Policy Implementation in Transportation Office of Kediri City Regarding to Motor Vehicle Testing

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ABSTRACT

This study aimed to describe policy implementation of motor vehicle testing and its supporting and inhibiting factors in Transportation Office of Kediri City. This study was descriptive research with qualitative approach by involving all of related parties of motor vehicle testing policy in Kediri City. Data collection techniques used were documentation, observation and interviews directly in actual field. Identification of problems using the theory of Edward III, 1980. Public policy implementation in Transportation Office of Kediri City was in accordance with the theory of policy implementation of Edward III, 1980 which included factors of communication, resources, disposition, and bureaucratic structure. The supporting factors for the policy implementation of motor vehicle testing in Kediri City through the Regional Technical Implementation Unit were the presence of accurate calibrated measurement tools and accreditation of institution with the predicate of B. The inhibiting factor was the absence of socialization activities in Kediri City regarding to the motor vehicle testing policies because there was no budget provided for the activities.

Keywords: *implementation, policy, motor vehicle testing*

INTISARI

Penelitian ini bertujuan untuk mendeskripsikan implementasi kebijakan pengujian kendaraan bermotor dan faktor pendukung dan penghambatnya di Dinas Perhubungan Kota Kediri. Penelitian ini adalah penelitian deskriptif dengan pendekatan kualitatif dengan melibatkan semua pihak terkait kebijakan pengujian kendaraan bermotor di Kota Kediri. Teknik pengumpulan data yang digunakan adalah dokumentasi, observasi dan wawancara langsung di lapangan. Identifikasi masalah dengan menggunakan Teori Edward III, 1980. Implementasi kebijakan publik di Dinas Perhubungan Kota Kediri sesuai dengan teori implementasi kebijakan Edward III, 1980 yang meliputi faktor komunikasi, sumber daya, disposisi, dan struktur birokrasi. Faktor pendukung untuk pelaksanaan kebijakan pengujian kendaraan bermotor di Kota Kediri melalui Unit Pelaksana Teknis Daerah adalah adanya alat ukur yang akurat dan akreditasi lembaga dengan predikat B. Faktor penghambatnya adalah tidak adanya kegiatan sosialisasi di Kota Kediri mengenai kebijakan pengujian kendaraan bermotor karena tidak ada anggaran untuk kegiatan tersebut.

1. Introduction

The development of motor vehicle types as a mode of transportation facilities in Indonesia will have positive and negative impact on the community. Generally, the positive impact is to support and facilitate the community in carrying out their daily mobility and minimize wasted time and be more effective and efficient. Whereas one of the negative impact is traffic accident. Traffic accident is a series of traffic events that occurs due to the crime or violations that result in loss of property, injuries or causality caused by several factors such as: vehicle, human (human error), and road factors along with environmental factors (Naning, 1982).

Traffic accidents that involves motor vehicle in Indonesia is an important phenomenon from the part of community's lives that required policy, the consequences of these traffic accidents are ironic for the community because they cause material losses to causalities. If this continues, it is not impossible that traffic accidents in Indonesia will continue to increase.

Indications of negative impact on transportation development mode can be seen from the large number of traffic accidents which cause public problems in them, according to the data of Police Republic of Indonesia (Korlantas Polri) of East Java Province which is the region with the highest number of traffic accidents in 2016 that distributed at the regency and city area of East Java Province. Based on national data of Police Republic of Indonesia, the number of traffic accidents reached 5940 incidents and resulted in a total casualty of 9312 with details of 1248 deaths, 152 serious injuries and 7912 minor injuries with material losses of Rp. 8,099,060,501,-.

The data shows that on provincial scale the number of traffic accidents that occurs in Indonesia is an actual event and it is necessary to be identified about the cause and effect of traffic accidents, factors that support the occurrence of accidents and solutions that can be used as alternatives to solve and minimize the traffic accidents. Potential losses in the form of material and casualties, generally, it indicated that transportation problem in Indonesia cannot be underestimated and requires quality public policy to solve it (Morlok, 1995).

