

Kepolisian Negara Republik Indonesia (Polri) melakukan transformasi organisasi melalui inovasi penegakan hukum lalu lintas berbasis elektronik yaitu dengan menerapkan sistem *Electronic Traffic Law Enforcement* (ETLE) sebagai upaya strategis untuk menurunkan angka pelanggaran dan kecelakaan lalu lintas. Berdasarkan hasil observasi, wawancara, dan didukung dengan data penindakan pelanggaran melalui sistem ETLE di wilayah Jawa Tengah dengan studi kasus di Polres Semarang, sistem ini dinilai belum berjalan secara optimal. Permasalahan yang diidentifikasi meliputi terjadinya insiden sistem *down* pada periode tertentu, sistem yang masih berjalan secara semi-digital dengan beberapa aktivitas yang masih dijalankan secara manual, serta rendahnya tingkat penyelesaian pelanggaran hingga tahapan pembayaran denda tilang yang terlihat dari hanya sekitar 2% kasus yang terselesaikan. Kondisi ini menunjukkan bahwa penelitian ini penting untuk memberikan rekomendasi perbaikan yang dapat mendukung optimalisasi sistem ETLE melalui dua pendekatan yang saling melengkapi, yaitu evaluasi tata kelola layanan teknologi informasi dan perbaikan proses bisnis pada sistem ETLE. Penelitian ini mengisi kesenjangan dari penelitian sebelumnya yang sebagian besar masih bersifat konseptual dalam membahas *Information Technology Service Governance* (ITSG). Evaluasi ITSG dilakukan melalui penyesuaian kebutuhan tata kelola organisasi dengan mengintegrasikan *framework Information Technology Infrastructure Library* (ITIL) V4 dan *Control Objectives for Information and Related Technologies* (COBIT) 2019 untuk dapat menciptakan nilai bagi organisasi. Hasil evaluasi menunjukkan penting untuk melakukan perbaikan prosedur pada praktik *change enablement, incident management and service desk, dan problem management*. Sementara itu, perbaikan proses bisnis dilakukan melalui pendekatan *Business Process Improvement* (BPI) dengan menerapkan skenario gabungan perubahan dan penambahan aktivitas pada sistem berbasis *evidence-based* serta dimodelkan menggunakan standar notasi *Business Process Model and Notation* (BPMN). Berdasarkan hasil simulasi, model yang diusulkan dapat meningkatkan jumlah pelanggaran yang terselesaikan melalui sistem ETLE, serta mempercepat waktu proses penindakan dengan *average time* 2 menit 12 detik karena adanya *automation* dan *upgrading* pada sistem. Selain itu, mengurangi beban kerja petugas *Back Office* (BO) dan Posko ETLE (PE) masing-masing sebesar 2.74% dan 5.18%. Rekomendasi ini diharapkan dapat menjadi pedoman implementatif dalam perbaikan sistem ETLE.

Kata kunci— *IT Service Governance, ITIL, COBIT, Business Process Improvement*

ABSTRACT

The Indonesian National Police (Polri) is undergoing organizational transformation through an innovation in electronic-based traffic law enforcement by implementing the Electronic Traffic Law Enforcement (ETLE) system as a strategic effort to reduce traffic violations and accidents. Based on the results of observations, interviews, and data on traffic violation enforcement through the ETLE system in Central Java, with a case study at Semarang Police Department, the system is considered to be not yet operating optimally. The identified problems include system downtime incidents during certain periods, a system that still operates in a semi-digital manner with several activities still carried out manually, and the low rate of violation resolution up to the stage of fine payment, as indicated by only around 2% of cases being completed. This condition shows that this research is important to provide recommendations for improvements that can support the optimization of the ETLE system through two complementary approaches: evaluation of IT service governance and business process improvement of the ETLE system. This study fills the gap in previous research, which has largely been conceptual in discussing Information Technology Service Governance (ITSG). The ITSG evaluation is carried out by aligning organizational governance needs through the integration of the Information Technology Infrastructure Library (ITIL) V4 and Control Objectives for Information and Related Technologies (COBIT) 2019 frameworks to create value for the organization. The evaluation results highlight the importance of improving procedures in the practices of change enablement, incident management and service desk, and problem management. Meanwhile, the business process improvement was carried out using the Business Process Improvement (BPI) approach by applying a combined scenario of changes and additions to activities in the system, based on evidence-based practices, and modeled using the Business Process Model and Notation (BPMN). Based on the simulation results, the proposed model can increase the number of violations resolved through the ETLE system and accelerate the enforcement process, with an average time of 2 minutes and 12 seconds, due to automation and system upgrades. In addition, it reduces the workload of Back Office (BO) and ETLE Command Center (PE) personnel by 2.74% and 5.18%, respectively. This recommendation is expected to serve as an implementation guideline for improving the ETLE system.

Keywords— *IT Service Governance, ITIL, COBIT, Business Process Improvement*