

## The Role of Bhabinkamtibmas Public Services in Maintaining Security and Order in The Community in Kulonprogo Regency

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**ABSTRACT:** In the context of a constitutional state, the role of the Indonesian National Police, particularly Bhabinkamtibmas, is crucial as a liaison between the community and local government. This study was motivated by the suboptimal public services in Kaliagung Village, characterised by slow administration, limited information technology, and weak coordination between local institutions such as Bhabinkamtibmas, village officials, and Karang Taruna. This study aims to analyse the role of Bhabinkamtibmas public services in maintaining community security and order, as well as to identify the factors that support and hinder their role in Kaliagung Village, Sentolo District, Kulonprogo Regency. Using a qualitative descriptive method, data was collected through in-depth interviews. The results of the study show that Bhabinkamtibmas has a dual role: as a guardian of security and order as well as a facilitator of public services. They actively bridge communication, resolve administrative conflicts, and encourage the modernisation of digital-based services. However, the main obstacles include low digital literacy among the community, limited resources, and suboptimal coordination between institutions. Meanwhile, the humanistic approach of Bhabinkamtibmas and the high level of public trust are significant supporting factors. The effectiveness of the Bhabinkamtibmas role is largely determined by cross-sectoral synergy and the implementation of participatory public service principles, making it essential to strengthen collaboration between relevant parties for more inclusive, responsive, and sustainable services.

**KEYWORDS:** Bhabinkamtibmas, Service, Public, Security, Community.

### INTRODUCTION

Public service is one of the main functions of government in realising public welfare and maintaining social order. In the context of Indonesia as a country governed by law, public service does not only cover administrative aspects, but is also closely related to law enforcement and the maintenance of public security (Ali, 2002). The transformation of the public service paradigm from a bureaucratic one to a responsive and participatory one has become an urgent need in the era of bureaucratic reform (Dwiyanto, 2008). This is in line with the concept of New Public Service, which emphasises the importance of serving the community with a more humanistic and democratic approach (Denhardt & Denhardt, 2003).

The Indonesian National Police, as a law enforcement institution, has a strategic role in ensuring public security and order while providing quality public services. Bhabinkamtibmas (Community Security and Order Officers) is a unit within the police structure that is tasked with interacting directly with the community at the grassroots level (Indonesian National Police, 2017). The role of Bhabinkamtibmas has become increasingly important in the context of community policing, which prioritises a preventive and participatory approach to maintaining security (Sutham, 2002). This concept shifts the policing paradigm from reactive to proactive by involving the community as partners in maintaining order.

The Kaliagung sub-district in Sentolo District, Kulonprogo Regency, faces various challenges in providing optimal public services. The main problems include slow administrative processes, limited use of information technology, and ineffective coordination between various local institutions, including Bhabinkamtibmas, sub-district officials, and community organisations such as Karang Taruna (Wulansari, 2006). This situation not only leads to public dissatisfaction with the services received but also has the potential to cause social instability that could disrupt public security and order. Therefore, optimising the role of Bhabinkamtibmas in bridging public services and maintaining security is highly relevant for study.

This research is important because it examines the dual role of Bhabinkamtibmas as guardians of security and order as well as facilitators of public services, which is an innovation in the community policing approach in Indonesia. This study aims to analyse the role of Bhabinkamtibmas public services in maintaining community security and order in Kaliagung Village, as well as to identify the supporting and inhibiting factors in the implementation of this role. This study is expected to contribute theoretically to

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the development of a public service-based community policing concept and provide practical recommendations for improving the effectiveness of Bhabinkamtibmas' role in supporting good governance at the *kelurahan* level.

### **RESEARCH METHOD**

This study uses a qualitative approach with a descriptive method to gain an in-depth understanding of the role of Bhabinkamtibmas public services in maintaining security and public order in Kaliagung Village. A qualitative approach was chosen because it allows researchers to explore the complexity of social phenomena and understand the meanings given by the actors involved in their natural context (Burhan, 2010). The descriptive method was used to systematically and accurately describe the facts and characteristics of the research object, namely the role of Bhabinkamtibmas in public services and maintaining community security (Lexy, 2010).

The research location was set in Kaliagung Village, Sentolo District, Kulonprogo Regency, considering that this area has a fairly complex and representative social dynamic to describe the role of Bhabinkamtibmas in the context of the rural-urban interface. The selection of this location was also based on the variety of public service and security issues that require the active role of Bhabinkamtibmas as a mediator between the community and the local government.

