The Innovation Capacity of the Electronic Traffic Law Enforcement (ETLE) of the Indonesian National Police Viewed by the Observatory of Public Sector Innovation (OPSI) Framework

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ABSTRACT

Electronic Traffic Law Enforcement (ETLE) has been inaugurated and is expected to improve the image of the National Police, minimize extortion practices by officers, and increase driving discipline. Apart from that, ETLE is a National Police program to realize good governance with the values of transparency, accountability and responsiveness. This paper aims to analyze problems in the ETLE program using the Observatory of Public Sector Innovation (OPSI) Innovation Framework prepared by the Organization for Economic Co-operation and Development (OECD). The OPSI Framework consists of innovation objectives, potential, capacity, and impact. The analysis uses the OPSI Innovation Framework to identify problems that occur in innovation to carry out improvements and developments to create sustainable innovation. Based on the results of research using the OPSI framework, ETLE has several problems: requiring a lot of infrastructure with significant resources, an organizational culture that is still silo-like, community disobedience to rules and an organizational culture that is still traditional. The solution to this problem is: First, for limited infrastructure that requires a large budget, apart from collaborating with regional governments, the National Police can also request support from the central government to provide infrastructure for the implementation of ETLE throughout Indonesia because this is a priority program for the National Police; Second, the rules were not followed openly, the police had to carry out intensive information activities about ETLE and issue manual fines to deal with violations on the spot. Third, regarding organizational culture, the Police Chief, as the leader of the National Police, can create an innovative and agile corporate culture and implement collaborative governance with various stakeholders.

INTRODUCTION

According to Law (UU) 25 of 2009 concerning Public Services, Public Services are activities or series of activities to fulfil service needs by statutory regulations for every citizen and resident for goods, services and/or administrative services provided by the service provider. However, today's modern world has changed so rapidly that technology has drawn a line between information and society's needs. Speed and accuracy are needed in the interactive process between government and society (Kurniawan, 2016).

The gap between government officials and the community is an obstacle to providing services. In addition, the quality of public services is influenced by bureaucratic cultural boundaries. The current Indonesian bureaucracy no longer meets society's demands for accountability and transparency. With such background and conditions, the need for change and adaptation of government apparatus is urgent, so, logically, the consequences of reforming public service administration should be a concern for the government to innovate public services (Muksin & Avianto, 2021).

Innovation activities previously only used in various private or corporate sector functions are now developing innovations with applications in the public sector, ranging from public pressure to demands for improved public services. According to Valkarna et al. (2013), innovative activities carried out in the public sector are closely related to global changes and the challenges public administration researchers and public sector organizations face to respond to technological developments in the modern world. One of the biggest challenges is the COVID-19 pandemic. It can be a powerful force and engine of innovation as it forces governments to see the world differently and reimagine the future (Kaur et al., 2022).

Innovation in the public sector must have economic and social benefits for society as users of these services (Fuglsang & Pedersen, 2011). In other words, innovation in public services is the final result of a public organization whose benefits can be felt by the community as its users. One of the public service innovations that commonly occurs in Indonesia is service innovation in police administration.

Police service innovations have been implemented by the Indonesian National Police (Polri), namely the implementation of the Mobile Driving License (SIM) Extension program, one of which is in the large city area of Surabaya (Budhiono et al., 2008) to meet the needs of the people who apply for SIM fast, simple, transparent and non-urgent SIM renewal service. Meanwhile, the Sidoarjo Resort Police (Polresta) also innovated in making Police Record Certificates (SKCK) online (Fauziyah, 2017). Sidoarjo Police developed a web technology based SKCK service to make SKCK processing more accessible to the public and cut bureaucracy in Indonesia, especially in the police environment. Apart from that, the Riau Regional Police have created an innovative online vehicle tax payment service via the e-Samsat application. This innovation is an online application that makes it easier for people to pay road tax (Zubaidah & Lubis, 2021).

However, the condition of the bureaucracy, especially in law enforcement, can be illustrated through the two tables below, which show the level of public trust and the number of reports to the Indonesian Ombudsman regarding the authorities notified:

Table 1. Level of Trust in Law Enforcement Institutions in Indonesia in 2021

No	Institution	Believe %	Don't believe %
1.	RI Corruption Eradication Committee	76,2	23,8
2.	Judicial Institution	73,7	26,3
3.	Prosecutor's Office	73,7	26,3
4.	Police	66,3	33,7

Source: Indonesian Public Opinion Discussion and Study Group (Coffee Shop)

The table above shows that the level of public trust in the National Police as a law enforcement agency is at the lowest level at 66.7%, while the Corruption Eradication Committee is at the top level at 76.2%.

