver's license test system were not only from internal agency problems such as long queues caused by the lack of administrative service counters, there were also external problems that occurred, namely the presence of brokers who helped the community in carrying out the driver's license test. The existence of brokers makes people not understand how the flow of the driver test and will not understand which parts of the vehicle are damaged, the community will not get information about their vehicle if they do the driver test using brokers (Kesuma, 2019).

This study has several distinctive aspects compared to previous studies on drive thru vehicle testing services. First, this research specifically analyzes the strategy for improving service quality using Tjiptono's (2016) eight-dimensional service quality improvement framework, which provides a more comprehensive and structured analytical lens than prior studies that primarily focused on effectiveness or innovation aspects only. Second, this study examines the implementation of the drive thru KIR test in the context of declining service users from 2021–2024, thereby highlighting sustainability issues of public service innovation rather than merely evaluating initial implementation success. Third, this research integrates internal institutional challenges (limited counters, land constraints, information systems) and external factors (brokering practices and public perception), offering a more holistic analysis of strategic service

quality improvement. Therefore, this study contributes both theoretically, by applying a comprehensive service quality strategy framework in public sector innovation, and practically, by providing strategic recommendations tailored to the Sidoarjo Regency UPT PKB context.

Therefore, this study aims to analyze the success of strategies to improve the quality of Drive Thru vehicle feasibility test (KIR) services to overcome these problems. This research is entitled "Strategy for Improving the Quality of Drive Thru Vehicle Feasibility Test Services at the Sidoarjo Regency Motor Vehicle Testing Technical Implementation Unit" and uses the theory of service quality improvement strategies according to Tjiptono (2016) with indicators: 1) Identifying the Main Determinants of Service Quality, 2) Managing Customer Expectations, 3) Managing Service Quality Evidence About Services, 4) Educating Customers / Consumers About Services, 5) Developing a Culture of Quality, 6) Creating Automating Quality, 7) Following up on Services, 8) Developing a Service Quality Information System

METHODS

This research uses qualitative research methods with a descriptive approach, with the aim of knowing and describing strategies to improve the quality of drive-thru vehicle feasibility test services at the Sidoarjo Regency Technical Implementation Unit. Data collection techniques in this study were interviews, observation, and documentation. Data analysis techniques involve data collection, condensation, data review, and conclusion drawing. Data sources in this research consist of primary data and secondary data. Primary data is obtained from interviews, observations, and documentation. The informants in this study are the Head of the Sidoarjo Regency Motor Vehicle Testing Technical Implementation Unit, Motor Vehicle Testing Young Expert, Sidoarjo Regency UPT PKB Office Administration Officer, and people who do the driver's license test.

RESULTS AND DISCUSSION

The Strategy for Improving the Quality of Drive Thru Vehicle Feasibility Test Services at the Sidoarjo Regency Motor Vehicle Testing Technical Implementation Unit is measured through the theory of service quality improvement strategies according to Tjiptono, (2016) with 8 dimensions, namely 1.) Identifying the Main Determinants of Service Quality, 2.) Managing Customer Expectations, 3.) Managing Evidence of Service Quality, 4.) Educating Customers / Consumers About Services, 5.) Developing a Culture of Quality, 6.) Creating Automating Quality, 7.) Following up on Services, 8.) Develop a Service Quality Information System.

1.) Identifying the Main Determinants of Service Quality

In this indicator, it is emphasized that every service provider has the responsibility to deliver

quality services or services to the community. The delivery of quality services requires an identification process of the main determinants of service quality based on customer perceptions and needs. According to Tjiptono, (2016), this identification process is very important so that the service strategy developed is in accordance with user expectations. Based on this, the Sidoarjo Regency Motor Vehicle Testing Unit tried to answer the previous service problems - namely the long queues, long service times, and the existence of brokering practices - by implementing an innovative system in the form of a drive thru KIR test. This innovation is expected to provide faster, simpler and more efficient services and encourage users to carry out vehicle tests independently without intermediaries.