The efforts of Indonesian government in minimizing the incidence of traffic accidents are actualized in the provision of policy about the standard motor vehicles (feasible), which is through motor vehicle testing. This policy is contained in the Government Regulation Number 22 year of 2009 about Traffic and Transportation then Minister of Transportation Regulation Number 133 year of 2015 about Periodic Motor Vehicle Testing. Motor vehicle testing according to the Minister of Transportation Regulation Number 133 year of 2015 is a series of activities to test and/ or examine parts or components of motor vehicle, trailer trains, and train carts

in order to fulfill technical requirements and roadworthiness.

The implementation of motor vehicle testing policy provides a space for regencies and cities to carry out motor vehicle test policies in accordance with their regional potential and with the principle of regional autonomy. The implementation of motor vehicle testing policies is also available in Kediri City, East Java. The implementation of motor vehicle testing policies in Kediri City refers to Mayor Regulation of Kediri Number 55 year of 2012 about Motor Vehicle Testing which includes technical and administrative requirements for motor vehicles testing, the type of vehicle that should conduct motor vehicle testing, sanctions that established and penalties for violations.

The study approach of public policy has developed to lead to the entire process in which there are many parts that are interrelated and inseparable. This connectivity implies that every part of public policy has its own role and it is very necessary. Awareness of the importance of public policy makes practitioners and academics sort out the most important parts of public policy studies and try to describe them, implementation is an important part of public policy because the implementation of a policy will be tested for its successes and failures and its advantages and disadvantages (Winarno, 2016). This study aimed to describe the policy implementation of motor vehicle testing in Kediri City along with supporting and inhibiting factors for the implementation of the policy.

2. Theory

2.1 Public Policy

Public policy in the frame and context of statehood becomes a way and tool to regulate and control the problems that exist in the community that are solutive and independent in the public interest (Parsons, 2006).

Determination of policy is a necessity of the entire process that has been passed, at the stage of policy setting is the final result of the policy selected at the level of the policy process. (Kraft & Furlong, 2007 in Hamdi, 2014, p. 94) suggests policy setting (policy legitimation) as a support mobility implemented from formal political policy support which includes justification as a policy action. Furthermore Kraft describes the meaning of the first policy setting is that policy setting is a process and pattern for action by the government and for not carrying out certain actions. The second is related to achieving consensus on the selection of alternatives as policy setting.

A stakeholder who has authority in making and deciding a public policy certainly has a lot of literacy that will support him in carrying out his work in the field of public policy. Today there are many things that can be known and understood from public policy studies such as

the stages of public policy which is a way of assessing the complexity of public policies. Because of its nature which covers the public interest, it is important to understand how the public policy system can run well so that it can solve community problems in accordance with the initial objectives of the establishment of a particular policy. Some theories emerge as alternatives in the stages of public policy. As an instrument of public policy the policy stages have correlations that are interrelated with one another which have different characteristics (Winarno, 2016).

Public policy that established by the stakeholders, had formulated according to several procedure. The following figure shown the step of public policy that should be conducted by the stakeholder. The steps consisted of several parts, which were agenda arrangement, policy formulation, policy adoption, policy implementation and policy evaluation (Winarno, 2016).

Figure 1 The Step of Public Policy
Source: Winarno, 2016

2.2 Policy Implementation Model of George C. Edward III

George C. Edward III (1980) said that (Parsons, 2006):

Public policy is what government say and do, or do not do. It is the goals or purposes of government program.

Figure 2 Policy Implementation Model of George C. Edward III (1980)
Source: Parsons, 2006

Policy implementation of Edward III (1980) explained that the successful of implementation process could be determined by four factors, which were communication, source: human, funds, equipment, information, disposition, and bureaucratic structure.

3. Research Method

This study was descriptive research with qualitative approach. Descriptive research is an investigation or observation that carried out on independent variables and connects with other related variables. The aim of descriptive research is to provide flexibility to the author to collect data randomly, make descriptions and interpret problems that are factually and in detail accordance with the data obtained according to Transportation Office of Kediri City regarding to the Policy Implementation of Motor Vehicle Testing. Furthermore, qualitative research is humanistic research model that positions humans as the main subject of research and in comprehensive social events (Pasolong, 2012).