Table 2. Public Complaint Reports Based on Reported Agencies

No	Institution	Number of Reports %
1.	Police	9,28
2.	Judicial Institution	3,80
3.	attorney	1,32
4.	RI Corruption Eradication Committee	1,18

Source: RI Ombudsman Annual Report 2021

Meanwhile, data in Table 2 of the Indonesian Ombudsman's Annual Report for 2021 shows that public complaints regarding acts of fraud in law enforcement agencies are highest at the National Police Agency, at 9.28% of the total number of complaint reports.

Reviewing the two data above, it can be seen that the National Police needs a higher level of public trust in state law enforcement agencies. This also shows that there is still dissatisfaction among Indonesian public services due to dissatisfaction with the services provided by the government. As one of the providers of public services, the National Police must be able to protect and serve the community. By Law Number 2 of 2022 (UU) mandate, the National Police operates in security and public order, law enforcement, protection, protection and community service. Because of this task, the police must enforce the law and provide public services to create order.

Trust in government institutions is not a new issue, and it has become a pressing challenge over the last decade as public needs shift and demand governments change (OECD, 2021). This shows the need for the government to ensure transparent communication that includes both positive and negative information. In addition, the government can build public trust by producing an innovation-friendly environment with democratic values (Hope et al., 2021).

Along with the development of information and communication technology, the public's need for quality public services in a transparent and accountable manner is growing. The National Police is aware that enforcement of traffic orders is currently not being carried out optimally to increase transparency and accountability, where there are still police officers who use their authority to receive gratuities for traffic violations, which results in the level of public trust in the National Police remaining low.

Based on 2020 data, the National Police's Professional and Security Division (Program) has given sanctions for violating discipline, ethics and crime to 3,304 members with 38 cases of illegal levies (extortion) (CNN, 2021). Meanwhile, enforcement of traffic violations is based on evidence of traffic violations (tickets) in 2021 (January-October) throughout Indonesia, amounting to 1.77 million pieces of evidence of violations (Pahlevi, 2021).

Therefore, the National Police is trying to innovate services to improve public services, including implementing the Electronic Traffic Law (ETLE). H. electronic tickets as a form of non-profit service aimed at improving public relations. Road safety. ETLE is an information technology-based traffic law enforcement system that uses cameras and records them directly to handle traffic violations (Kolantas.go.id). ETLE was first announced nationally on March 23 2021, when it became a Phase I program and was included in the National Police Chief's 100-day program, which was implemented in 12 Polda. On October 25, 2022, the National Police stopped selling manual tickets to drivers violating traffic rules (Pusiknas Polri, 2022).
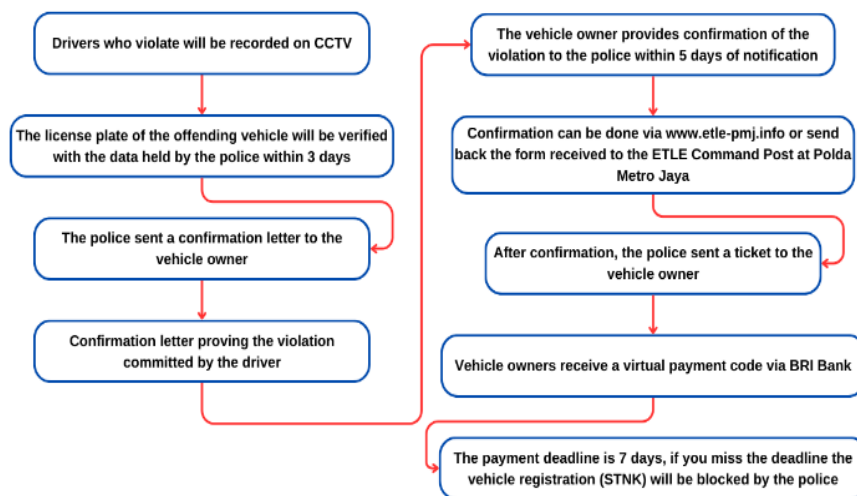
Figure 1. Prosedur ETLE
Source: Diagram processed by researcher