The drive thru KIR test is expected to be a strategic solution in improving service quality because it is designed with three main aspects in mind: speed of service, ease of process, and low cost. Compared to the regular KIR test system that requires two days-the first for administration and the second for testing-the drive thru system allows the entire process to be done in one day without the driver needing to get out of the vehicle. In addition to speeding up the flow, this service is also expected to attract the public to be more responsible for the technical condition of their vehicles without relying on brokers. However, based on public perception, of the three aspects, only the low cost factor is considered successful. This is due to the policy of not collecting KIR test fees since the previous year. Meanwhile, the other two factors-speed and convenience-are still not considered optimal. This is exacerbated by the queuing system that still mixes drive thru lanes with regular lanes, limited drive thru service posts, and the absence of special queuing lanes. In fact, the downward trend in the number of drive thru users from 2021 to 2024 indicates that there are other determining factors such as facility convenience and clarity of service information that have not been met. Conditions such as congestion in the testing area, lack of socialization of procedures, and lack of user education lead to a decrease in the level of satisfaction. Thus, it can be concluded that the process of identifying the main factors of service quality has not been carried out thoroughly from the perspective of the community, so that the strategies implemented still leave gaps in their implementation.

2.) Managing Customer Expectations

Agencies are often tempted to exaggerate messages in their public communications in the hope of attracting attention and increasing the number of service users. This strategy, although effective in the short term, actually risks causing disappointment if the promises made are not in line with the reality of the services received by the community. According to Tjiptono, (2016), the dimension of managing customer expectations is an effort made by the organization to attract

public interest in a proportional and realistic way, so that customer expectations can be formed rationally and in accordance with actual service capabilities. Excessive promises will increase public expectations, and if the service does not meet these expectations, it will reduce the level of trust in the agency.

In the context of drive thru KIR test services, the public generally has expectations that this system will bring significant updates compared to regular services. The Sidoarjo Regency Motor Vehicle Testing Unit tries to manage these expectations through various promotional channels, especially on social media such as Instagram, Facebook and the agency's official website. The promotion contains information introducing the drive thru system as a service innovation that allows the vehicle registration and testing process to be carried out in one day without the driver needing to get out of the vehicle. To clarify information, UPT PKB displays digital posters that contain guidelines on service procedures, document requirements, and service operating times. In addition to promotion, UPT PKB also seeks to capture public expectations through monitoring the Public Satisfaction Index (IKM). This index not only serves as a measuring tool for the extent to which public expectations are met, but also as a reference for internal evaluation of the performance and quality of drive thru KIR test implementation. Thus, managing customer expectations is done through a combination of informative communication and continuous evaluation of public perceptions of the services received.

3.) Managing Evidence of Service Quality

Managing evidence of service quality is an important strategy that aims to strengthen positive customer perceptions, both during the process and after the service is provided. According to Tjiptono (2016), because services are intangible like goods, customers tend to judge quality based on physical or tangible evidence that they experience firsthand. Therefore, agencies need to convey clear, accurate, and not excessive information so that customers understand what they will receive without creating unrealistic expectations (Analdo Yoga Dwi Riskika, 2020). In this case, the Sidoarjo Regency Motor Vehicle Testing UPT shows the management of quality evidence through the provision of various service facilities and clarity of drive thru service procedures as a form of commitment to transparency and service quality.

As part of managing evidence of service quality, the Sidoarjo Regency PKB UPT has compiled a Standard Operating Procedure (SOP) which contains detailed stages of drive thru KIR test implementation. The SOP describes the service process starting from the administrative registration stage by the applicant so that the vehicle is recorded in the UPT PKB system, followed by a physical inspection of the vehicle using a special test equipment. After the

inspection, the vehicle will be declared to have passed or not passed the test. If it does not pass, the applicant can repair the vehicle first before rescheduling or submitting an appeal. For vehicles that pass, an endorsement and test book will be given as official proof of passing. The existence of this SOP is an important guideline in maintaining consistency and transparency of services to the community.