Data collection techniques that used in this study were field research, interviews, and documentation. The type of data collected in this study consisted of two types, which were primary and secondary data. The research instruments used to collect data in this study consisted of research actor, informant, and supporting equipment. Data that had been collected was analyzed by using data analysis of interactive model of Miles, Huberman and Saldana which consisted of data collection, data condensation, data display, and conclusions and verification. This study was conducted at Regional Technical Testing Unit for Motor Vehicle Testing, Transportation Office of Kediri City (Pasolong).

4. Results and Discussion

4.1 Policy Implementation of Motor Vehicle Testing in Kediri City

Motor vehicle testing is a product of policy that arranged by the government to check the condition of motor vehicles to be roadworthy when operating as a transportation facility for the public interest. The City Government of Kediri in implementing the motor vehicle testing policy was implemented based on Law Number 22 year of 2009 about Traffic and Transportation Minister Regulation Number 133 year of 2015 about the Periodic Motor Vehicle Testing and then strengthened by Mayor Regulation of Kediri Number 55 year of 2012 about Motor Vehicle Testing.

The technical policy implementation of organizational unit that had responsibilities, authority and duties along with functions in motor vehicle testing policy was Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, thus to measure the success and failure of this study

refers to the policy implementation theory of Edward III (1980) which described four variables, which were factors of communication, resource, disposition and bureaucratic structure (Parsons, 2006).

4.1.1 Communication Factors

Communication had a very important role in contributing to the successful implementation of public policy. As a means of delivering information, communication was needed by stakeholders to the policy implementer thus each policy agenda could be communicated in a directed manner then it could produce effective and efficient policy implementation (Hardiansyah, 2015). The policy implementation of motor vehicle testing in the area of Kediri City was also carried out well by the actors involved, one of which was to use communication facilities intended for all employees of the Transportation Office by discussing and coordinating as a way to identify problems occurring in the field. The discussion activities provided space for all elements of the leadership and staff to convey the progress of the implementation of public policy, the performance of public policy and its assessments which were useful as evaluation materials to find out the strengths and weaknesses of the policy implementation of motor vehicle testing in Kediri City. Delivering existing information related to the policy implementation of motor vehicle testing makes all actors able to position themselves according to their main tasks and functions, it was also useful for all employees to be able to know the responsibilities and limitations of their authority and to avoid overlapping authority and throwing responsibility to others (Fajar, 2009). Employee was also a form of public accountability in Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City to the community.

The internal communication system model built by the leadership elements and elements of the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City had useful goal to achieve successful communication in the framework of implementing motor vehicle testing policy, including:

- a) Communication was carried out in two directions or dialogue, this resulted in the collaboration between the leadership and staff elements, thus the problems in implementing motor vehicle testing policy could be quickly identified and solutions were obtained;
- b) Communication was more dynamic and flexible, although hierarchically arranged about the rank among employees but for communication delivery could be carried out directly in accordance with their needs and interests; and
- c) Communication with a pattern of open relations between employees allowed the exchange of

information more relevant and valid in accordance with the reality in the field. This created a closer relationship between employees professionally and personally.

Internal information disclosure in the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City had so far been carried out properly, the existence of meeting activities until the morning appliance aimed to find out what problems that occurred related to the implementation of motor vehicle testing. In addition, the well-built relationship, providing smooth communication between employees and the benefits obtained was that coordination could be carried out quickly and precisely the impact was that internal relations between employees could be carried out harmoniously and professionally. The meetings related to coordination were carried out in the service room for implementing motor vehicle testing policy. The meeting could be carried out conditionally and in accordance with the schedule which was a routine agenda of office activities. The theoretical element conveyed by Edward III (1980) related to communication variables with dimensions, which was transformation, clarity, consistency of communication processes that had been fulfilled relevant to the theory, but that only internal communication between employees for external communication to the community had not been implemented because there were no socialization activities carried out by the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, thus the external communication factor was also a factor that led to the violation of not carrying out motor vehicle testing in Kediri City.