ETLE utilizes technology in recording traffic violations as a policy innovation that must be responded to with a policy form or adaptation that is easy to apply. In the ETLE system, enforcement of traffic violations is recorded by cameras. In the Jakarta area, there are 109 ETLE cameras installed on violation-prone roads. After the ETLE camera captures a violation, the officer will send a confirmation letter to the violator's address and require the violator to confirm within 5 (five) days to the Sub Directorate of Law Enforcement online or come directly to the office. If confirmation is not carried out, it will block the Vehicle Registration Certificate (STNK). The ETLE mechanism is a process of cultural change, which was initially carried out manually to become digital. This is in line with Rogers (2003), who states that policy innovation is a continuous process and encourages people to make changes because policy innovation can be used to answer challenges by society's social needs.

The results of several previous studies prove that ETLE innovation has effectively impacted the problem of traffic violations and improved the image of the National Police institution. Priambodo's research (2023) concluded that the presence of ETLE could still not increase the community's legal compliance with traffic. However, ETLE has helped the effectiveness and efficiency of officers in the field to regulate and crack down on traffic. Apart from that, based on traffic violation enforcement data obtained from the National Traffic Management Center of the National Police's Traffic Corps (NTMC Korlantas) from January to September 2022 throughout Indonesia, there were 2,711,260 cases (Pusiknas Polri, 2022). This data shows an increase in violations in 2021 and 2022, amounting to 941 thousand cases of violations. The increase in violations was due to the easing of Large-Scale Social Restrictions (PSBB) during the Covid-19 pandemic. However, based on the 2022 survey conducted by Indonesian Political Indicators shows that the majority of people, 68.5%, agree with the implementation of ETLE (Annur, 2022). So from these 2 (two) data, researchers want to measure ETLE's innovation capacity using the Observatory of Public Sector Innovation (OPSI) framework by identifying problems in innovation in the public sector to obtain sustainable improvements.

METHOD

This type of qualitative descriptive research uses secondary data by collecting literature and documentation utilizing various significant research findings and publishing in various national and international public media. The research analysis technique used is 4 step analysis: data collection, data reduction, data presentation and inference (Huberman & Miles, 1983). Researchers will collect, reduce and present secondary data regarding the innovation of the ETLE Polri program as a national strategic program. Then, the researcher will analyze the secondary data using the OPSI Framework based on particular references to the book Innovative Capacity Governments: Kaur M, Buisman M, McCulloch C, Bekker A and Mitchell L 2022 A Systematic Framework. Next, as a closing, the researcher will draw inferences or conclusions based on the analysis findings using the OPSI Framework.

RESULTS AND DISCUSSION

Characteristics or principles that must be implemented according to UNDP (1997), include: (1) Participation, namely that the community has personal rights directly or with representatives according to their needs in the decision-making process; (2) Accountability, namely that every program and the results of the program carried out must be accountable to the community or parties who have authority; (3) The rule of law, namely the existence of justice in the law, and obeying the law and legal framework, especially legal rules relating to human rights; (4) Transparency, namely that information regarding an activity must be freely accessible to the entire community and authorized parties; (5) Capture capacity, namely each institution and process is dedicated to providing services to various stakeholders; (6) Consensus-oriented, namely that the government must act as an intermediary to provide the best opportunity to maximize the interests of all parties to reach consensus, as well as all policies and regulations formulated by the government; (7) Fairness, namely in good government governance there must be equal opportunities for all people to improve their quality of life; (8) Effectiveness and Efficiency, namely by making full use of the various resources available to guide every activity and institutional process to produce products that genuinely meet needs; and (9) Strategic Vision, namely the existence of a broad and far-sighted view from leaders and interest groups regarding good governance and human development and development.

Conceptually, "good governance" is often referred to as good administration. This term refers to state reform aspects in which the government carries out its duties and functions effectively and efficiently (Section & Nugraheni, 2016). One way to develop sound management is to increase creativity and innovation at the individual, group and organizational levels. According to Geoff Mulgan (2009), there are three dimensions of innovation in government, namely: 1) changes in government institutions; 2) changes in organizational forms and arrangements for planning and providing services; and 3) greater public participation in service design and delivery. According to Weckert, Lucas & Selgelid. (2013), along with developments and innovations in Information and Communication Technology (ICT), is necessary to realize good governance and improve the quality of services to the public.