In addition to designing the SOP, UPT PKB has also built various facilities to support the convenience and smooth implementation of the drive thru KIR test. These facilities include drive thru service posts, vehicle test buildings, testing equipment, as well as supporting facilities such as printers, photocopiers, waiting rooms, prayer rooms, and canteens. The presence of these facilities aims to provide convenience for the community in accessing services without the need to leave their vehicles. However, UPT PKB realizes that there are still shortcomings, such as the unavailability of a special lane separating drive thru and regular vehicles after the administration process, which has the potential to cause irregular queues and inconvenience for service users.

4.) Educating Customers / Consumers About Services

Educating the public about a service is a crucial step in creating an effective and efficient service process. Educating the public not only improves their ability to make informed decisions in using services, but also contributes to higher public satisfaction. In this context, the Sidoarjo Regency Motor Vehicle Testing Unit as the drive thru KIR test organizer has the responsibility to educate service users about the applicable systems and procedures. However, the socialization carried out by this agency has not been carried out directly or face-to-face, but through digital platforms such as Instagram and the official website. The information conveyed in these media includes the difference between regular and drive thru KIR tests, the flow or stages of drive thru implementation, and the documents that need to be prepared by the applicant.

Furthermore, the Sidoarjo District PKB UPT also emphasized the importance of conducting KIR tests independently without intermediaries. One of the main objectives of developing the drive thru system is to encourage vehicle owners to come directly without relying on third parties or brokers. Through social media and digital information channels, the agency actively calls on the public not to use the services of brokers, as the presence of brokers often creates ineffectiveness in the service process and reduces transparency. The drive thru system innovation is designed to be a solution to this practice by simplifying the service process so that it is easier for the public to understand and reach directly without the help of other parties.

Responses from the public indicate that digital promotion by UPT PKB has been effective in introducing the drive thru KIR test system. Most people know about the system through Instagram

channels, official websites, and billboards installed in the Sidoarjo Regency Transportation Office area. This knowledge encourages interest in trying the new system, which is considered faster and more practical than the conventional system. Over time, the effectiveness of the service also spread through communication between citizens, where information about the convenience of the drive thru system was conveyed by word of mouth and expanded the reach of socialization among the general public.

5.) Developing a Culture of Quality

Quality culture is an organizational value system that produces an environment conducive to the formation and continuous improvement of quality. The Sidoarjo Regency Motor Vehicle Testing Unit conducts various ways to form an excellent quality culture, which is indicated by sending its employees to conduct routine training and training every year. This is in line with (Tjiptono, 2016) which says that quality culture consists of philosophy, beliefs, attitudes, norms, values, traditions, procedures, and expectations. In order to create a good quality culture, a comprehensive commitment is needed from all members of the organization. In addition, there are also eight main programs that are interrelated to form a culture of quality, namely; individual development, management training, human resource planning, work standards, career development, opinion surveys, fair treatment.

Employee training divides the level of vehicle examiners in UPT PKB Sidoarjo Regency. The training makes testing officers competent and can create quality services. UPT PKB Sidoarjo Regency also has a service commitment from the integrity pact. In order to strengthen and create a culture of excellent quality, UPT PKB Sidoarjo Regency also reflects on the service edict that has been made with the Sidoarjo Regency Transportation Office, The service edict symbolizes a full commitment to the work and services that will be provided to the community.

Agencies need to habituate their employees to prioritize quality to provide services to the community. If employees understand the importance of service quality, a culture will be formed for an agency to create good quality at work . The culture of good employee and agency quality at UPT PKB Sidoarjo Regency has a direct impact on the community. The community feels that officers have tried to provide easy and fast service, where officers direct the community from the administrative service process, then officers also approach people who are queuing to enter the vehicle test building to be directed back, and the community feels the reliability of officers in conducting vehicle testing.