4.1.2 Resource Factors

Resources were supporting variables for the successful implementation of public policy. Several types of resources, included human resources which had an important role as the subject and driver of public policy implementation.

In the area of Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, human resources were also available as a commitment to support the success of policy implementation of motor vehicle testing. Its important role made the existence of indicators assessing the quality of human resources that could be measured from educational backgrounds, competency training and performance according to the achievements of each employee. Furthermore, according to the level of education of all employees in the environment of Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, it had fulfilled the minimum education requirements by

taking formal education and technical education as a motor vehicle examiner. The level of education that had been taken by examiners in the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City was the Diploma-II, Bachelor to Master degree of education owned by employees who had the authority to carry out motor vehicle testing. The existence of minimum level of education aimed to select and ensure theoretical knowledge and empirical studies that related to the policy implementation of motor vehicle testing. With the many insights held by employees, it was expected to be able to print employees who had competent competencies in carrying out their duties, authority and responsibilities related to the implementation of motor vehicles testing in Kediri City. The level of education, rank and work experience or service was a source of hierarchy that differentiates employees from each other in carrying out their duties.

The following as a supporting variable for the successful implementation of motor vehicle testing policy was the availability of facilities resources that should be owned by the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City. The benefits and importance of facility's resources were to support the testing of motorized vehicles and as a facility to channel technical theory insights that were useful for solving existing problems related to motor vehicle testing. The supporting facilities would be used by testing officers to test the functions and performance of parts of motorized vehicles to ensure the roadworthiness of motor vehicles to be used on public roads. Supporting facilities were divided into 4 parts, which were: buildings, supporting facilities for the public, other facilities, test equipment and supporting equipment.

Regarding the theory of policy implementation of Edward III (1980) on resource variables that were divided into human resources and facilities had been able to identify their availability thus they were relevant to empirical facts in the field and were concretely used as research references.

4.1.3 Disposition Factors

Disposition become the next factor that could be seen as its role in the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City. The disposition variable could be analyzed and it was known the ability and attitude of motor vehicle testing officers who had a role in determining the success of the implementation of motor vehicle testing policies. As an actor who had an important role, competency and independent attitude possessed by the implementor of policy would avoid the attitudes and practices of bureaucratic pathology such as corruption, collusion and

nepotism. The avoidance of these bad attitudes and practices, positive and good impacts would emerge for the successful implementation of motor vehicle testing policy in Kediri City.

The purpose of the existence of these disposition factors was comprehensively as an effort to create performance transparency, organizational transparency, public services transparency that would be provided to the public related to motor vehicle testing policy. The principle of public accountability would also indirectly be created as an implication of transparency thus the contribution of the successful implementation of motor vehicle testing policies could be realized. In connection with the disposition of the distribution of authority and responsibility given to employees in accordance with the main tasks and functions also applied to the environment of Transportation Office of Kediri City.

In addition, to provide fair distribution of authority and responsibility for all employees in each field, the existence of this disposition also provided clarity on their duties and functions in accordance with their positions and fields of competence. Relationships between employees could also be established well and avoid the egocentric attitude of groups in certain fields of work because all work could be carried out with the disposition of work with employees in accordance with their respective field competencies. Disposition also included the appointment of employees and career paths based on the regulation of credit numbers. This underlied the quality of performance and professionalism produced by the employee could be realized in accordance with the main tasks and functions. The attitude and disposition behavior of motor vehicle testers was indicated by the existence of public service transparency that aimed to minimize the practices of corruption, collusion and nepotism as the implication of the disposition of the attitude of the implementers of professional motor vehicle testing policy. Transparency started from the administrative process of testing and the technical implementation of testing and notification of tariffs and fines as well as being manifestation of transparency that had been implemented by Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City.

The implementation theory of public policy (Edward III, 1980) described a comprehensive disposition variable to support the performance of employees in motor vehicle testing unit of Kediri City which included the attitude of employees and the appointment of bureaucracy to higher levels of office in accordance with empirical facts, then used to analyze disposition variables.