The Council of Europe (COE.INT., 2008) 2008 summarized 12 principles of good governance contained in the innovation strategy, namely 1) participation, 2) responsiveness, 3) effectiveness and efficiency; 4) transparency; 5) supremacy of law; 6) ethical behaviour; 7) qualifications and abilities; 8) change innovation; 9) sustainability; 10) financial management; 11) human rights and cultural diversity; and 12) accountability. The European Council developed these principles of good governance to help local governments improve services to the public. In the eighth principle of Innovation to Change, the European Council emphasizes that local governments must try new programs and learn from the experiences of other countries to create innovation with a climate of efficient change and better results with modern methods of providing services to the public (COE. INT., 2008).

As stated in the 2019 OECD Declaration on Public Sector Innovation, innovation is a proactive strategy the government can use to respond, adapt and prepare for change. Thus, innovation should not be seen as an end in itself but as a driver for realizing good governance (OECD, 2020a)

In the early 2000s, the term innovation in the public sector still needed to be more popular. It had become a broader discourse than the term New Public Management (NPM), which is one of the mainstay concepts for improving and enhancing public services. NPM is indeed one of the concepts that underlie the emergence of various innovation practices in the public sector

(Hall & Holt, 2008). However, during the NPM era, public services were decentralized. Emphasis was placed on output and tended to directly adopt all various practices in organizations' business to be implemented in public organizations (Ferguson, 2019; Lynn Jr., 2013). So, over the past few decades, many governments have moved away from NPM and turned to innovative methods to achieve more excellent public value. This new approach marks a shift from simply "looking in" to improving policy and service delivery and includes inter-agency collaboration, negotiation, and active participation of relevant stakeholders (Torfing & Triantafillou, 2013).

Innovative methods in the public sector are about finding new and better ways to achieve positive public outcomes. Given the increasingly complex challenges facing governments, including climate change, infectious diseases, and rapid technological advances, increasing the innovative capacity of governments and public sector systems is imperative. Thus, demonstrating the government's capacity to innovate in the public sector is a core element to strengthen public trust in organizations.

So, in the field of scientific research development, various countries have successfully innovated through different paths from each other. However, according to Mulgan (2009), there are similarities in the field of innovation in the public sector, with several elements in common in the innovation process, namely leadership, pulls and pushes, creativity and recombination, prototypes and pilots, scaling and diffusion, and sophisticated

risk management. Apart from that, the OECD sees several incentives that require the government to carry out innovation, namely that there is a public need to change and trust in the government is starting to be threatened; rapidly evolving technology and data; shifts in globalization and geopolitics; and a complex and uncertain future (OECD, 2021).

Bynalyzing an innovation using the Observatory of Public Sector Innovation (OPSI) method can help governments understand and utilize their innovative capacity. According to Adler & Shenbar (in Rajapathirana & Hui, 2017), innovation capacity can be defined as follows: 1. The ability to develop new products that satisfy market needs; 2. Capacity to apply appropriate technology to produce new products; 3. Ability to develop and adopt new products and technologies to meet future needs; and 4. Capacity to respond to unintended technological activities and unexpected opportunities created by competitors.