6.) Creating Automating Quality

Before deciding to automate, service providers must examine in depth the aspects that require human touch (high touch) of the elements that require automation (high tech). The balance between high touch and high tech is needed to support the success of service delivery effectively and efficiently (Tjiptono, 2016). The implementation of the drive thru driving test requires the role of technology to make the service more efficient in time and effort. There are several parts of the service that require an element of automation or the role of technology in it, where at this time UPT PKB Sidoarjo Regency is in the process of implementing the Blue Full Cycle together with the Ministry of Transportation. Blue Full Cycle is a system for driving tests that integrates the entire process from the vehicle type test to the vehicle test, so that the authenticity of the proof of passing the test and excellent service are the focus of developing a vehicle testing service system at the Transportation Office (Syaifullah, 2025). Blue Full Cycle at UPT PKB Sidoarjo Regency makes the existing driver's test data also managed by the Ministry of Transportation, it can be stated that the driver's test printing process is carried out through the system. The public can conduct driver's tests in various regions in Indonesia with the Blue Full Cycle system.

Digitalization is also carried out by UPT PKB Sidoarjo Regency by making a smartcard in which there is a barcode containing data on proof of passing the vehicle test. With the digitization in the form of smartcards to minimize the occurrence of falsification regarding proof of passing the vehicle, because the smartcard itself was created to replace the proof of passing the vehicle test book which is done manually. In addition to automation carried out in physical form, UPT PKB Sidoarjo Regency also launched automation in the form of the E-KIR application to find out information about the drive thru test and can also register administration through the application.

Automating Quality in an agency plays an important role in improving service quality, where it makes services fast and precise (Analdo Yoga Dwi Riskika, 2020). The convenience of digitization carried out by UPT PKB Sidoarjo Regency is felt by the community as service users, where the community says that there is no need to carry a test book which is in fact larger when compared to a smartcard which is easier to store. The drive thru test, which is a form of automating quality, also makes the service easier and faster. This is felt by the community because by only registering the administration directly at the drive thru service post, making the registration process faster. The public also found it easy to get information about the drive thru test from the E-KIR application launched by UPT PKB Sidoarjo Regency.

7.) Following up on Services

Following up on services can help isolate aspects of services that need to be improved. Agencies need to take the initiative to contact some or all customers to find out the level of satisfaction and customer perceptions of the services provided. Agencies can also make it easy and comfortable for customers to communicate with management and contact employees, so that they can convey specific needs, complaints, or suggestions (Tjiptono, 2016). The process of following up services at the Sidoarjo Regency Motor Vehicle Testing UPT is carried out by following up on suggestions, complaints, and criticisms from the public through direct chats with the public and looking at the Community Satisfaction Index website.

Complaints and suggestions on the implementation of the drive thru test at the Sidoarjo Regency PKB UPT by the public in the form of complaints about the administrative registration queue at the service counter and community suggestions for expanding the parking lot and making a special lane for the drive thru test. The community considers that the drive thru system should provide speed and accuracy in the implementation of vehicle tests, but because it is still constrained by the lack of land and drive thru service posts, its implementation is not optimal. The community also complained about the use of the E-KIR application which was still unstable to use, many people complained that the application could not run properly.

Institutions need to follow up on the services they provide to customers to find out where there are deficiencies in service. This can help institutions identify service elements that require improvement (Analdo Yoga Dwi Riskika, 2020). UPT PKB Sidoarjo Regency as the implementer of the drive thru driver's license test system accommodates all complaints and suggestions from the community, the evaluation is carried out every three months to find out the strengths and weaknesses of the services that have been provided so far.

8.) Develop a Service Quality Information System.