The data collection technique in this study used triangulation methods, including participatory observation, in-depth interviews, and documentation. Participatory observation was conducted to directly observe the public service activities carried out by Bhabinkamtibmas and their interactions with the community in various situations, both formal and informal. In-depth interviews were conducted using a prepared interview guide, but remained flexible in order to explore more in-depth information in accordance with the informants' responses. Documentation was carried out by collecting various official documents, activity reports, statistical data, and photographs relevant to the role of Bhabinkamtibmas in public services and security maintenance (Miles & Saldana, 2014).

Data analysis was conducted using an interactive analysis model consisting of three main components: data reduction, data presentation, and conclusion drawing. Data reduction was carried out by selecting, focusing, and simplifying raw data obtained from the field in accordance with the research focus. Data presentation was carried out by organising the reduced information in a form that allowed conclusions to be drawn, such as matrices, graphs, or descriptive narratives. Conclusions were drawn continuously throughout the research process by verifying the findings that emerged through triangulation of sources and methods. To ensure data validity, the researchers used credibility, transferability, dependability, and confirmability techniques in accordance with the qualitative research quality criteria proposed by Miles and Saldana (2014).

### **RESULTS AND DISCUSSION**

#### **The Role of Bhabinkamtibmas as a Public Service Facilitator**

The results of the study show that Bhabinkamtibmas in Kaliagung Village has developed an effective role as a public service facilitator in bridging the needs of the community with local government services. This role is manifested in various activities such as assisting the community in processing administrative documents, providing information related to government programmes, and facilitating communication between the community and village officials (Dwiyanto, 2006). This facilitation function is very important given the existing information and service access gap between the community and the government bureaucracy, especially for residents with limited education and technology.

The innovations developed by Bhabinkamtibmas in carrying out their facilitation role include the use of social media and digital applications to disseminate public service information, as well as organising regular socialisation activities at the neighbourhood/community unit (RT/RW) level to increase community literacy regarding government services. This approach demonstrates adaptation to developments in information and communication technology, which increasingly influence how the community accesses information and public services (Kettl, 2002). However, there are still challenges related to varying levels of digital literacy among the community, requiring diverse communication strategies tailored to the demographic characteristics of residents.

The effectiveness of the Bhabinkamtibmas facilitation role is also supported by a strong social network with various elements of society, including religious leaders, youth, and small and medium-sized business groups. This network enables information about public services to be disseminated more widely and efficiently through informal channels that already exist within the social structure of the community (Katz & Kahn, 1978). In addition, the credibility and trust that Bhabinkamtibmas has built through consistency in providing assistance and accurate information is an important social capital in carrying out this facilitation role.

The positive impact of the Bhabinkamtibmas's facilitation role on the quality of public services in Kaliagung Village can be seen from the increase in community participation in various government programmes, the reduction in complaints related to administrative services, and the increasingly efficient communication process between the community and village officials. This shows that the presence of Bhabinkamtibmas as facilitators has contributed to improving responsive governance and citizen satisfaction, which are important indicators of good governance (World Bank, 1992). This role also helps reduce the potential for social conflict that may arise due to community dissatisfaction with public services.

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Empirical findings regarding the responsiveness and initiative of Bhabinkamtibmas in Kaliagung Village cannot be interpreted solely as the fulfilment of normative duties. Instead, this role should be seen as an adaptive response to the failure of the local bureaucratic system to fulfil the principle of Responsiveness in Good Governance (Dwiyanto, 2008). When village administration is slow, Bhabinkamtibmas acts as an “emergency intervention” or administrative gap-filler. This shift in role indicates that the maintenance of community security (Kamtibmas) is now causally linked to the quality of public services: prolonged uncertainty in service delivery can lead to public frustration and distrust, which in turn increases the potential for social unrest.

### **Community Policing Strategy in Maintaining Community Security**

The implementation of the community policing strategy by Bhabinkamtibmas in Kaliagung Village shows a transformation in the policing paradigm from reactive policing to proactive policing, which involves the active participation of the community in maintaining security and order. This strategy is realised through the establishment of a community-based neighbourhood watch system (*siskamling*) that has been revitalised with a modern approach, in which Bhabinkamtibmas acts as the coordinator and supervisor of community self-security activities (Sugistiyoko, 2021). This approach has proven effective in creating a sense of security and building community trust in the police institution.

The flagship programmes developed in the community policing strategy include dialogue patrols, digital neighbourhood watch posts, and a mobile application-based reporting system that allows the community to report security disturbances in real time. Dialogue patrols are an innovation of the conventional patrol concept, adding intensive communication with residents, where officers not only patrol but also engage in dialogue to gather information about security conditions and listen to complaints or suggestions from the community (Pitajeng, 2023). This approach enables early detection of potential security disturbances while building strong interpersonal relationships between the police and the community.