The OPSI Framework develops a Systemic Framework: Government Innovative. This practical and systemic Framework guides governments in leveraging innovation as an integral part of policymaking and administration and supports them in increasing their capacity to adapt to environmental change proactively. Ultimately, the Framework helps governments manage their public administration systems to build more holistic, impactful and sustainable solutions and improve the lives of citizens.Gambar 1. Frames of Focus Innovation on Public Sector by OPSI.
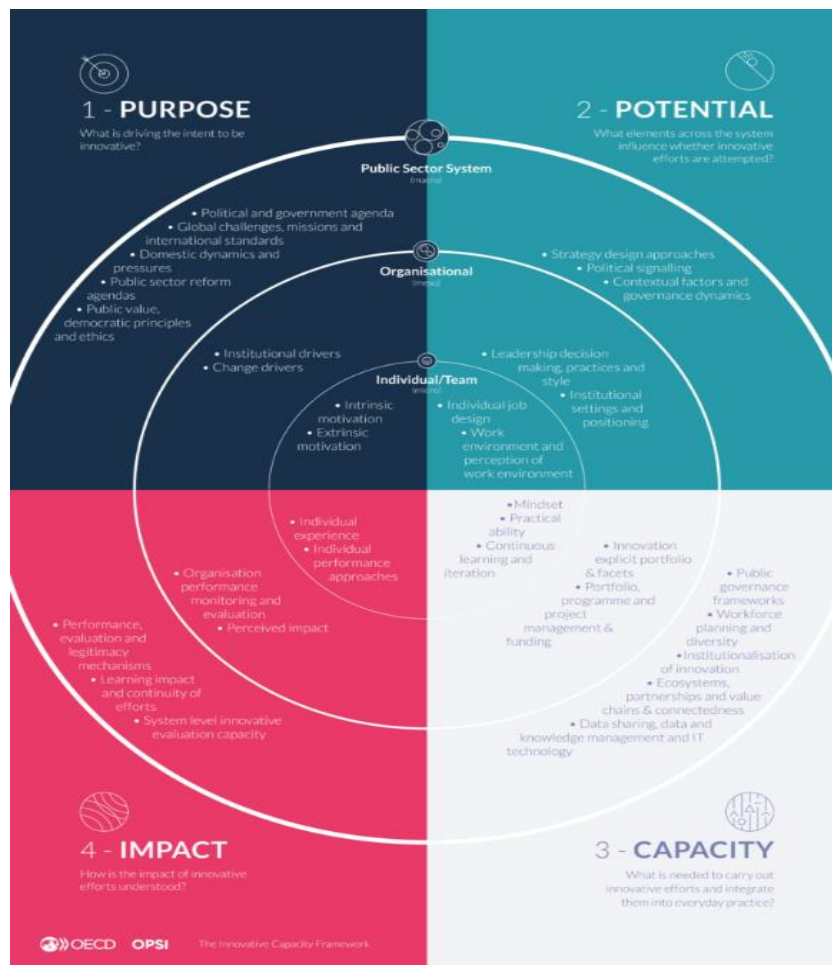
Source: Observatory Of Public Sector Innovation (OPSI) Systemic Framerwork By by Kaur et, al. (2022).

To better understand innovative capacity, Kaur et al. (2022) introduced the OPSI Systemic Framework as in the figure above

to explore the main drivers, supporters, barriers, capacity and impact through four key questions, namely: 1) Purpose, what

drives the intention to innovate?; 2) Potential, what elements throughout the system influence innovative efforts?; 3) Capacity, what is needed to carry out innovative efforts?; and 4) Impact, what is the impact of the innovation and informs the future of the innovation?

The OPSI framework guides the exploration and reflection of various dynamics within a public sector system as a whole, considering that it requires consideration of all elements and actors and their interactions. The OPSI framework analyzes with a focus on three levels, individual and group, organization, and the entire system, through four factors: purpose, potential, capacity, and impact.

After looking at the theoretical study, researchers will carry out an analysis using the Innovative Capacity Framework prepared by OPSI to measure the implementation of the ETLE policy to resolve the problems that occur, namely reducing traffic violations and increasing public trust in the National Police as well as providing recommendations for improving services to the public. Based on the theoretical study above, public sector innovation has unique characteristics. According to Windrum (2008), there are 6 (six) forms of public sector innovation: service innovation, service delivery innovation, administrative and organizational innovation, concept innovation, policy innovation, and systemic innovation. Of the six public sector innovations, three forms of innovation, namely innovation in service delivery, innovation in the organizational and administrative fields and systemic innovation, are innovations whose results are not products or documents but actual results. The other three innovations are service innovation, concept innovation and policy innovation. All three are forms of innovation that can be seen as products or documents with accurate results (Windrum, 2008).

ETLE Polri innovation is a form of service, policy, and concept innovation. This ETLE innovation is an innovation that can change the strategy of the National Police organization in making policies in the form of goods and services to improve the quality of public services in the field of security control and traffic comfort. So, this article focuses on measuring the innovation capacity of ETLE, which has been implemented by Polda Metro Jaya DKI Jakarta since 2021 using the OPSI Systemic Framework method.

The OPSI framework focuses on 4 (four) factors: purpose, potential, capacity and impact, with 4 (four) key questions, namely: 1) Purpose, what drives the intention to innovate?; 2) Potential, what elements throughout the system influence innovative efforts?; 3) Capacity, what is needed to carry out innovative efforts?; and 4) Impact, what is the impact of the innovation and informs the future of the innovation? (Kaur, M., Buisman, M., McCulloch, C., Bekker, A., & Mitchell, L., 2022).