4.1.4 Structure Bureaucratic Factors

Regarding the implementation of motor vehicle testing policy in the Regional Technical Implementation

Unit for Motor Vehicle Testing, Transportation Office of Kediri City, there was also an organizational structure which included positions, authorities and responsibilities, and professional identity number of employee. Furthermore there was a clear bureaucratic structure as a manifestation of making a real contribution in supporting the successful implementation of motor vehicle testing policy in Kediri City.

The bureaucratic structure aimed to place an employee in accordance with the competencies, main tasks and functions as well as the responsibilities that they carried in their position and authority. Throwing authority and responsibility could also be minimized by the existence of the bureaucratic structure and avoiding conflicts that could occur horizontally or vertically between employees. Furthermore, standard operational procedure was a facility of carrying out performance in accordance with regulations that regulated the objectives and performance target of motorized vehicle testing. The absence of bureaucratic fragmentation was also part of the bureaucratic structure that supported the performance of the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City.

To realize the standard clarity of operational procedure, the performance of employees of motor vehicles testing should pay attention to the granting and limit of authority and responsibility in accordance with the position and class attached to each employee, certainly. The clarity of the standard operational procedure was realized through the existence of a vision, mission and motto that should be understood and implemented by all examining employees as the output of the performance carried out at the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City. The following was the vision, mission and motto that become the operational standard procedure.

The theory of policy implementation presented by Edward III (1980) proved to be relevant to empirical facts that existed in the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City. In the bureaucratic structure variables could be identified that from the bureaucratic structure and standard operational procedure and bureaucratic fragmentation dimensions had been fulfilled, this theory could be used as a guide to analyze the policy implementation of motor vehicle testing in Kediri City.

4.2 Supporting Factors in Policy Implementation of Motor Vehicle Testing in Kediri City

There were several supporting factors in policy implementation of motor vehicle testing in Kediri City, which were:

4.2.1 Calibration of Motor Vehicle Testing Equipment in Kediri City

Improving the quality of motor vehicle testing equipment was a vital thing that had an important role in carrying out motor vehicle testing activities. Technically, motor vehicle testing equipment was used to support roadworthy vehicle inspection such as testing the thickness of the hose, testing exhaust emissions, testing the lights, testing the weight of the vehicle, testing the front wheels, testing the sound level of the vehicle, testing speed indicators, testing the brakes, testing the thickness of the glass. The maintenance of these facilities and infrastructure was one of the efforts to support the successful policy implementation of motor vehicle testing in Kediri City. The manifestation of maintaining the quality of facilities and infrastructure was the responsibility of all examining employees and was realized in calibration activities.

Calibration was activity of measuring the accuracy of motor vehicle testing device based on predetermined standard conditions carried out by certified staff. Benefits of calibration was the purpose of this calibration activity was the effort to care for, maintain and repair periodic test equipment for motor vehicles. The calibration activity was carried out by the calibration team appointed by the Director General of Land Transportation in accordance with Director General of Land Transportation Regulation Number of: SK.2045/AJ.402 /DRJD/2014 about Standard Operating Procedure (SOP) for Calibration of Motor Vehicle Testing Equipment.

According to the overall results of the calibration of motor vehicle testing equipment was known that it had fulfilled the assessment and was legitimate to carry out roadworthiness tests of motorized vehicles technically proven by information with accurate predicate and calibration results of testing equipment based on minutes of calibration numbers: 106/UBKB-KLB/ VIII/2018, which explained on August 8, 2018, had carried out calibration of motorized vehicle testing equipment at the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, with accurate status.

The explanation of facility resource variables required in theory of public policy implementation presented by Edward III (1980) according to empirical facts existing in the technical implementation unit for testing vehicles in Kediri City was proven and implemented through calibration of motor vehicle equipment to support technical activities of motor vehicle testing officer. The theory was relevant to the results of research in the field thus this theory could be used as a basis for identifying the performance of Regional Technical Implementation Unit for Motor Vehicle

Testing, Transportation Office of Kediri City in carrying out the affairs of testing motorized vehicles.