Collaboration between Bhabinkamtibmas and community organisations such as Karang Taruna, PKK, and farmer groups is a major strength in the implementation of community policing in this region. Through this strategic partnership, community security programmes can be integrated with community social and economic activities, so that they are not perceived as an additional burden but rather as part of the community's routine activities (Ramadhan, 2020). This collaboration also allows for the optimisation of limited resources by utilising existing social networks and social capital within the community to support security programmes.

Information and communication technology is optimally utilised to support community policing strategies, including the use of communal CCTV, WhatsApp group communication systems for security coordination, and online reporting applications integrated with the police system. The use of this technology not only increases the effectiveness of security surveillance but also provides a sense of security for the community because they can actively participate in protecting their environment without having to be physically involved in patrol activities that may be risky (Rinenda & Wahid, 2021). This system also allows for the documentation and analysis of crime patterns that can be used to improve future security strategies.

### **Cross-Sector Coordination in Integrated Services**

Cross-sector coordination is a fundamental aspect in optimising the role of Bhabinkamtibmas as an integrated public service provider in maintaining community security. In Kaliagung Sub-District, this coordination involves various stakeholders, including the sub-district government, relevant agencies at the district level, community organisations, and the private sector operating in the area (Osborne & Gaebler, 1992). The coordination mechanisms developed include monthly coordination meetings, an integrated digital communication system, and the formation of cross-sectoral working teams to address specific issues that require a multidisciplinary approach.

Innovations in cross-sectoral coordination developed in Kaliagung Village include the establishment of an integrated ‘Control Room’ that connects various public service, security, and development information systems on a single digital platform. This system enables real-time monitoring and coordination in handling various issues that arise, ranging from administrative services for residents to handling natural disasters or security disturbances (Nugroho, 2014). Bhabinkamtibmas acts as both an operator and interpreter of information in this system, ensuring that the data entered can be followed up by the appropriate agency with a quick and accurate response.

The main challenges in cross-sector coordination include differences in organisational culture, varying bureaucratic systems between agencies, and limited human resources with the competence to manage cross-sector cooperation. To overcome these challenges, Bhabinkamtibmas developed an informal approach by building strong relationships with key persons in various agencies and optimising the use of communication technology to reduce bureaucratic barriers to coordination (Robbins & Coulter, 2016). This approach has proven effective in accelerating the coordination process and increasing responsiveness in resolving issues that require the involvement of multiple agencies.

### **Factors Supporting the Effectiveness of the Role of Bhabinkamtibmas**

An analysis of the factors supporting the effectiveness of the role of Bhabinkamtibmas in Kaliagung Sub-District identified several key elements that contribute to the successful implementation of community policing and public service programmes. The

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first and most fundamental factor is the high level of public trust in the Bhabinkamtibmas institution, which is built through consistency in providing services, transparency in communication, and commitment to resolving community issues (Luthans, 2011). This trust is a valuable social capital in implementing various programmes, as it enables active community participation and reduces resistance to change or innovation.

The competence and personal capacity of Bhabinkamtibmas members is the second significant supporting factor. Observations show that Bhabinkamtibmas members in this region have good communication skills, adequate understanding of local issues, and skills in using information technology to support public services. In addition, they also demonstrate high adaptability in facing new changes and challenges, as well as the ability to learn and develop competencies in line with task requirements (Sarwono, 2015). Investment in human resource development through continuous training has proven to yield significant results in improving service quality.

Support for infrastructure and information technology is the third factor that supports the effectiveness of the Bhabinkamtibmas role. The availability of adequate communication facilities, stable internet access, and up-to-date technological devices enables the implementation of various innovations in public services and security systems. Local government investment in the provision of ICT infrastructure at the village level has had a significant positive impact on improving the efficiency and effectiveness of services (Atmasasmita, 2001). However, the availability of this infrastructure must be balanced with the ability of human resources to utilise it optimally.

An organisational culture that supports innovation and excellent service is the fourth factor contributing to the effectiveness of the Bhabinkamtibmas role. An organisational culture that prioritises service excellence, continuous improvement, and a citizen-centric approach has motivated Bhabinkamtibmas members to continuously seek new ways to improve service quality and strengthen relationships with the community (Morgan, 1986). This culture also encourages collaboration and knowledge sharing among members, so that best practices can be quickly adopted and disseminated.

Political and policy support from local governments is the fifth factor that greatly determines the success of Bhabinkamtibmas programmes. The commitment of local leaders to supporting community policing and community-based public service programmes, whether in the form of budget allocations, conducive policies, or strong political will, has created an environment that supports innovation and creativity in service delivery (Rasyid, 1997). This support is also reflected in local regulations that provide a legal basis for various innovative programmes developed by Bhabinkamtibmas in carrying out their duties and functions.