Based on the OPSI framework above, researchers will analyze the review results as follows: Purpose: What drives the desire to innovate? Viewed from the individual aspect, namely the intrinsic motivation that ETLE or Electronic Ticketing continues from the thoughts and ideas of the National Police Chief, Police General Drs. Idham Azis, M.Si in 2018 was then continued by the following National Police Chief, General Listyo Sigit Prabowo, as the National Police Chief's 100-day program (Rozik, 2020). Meanwhile, the extrinsic motivation is support from the Indonesian Police Strategic Studies Institute (LEMKAPI), giving appreciation to the National Police Chief for his efforts to enforce the law on the highway (Rassat, 2022). Regarding organizational goals, ETLE's innovation capacity can be seen from 1. The driving

force of the organization, ETLE, is the embodiment of the National Police creating a good governance organization (Basyar et al., 2022) and Law Number 22 of 2009 Article 272 paragraph (1) concerning Traffic and Road Transport states that to support activities to take action against violations in the field of traffic and road transport, electronic equipment can be used; 2. Leadership and Organizational Culture In the Industrial Revolution 4.0 and the VUCA era, the National Police must make changes by creating accessible services and simple bureaucracy (Rozik, 2020); 3. There are external drivers, namely the high number of NTMC Polri traffic violations in 2019, there were 1,060,606 violators; in 2020, there were 548,797 violators (Pusiknas Polri, 2021); and in 2021, there were 1,767,793 violators (Pahlevi, 2021) and ethical violations by police officers. In the objective aspect of the public sector system, there are 3 (three) indicators, namely: 1. Politics and Government Agenda that ETLE is by Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for the Development of Indonesian e-Government, namely the use of communication and information technology in administrative processes that increase efficiency and effectiveness through optimal use of technology; 2. Global Challenge that in the era of industrial revolution 4.0, organizations in the public sector are required to create effective and efficient innovations to improve the quality of public services (OECD, 2020), and several countries have successfully implemented the ETLE program, namely China, Georgia and the Netherlands (Rozik, 2020); and 3. Domestic Dynamics and Challenges: There is a decline in public trust in the National Police institution. Implementing the ETLE policy is expected to increase public trust in the National Police (Basuki, 2023).

From the Purpose aspect, researchers found that the goals of innovation intentions between individuals, organizations and public sector systems were aligned. The ETLE program, which was launched by the National Police Chief, General Listyo Sigit Prabowo, as the National Police Chief's 100-day program has the aim of realizing the government's agenda by increasing the efficiency and effectiveness of public services through optimal use of technology. Furthermore, in the Potential aspect, the question in the OPSI framework is: What elements throughout the system influence innovation efforts? In terms of individual elements, it consists of 1. Work Environment: In the era of industrial revolution 4.0 and the public's high demands on the National Police, the National Police Chief must change the work culture to be innovative; and 2. Innovation Efforts ETLE has been introduced since 2018 in DKI Jakarta and was developed by increasing camera capacity to detect violations in 2019. Then, in 2020, it was developed again to detect motorbike riders and was inaugurated for use in 12 Polda in 2021 (Rozik, 2020) and 34 Polda in 2022 (Christiyaningsih, 2022). However, in 2023, manual ticketing will be reintroduced due to technological and budget limitations (Ombudsman, 2023). Then, the organizational elements are divided into 3 (three): 1. Leadership Practices and Style during the leadership of the National Police Chief Drs. Idham Azis, M.Si, and Listyo Sigit Prabowo gave Ditlantas the authority to develop ETLE innovation. Apart from that, providing support for the implementation of ETLE by issuing a Telegram Letter from the Chief of Police Number ST/2264/X/HUM.3.4.5/2022 on 18 October 2018; 2. Strategic Design: There is a diffusion of innovation carried out in the ETLE program, but it is not optimal, so the ETLE program does not run optimally because a small part of the diffusion of innovation occurs through social media and mass media, so people who

always use the ETLE program still do so. I do not need help understanding. (Pratama, 2022); 3. Decision-making within the Organization that the National Police Chief determines the national implementation of ETLE by issuing a Telegram Letter from the National Police Chief Number: ST/2264/X/HUM.3.4.5/2022 on 18 October 2018, and its implementation is supervised by each Regional Police Chief.