4.2.2 Accreditation of Technical Implementation Unit for Motor Vehicle Testing

The formal recognition process as an effort to legitimize the competency assurance of technical implementation unit for motor vehicle testing was carried out by central government to the district and city governments as a means to assess and evaluate motorized vehicle testing activities that carried out in the area. Legitimacy by the central government for periodic test implementing units in the regency and city areas was set out in accreditation activities. A comprehensive explanation regarding the accreditation process of the motor vehicle test unit was the activity of the process of granting formal recognition which stated and decided that the testing unit of the motorized vehicle had not or had fulfilled the requirements to carry out the testing of motorized vehicles.

Accreditation as a condition for opening motor vehicle testing services to the public was also presented in Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City.. Professionalism of technical performance, motor vehicle testing equipment and competency of motor vehicle testing officers was evidence that accreditation could be given, besides that it was also a way to appreciate the performance that had been given by the motor vehicle testing unit.

Based on the Decree of the Director General of Land Transportation Number of SK.4134/AJ.402/DRJD/2018 dated 3 September 2018 stated that the performance agency of Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City had met the accreditation qualification with B accreditation value and it was valid since 3 September 2018 to 3 September 2020. According the results of the accreditation it was evident that the technical implementation unit of Kediri City had carried out the fulfillment of the variable quality requirements of facilities that were good.

Theory of policy implementation that presented by Edward III, 1980, it was clear that this facility's resource variable could help to analyze its role to support the successful implementation of motor vehicle testing policy in the Kediri City which proven that the facility's resource variables were existed and were in technical implementation testing unit of Kediri City, then this theory was very relevant to be used as a guide in carrying out the research.

4.3 Inhibiting Factors in Policy Implementation of Motor Vehicle Testing in Kediri City

There was one inhibiting factor in policy implementation of Motor Vehicle Testing in Kediri City, which was as follows:

4.3.1 Socialization of Motor Vehicle Testing Policy in Kediri City

The relationship of communication between the policy implementor and the recipient of the policy, which was the community should be well established, the form of efforts to establish good relations was actualized through communication in the form of direct dialogue. Furthermore, in the implementation phase of the motor vehicle testing policy in Kediri City required to be carried out to introduce these rules through the socialization of the policy, thus all mechanisms of the test file administration system, motor vehicle vehicle application requirements, administrative fines and also the obtained output could be understood by the people of Kediri City.

Broadly, Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City understood about the importance of socialization against the implementation program of motor vehicle testing policy to be implemented, with the fundamental aim of contributing to the success of policy. However, on the other hand, it was also understood that the limited budget regarding efforts to socialize the policy of testing motorized vehicles became a real obstacle that was faced, thus the socialization of motor vehicle testing policies could not be realized. The absence of socialization carried out by the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City caused the community to be apathetic and not care about the relevant regulations. Based on the results of interviews with informants, which was community who worked as motor vehicle drivers that should had roadworthiness tests stating that the socialization form Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City was considered to have an important and necessary role for them.

According to the theory of Edward III, 1980 which was related to communication factors with the dimensions of transformation, it was clear that external communication step that should had been carried out to the community through socialization was not conducted due to the limited budget. The theory presented by Edward III was relevant and could be used as the basis for entering the transformation dimension communication variable to analyze factors that inhibited

the policy implementation of motor vehicle testing in Kediri City.

5. Conclusion

Based on the results and discussion of research above, conclusions could be concluded as follows:

- a) In the process of implementing motor vehicle testing policy in Kediri City, the study result shown that there were variables that supported the successful implementation of this policy, including factors of communication, resource, disposition, and bureaucratic structure;
- b) The supporting factors for the successful of policy implementation of motor vehicle testing in Kediri City were the existence of measuring instrument calibrated with accurate status and accreditation with the predicate B which was owned by the Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City; and
- c) As the suggestion for Regional Technical Implementation Unit for Motor Vehicle Testing, Transportation Office of Kediri City, they should conduct socialization program for the community in order to prevent violations, thus the implementation of policy could run well.

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