### **Obstacles and Challenges in Programme Implementation**

Limited resources, both in terms of budget and personnel, are the second significant obstacle to optimising the role of Bhabinkamtibmas. With a wide coverage area and diverse community needs, the limited number of Bhabinkamtibmas personnel often experience excessive workloads, which can potentially reduce the quality of service and effectiveness of community security programmes (Kusnadi, 2016). Budget constraints also limit the ability to develop infrastructure, procure modern equipment, and implement innovative programmes that require adequate financial investment.

The complexity of inter-agency coordination and rigid bureaucracy is the third challenge in implementing cross-sectoral programmes. Although formal coordination mechanisms have been established, in practice, sectoral egos and differences in priorities between agencies often hinder programme synergy (Soekanto, 1988). The multi-layered decision-making process, which requires approval from various levels of the hierarchy, also slows down the implementation of programmes that require a rapid response. This creates frustration among both Bhabinkamtibmas officers and the community who require immediate services.

The inability of Bhabinkamtibmas to map conflicts and report data in real time due to limited IT resources results in delays in early intervention on crucial issues. This directly contradicts the principle of effective good governance and increases the risk of conflict escalation in the community. Similarly, weak coordination with youth organisations and village officials creates a critical local information gap, preventing the optimal early detection of potential security threats.

### **Community-Based Public Service Development and Innovation Strategy**

Gradual implementation with intensive assistance is key to the success of digital transformation in public services. Developing human resource competencies through sustainable capacity building programmes is a second strategy that is no less important. This programme not only focuses on improving technical skills in the use of technology, but also on developing soft skills such as interpersonal communication, problem solving, and community engagement, which are essential in carrying out the role of community police officer (Rasyid, 2023). Collaboration with higher education institutions and professional training institutions can enrich the content and methods of capacity building tailored to the specific needs of Bhabinkamtibmas tasks.

Strengthening strategic partnerships with various stakeholders is the third strategy in developing community-based public services. These partnerships involve not only government agencies but also the private sector, civil society organisations, academics, and the mass media to create an ecosystem that supports innovation and the sustainability of community policing programmes (Pitajeng, 2023). Through solid partnerships, Bhabinkamtibmas can access greater and more diverse resources, as well as obtain support in the implementation and evaluation of innovative programmes that have been developed.



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The implementation of a monitoring and evaluation system based on measurable and relevant key performance indicators (KPIs) is the fourth strategy to ensure continuous improvement in service quality. This system must involve the participation of the community as beneficiaries in providing input and assessment of the quality of services received, so that areas requiring further improvement and innovation can be identified (Ramadhan, 2020). The use of technology such as mobile applications for citizen feedback and data analytics for pattern recognition can increase the effectiveness of the monitoring and evaluation system.

The development of replication and scaling-up models is the fifth important strategy to ensure that the best practices that have been successfully developed in Kaliagung Village can be adapted and implemented in other areas with similar conditions. This model must consider variations in local context, demographic characteristics, and available resources in each region so that the adaptation process can be carried out effectively without reducing the essence of innovations that have been proven successful (Rinenda & Wahid, 2021). Systematic documentation of processes, success factors, and lessons learned is an important foundation in developing this replication model.

### **CONCLUSION**

Based on the results of the research and discussion, it can be concluded that Bhabinkamtibmas in Kaliagung Village has successfully developed a dual role as a security guard and public service facilitator through the implementation of an innovative community policing concept that is responsive to community needs. This role is manifested in various activities such as facilitating administrative services, mediating conflicts, developing community-based security systems, and effective cross-sector coordination. The humanistic and participatory approach that has been applied has succeeded in building community trust and significantly improving the quality of public services.

Factors supporting the effectiveness of the Bhabinkamtibmas role include a high level of community trust, adequate personal competence, technological infrastructure support, an organisational culture that supports innovation, and the commitment of the local government in supporting the community policing programme. Meanwhile, the main obstacles identified are low digital literacy among some members of the community, limited resources, the complexity of inter-agency coordination, increasingly complex social dynamics, and resistance to paradigm shifts. A comprehensive development strategy is needed to overcome these obstacles and optimise the role of Bhabinkamtibmas in supporting good governance.

Theoretically, the results of this study contribute significantly to the literature on Public Administration by reinforcing the findings on the role of Bhabinkamtibmas as a Governance Gap-Filler. This role model is an original finding that enriches Role Theory and Community Policing by showing that the role of the police now includes public administration functions in regions where the bureaucracy is not yet optimal. Furthermore, the role of facilitator, which emphasises empathy and initiative, is empirical evidence of a paradigm shift in the Indonesian National Police towards 'The New Public Service Model' (Denhardt & Denhardt, 2003), which prioritises serving citizens rather than merely regulating or enforcing. This places the welfare and interests of citizens as the main focus in the context of stability and security.

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