In the Potential aspect, researchers found problems that influence innovation efforts, namely the infrastructure factor where ETLE requires sophisticated equipment and significant funds to accommodate implementation in 34 Polda. Although seen from the organizational capacity and public sector system, the ETLE program has received support from the leadership in the form of regulatory policies to normalize the ETLE program in 34 Polda. This provides the potential that the ETLE program can be implemented with the support of changes to the public governance system.

Then, in the Capacity aspect, the question in the OPSI framework is: What is needed to carry out innovation efforts? In the aspect of individual Capacity, 1. The leader's mindset, namely National Police Chief Listyo Sigit, said that to avoid illegal levies by the traffic police for traffic violations, innovative changes are needed, where the police no longer issue fines but only regulate traffic (Thenu, 2021) 2. Practical ability to collaborate in implementing ETLE, where the National Police collaborates with PT. Post to help send electronic ticket letters (Nursyamsi, 2021). Then, regarding implementing human resources, the ETLE Program HR consists of several public agencies and is divided into several levels. Public agencies involved in implementing the ETLE program include the National Police at the central level, then at the provincial level there is the Regional Police and at the city level there is the Police (Ekandana et al., 2022); 3. Sustainable Capacity: The ETLE program continues to innovate and adapt to changes, as seen in the ETLE program launched in 2018 in Jakarta. Then, in 2019, it was implemented in Semarang, Solo, Makassar and Surabaya. It continues to be developed until 2022; it will be implemented in 34 Polda; there are 295 Static ETLE cameras and 794 handled ETLE camera; 4. Time to innovate: In this aspect, the application process for the 34 Polda takes four years, but according to the adaptation of the ETLE program, it takes little time because there are no significant procedural differences (Pratama, 2022); 5. Team Dynamics, in this aspect, individual Capacity is needed to face various dynamics and uncertainties caused by global, regional and national situations; it is hoped that the National Police's human resources will be superior and professional. Therefore, the National Police has assigned its officials to carry out implementation studies in countries that have successfully implemented the ETLE program, namely China, Georgia and the Netherlands (Rozik, 2020).

Then, in the Organizational Capacity aspect, there are 2 indicators, namely 1. Institutional conditions and support are where the implementation of the ETLE program has the main obstacle, namely the vast budget required to procure cameras and the budget for sending ticket confirmation letters by PT. Post.

Table 3. Total ETLE Violations January – December 2022

ETLE violations until December 2022		
Total Confirmed	Validated	Violations
42.852.990	1.716.453	636.239

Source: Fajri, Medcom.Id

It can be seen from the data above that by the end of

December 2022, and there were a total of 42,852,990 violations and 1,716,453 validated violations. However, only 636,239 confirmed letters were returned to the National Police (Fajri, 2023). Therefore, the National Police must collaborate with regional governments to develop the ETLE program to run effectively and efficiently (Faris, 2018); 2. In strategy, practices, and work culture, the National Police invites stakeholders such as the Regional Government and PT. Post and Digital Company will collaborate in developing and implementing the ETLE program.

Meanwhile, in the Public Sector System Capacity aspect, there are 4 indicators, namely 1. Regulatory Flexibility is seen in the Government's commitment to Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for the Development of Indonesian e-government, namely the use of communication and information technology in administrative processes that increase efficiency and effectiveness through optimal use of technology; 2. Institutionalization of Innovation, the ETLE Program is in line with Article 272 of Law Number 22 of 2009, that electronic devices can be used to support measures to control violations in the road and transportation sector and is implemented by the National Police Chief's Telegram Letter Number: ST/2264/X/HUM .3.4.5/2022 on 18 October 2018; 3. Openness and connectedness show that the ETLE program can be implemented through collaboration between the National Police, Regional Government and PT. Post so it runs transparently, effectively and efficiently (Nursyamsi, 2021); 4. Data Sharing is seen in the collaboration between the DKI Jakarta Transportation Agency and the Traffic Directorate to create Big Data through Electronic Registration and Identification (Friastuti, 2018). This data-sharing collaboration will also be expanded across regions to realize Big Data.

Regarding capability, research by Rakhmadani (2017) found that the ETLE program has provided effective, efficient, transparent, and accountable public services to realize good governance through technology. However, the Potential aspect also has different problems, namely budget limitations.