Service quality information, systematically collected and disseminated, is essential in the decision-making process. Information systems that focus on service quality are relevant for all agencies that want to increase customer satisfaction, and one important aspect of this system is listening to the voice of the customer in developing their service quality information system (Tjiptono, 2016). The Sidoarjo Regency Motor Vehicle Testing Unit as the implementer of the drive thru test is trying to develop its service quality information system by monitoring service quality from the Community Satisfaction Index website, making E-KIR applications to improve service quality, and processing drive thru test data.

The public as drive thru test users see the information system carried out by UPT PKB Sidoarjo Regency running well because public complaints and questions can be answered directly when they ask employees. Public complaints in the form of long queues, lack of land and counters, and applications that sometimes cannot be used optimally. However, these complaints can be answered and given understanding by UPT PKB Sidoarjo Regency employees. In addition to complaints and suggestions, the public admitted that it was easy to access information about the drive thru test on social media services and the website of the UPT PKB Sidoarjo Regency.

Public agencies have a fundamental obligation to provide information to the public. Therefore, in order to carry out public services, it is important to create reliable public information service systems and procedures (Muslim, 2022). UPT PKB Sidoarjo Regency has a website that is incorporated with the Sidoarjo Regency Transportation Office to disseminate information to the public. The website contains various kinds of information about profiles, services, ppid, information, statistical data, complaints, and documents. It can be seen that the website shows that the UPT PKB Sidoarjo Regency has made efforts to develop information systems. UPT PKB Sidoarjo Regency also does other things in developing information systems by evaluating through IKM and providing transparent information to the public. Evaluation through IKM is carried out once every three months to monitor and respond to public complaints in order to improve service weaknesses. While transparency is provided by UPT PKB Sidoarjo Regency with the purity of information provided through the agency's website.

CONCLUSION

In the dimension of identifying the main determinants of service quality, it is done by prioritizing aspects of speed, accuracy, and convenience. However, these aspects are hampered by the lack of land which causes the absence of a special drive thru test lane and the lack of drive thru service posts. In the dimension of managing customer expectations, the community as users of the drive thru driver's license test hopes that there will be aspects of convenience, speed, and cheapness from this innovation. This aspect is carried out by the Sidoarjo Regency PKB UPT, but public expectations are not fully achieved because the speed aspect is not achieved. In the dimension of managing evidence of service quality evidence about services/services is carried out with services that are in accordance with standards and the construction of adequate facilities by UPT PKB, starting from service posts, parking lots, test buildings, waiting rooms, to canteens and places of worship. The community considers that the services provided by the drive thru test officers are appropriate and the facilities provided are adequate, but what makes the service less optimal is the lack of land for the drive thru test line. In the dimension of educating

consumers/customers about services/services carried out by UPT PKB with socialization through social media and banners regarding the drive thru test, the community assesses that the officer has voiced the drive thru test process well and can provide good direction during the vehicle test process.

In the dimension of developing a culture of quality carried out by UPT PKB Sidoarjo Regency by conducting routine training once a year for its employees to have adequate abilities when testing vehicles, this is felt by the public who state that drive thru test officers are able to provide good direction and can answer public questions. In the dimension of creating automating quality UPT PKB Sidoarjo Regency is making Blue Full Cycle and has implemented the use of smartcards and E-KIR applications. The community also felt the digitization, such as replacing the physical driving book with a smartcard and considered the implementation to be going well. In the dimension of following up on services / services carried out by UPT PKB Sidoarjo Regency by conducting internal and external evaluations such as responding to public complaints through IKM. The community as individuals who provide complaints / suggestions also feel answered because their questions can be answered by UPT PKB Sidoarjo Regency. The dimension of developing service quality information systems is carried out by responding to complaints from the drive thru test community who repeatedly ask about the drive thru test line, the addition of service posts, and land expansion. UPT PKB Sidoarjo Regency responded that it still has not made a budget because the costs are quite expensive. UPT PKB is also in the process of creating a system to separate regular and drive thru test data.

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