Table 4. Data on Lack of ETLE Camera Facilities

Camera ETLE Statis	Camera Weight in Motion	Camera Mobile Handled	Camera on Board	Camera Portable
3.032	1.467	395.885	455	737

Source: Sedayu, Tempo.co

From the data above, it can be seen that more support facilities are needed to run the ETLE system. The above data was presented at the Joint Meeting of the National Police and Commission III of the DPR RI, Head of the National Police Traffic Corps Inspector General Firman Shantyabudi, revealing that there was a budget shortfall which resulted in a shortage of ETLE camera facilities (Sedayu, 2023).

Apart from that, the Director of Law Enforcement for the National Police Traffic Corps, Brigadier General Pol Aan Suhanan, stated that in the future, ETLE ticket letters will be sent via email because so far, less than 10% of traffic tickets have not been sent to the offender's address due to budget limitations (Samudra, 2023). , researchers found the importance of involving stakeholders, as was done in the city of Surakarta. According to research by Sajid & Nurharjadmo (2023), the City of Surakarta has succeeded in implementing collaborative governance to implement the ETLE policy by involving stakeholder actors,

namely the Surakarta Police, Surakarta City District Court, PT. Serving Cakrawala Nusantara as a document logistics provider and PT. Pos Indonesia Surakarta Office.

Lastly, in the Impact aspect, the question in the OPSI framework is: How can the impact of innovative efforts be understood and informed? In the Individual Impact aspect, experience indicators are the main ones in the OPSI framework. Individual experiences in the ETLE program have given National Police Chief Listyo Sigit appreciation from various groups for changing the disciplinary culture of officers and the public (Dinilhaq, 2021). Then, on the organizational impact aspect, namely, 1. Based on research results, Innovation Impact believes implementing the ETLE program can improve the image of the National Police (Ta, 2022); and 2. Learning Impact, from the results of research on ETLE, offers several benefits from implementer perceptions. ETLE is a tool that can help ease the burden of police duties under user control, always complying with applicable regulations. So, in this case, ETLE is very useful in police work to take action against existing violations and is believed to reduce the number of violations on the highway (Syafitri, 2022). Finally, regarding the impact of the public sector system, the ETLE program can effectively and efficiently take action against traffic violations and avoid extortion from traffic officers. However, the ETLE program is also subject to obstacles from societal and cultural factors. The problem is that many Indonesians need to follow these rules. Apart from that, to trick ETLE, the vehicle number plates were covered so they could not be recorded (Saputra, 2021). This resulted in manual ticketing being implemented again in 2023 to crack down on traffic violations, often tricked by the public (BBC News, 2023).

Finally, in the Impact aspect, researchers found, based on Rakhmadani's (2017) research, that the National Police's steps to implement ETLE to realize good governance were a good decision. The ETLE program has also created effective and efficient governance in taking action against traffic violations and can avoid extortion by traffic officers. However, researchers also found problems, namely the cultural factor of society, because people still tried to trick ETLE by covering vehicle number plates so they could not be recorded. So, from the four aspects of the OPSI Framework, researchers can conclude several problems with ETLE innovation and provide suggestions for improvements to the National Police to realize sustainable innovation that is effective and efficient to improve the quality of services to the public.

CONCLUSION

Based on the discussion above and the analysis of the OPSI Framework, the ETLE program should be appreciated because it has succeeded in realizing effective and efficient governance by utilizing technology to enforce traffic regulations. However, the ETLE program also found several main obstacles: infrastructure and organizational culture factors. The infrastructure factor in implementing ETLE requires sophisticated tools such as ticket and mobile ticket cameras and other sophisticated tools, most of which support ETLE implementation. Of course, this requires substantial funds because Indonesia has a vast territory. All regions must be enforced evenly (Ombudsman, 2023). Then comes the community factor, the most critical factor in implementing ETLE. The problem is that many Indonesians do not follow these rules. Apart from that, to trick ETLE, the vehicle number plates were covered so they could not be recorded (Saputra, 2021). Next is the organizational culture factor, where

it can be seen that ETLE innovation is still running alone and has yet to involve many stakeholders. The National Police is still collaborating with the Regional Government and PT. Post. This means that the effectiveness of the ETLE program still needs to be improved.

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