

Strategy to Improve Public Service Performance at the Gorontalo City Police Propam

Marwan Mohammad¹, Udin Hamim², Muchtar Ahmad³

^{1,2,3} Gorontalo State University

ABSTRACT: This study aims to analyze strategies to improve public service performance in the Gorontalo City Police Propam. Using qualitative research methods with a descriptive-analytical approach, data was collected through in-depth interviews, observations, and document studies to comprehensively understand the implementation of strategies in the field. The results of the study show that improving the performance of public services of the Gorontalo City Resort Police Propam is realized through five main strategies. The core strategy focuses on clarity of vision-mission, policy innovation of leadership, and the role of SPKT, although its implementation has not been optimal because the performance targets have not been achieved. The consequence strategy is realized through a system of rewards, sanctions, incentives, disincentives, discipline enforcement, and motivation to create healthy competition and member compliance. Customer strategy is carried out by providing service information that is easily accessible and responsive to public feedback through surveys and public forums. The supervisory strategy includes organizational structure, internal and external supervision, and empowering members to build public trust. Finally, the cultural strategy seeks to change the character and mindset of members through spiritual and mental guidance, the application of the values of Smile, Greeting, Greeting, and rejection of KKN practices and transparency. The success of the implementation of this strategy is supported by two types of resources: tangible resources such as the availability and good condition of office equipment (computers, printers, photocopies, Wi-Fi), and intangible resources that include relational relationships with other agencies, mass media, and training programs to improve human resource competence. Thus, this study identifies key elements in Propam's public service improvement strategy, while highlighting areas that require continuous improvement.

KEYWORDS: Performance Improvement, Public Services, Propam, Gorontalo City Resort Ploce, Organizational Strategy

INTRODUCTION

The implementation of public services to the community is one of the manifestations of the function of the government apparatus. Therefore, government apparatus is required to provide performance with integrity and professional service as a form of the state's success in implementing the government system. In this context, government apparatus must respond and serve what is the interests and expectations of the community, as well as account for the performance of their services to the community (Zahra, et al., 2020:325). The performance of public services is the result of the work of the main and essential duties of the government apparatus as a servant of the state and a servant of the community. Government apparatus is a very important role in determining the good and bad performance of the services provided. Government apparatus, both at the center, in the regions, and within State-Owned Enterprises, continue to strive to provide public service performance in serving the interests of the community and smoothing all affairs of community members. Meanwhile, excellent service is a service that prioritizes speed, accuracy, integration, simplicity, low cost and then also causing satisfaction for the people served. This is taken by the government as a concrete step to improve the quality of services provided by the Regional Government to the community as steps to improve or improve its service rules, so that it can provide added value to people's lives (Drakel, 2019:2).

Efforts to improve public service performance continue to be carried out by the government through various strategies to improve public service performance as a process of assessment activities to achieve certain targets of the strategic goals of government organizations. A public service performance improvement strategy is a planning that links the advantages of an organization's strategy to environmental challenges and is designed to ensure that the main objectives of the public service provider organization can be achieved properly. In the process, the strategy to improve public service performance is used by government agencies and organizations in providing public services based on the needs that exist in the community by advancing government apparatus both from the knowledge and ability of government apparatus, so that they can change the ability to work, think and other skills in order to improve the performance of government apparatus itself in public services (Dedy in Andira, et al., 2022:426). Efforts to improve the performance of public services themselves can be carried out in several strategies. The

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conception of strategies to improve public service performance, among others, is in the theory of David Osborne (in Albasith, 2016:5) which formulates five strategies to improve public service performance, consisting of: 1) core strategy, 2) consequences strategy, 3) customer strategy, 4) control strategy, and 5) cultural strategy (culture strategy). Core strategy to clarify the organization's vision and mission through approaches to clarify organizational goals. The consequences strategy to create healthy competition conditions between service providers, also requires organizations to provide incentives and disincentives for their employees to follow and comply with the regulations made by the organization. Customer strategy is to create a service delivery system that is implemented by bureaucrats, so that it is able to provide an optimal level of service for the community. Control strategy, to increase organizational strength through organizational structuring. A cultural strategy to change culture that can stand in the way of a change (Osborne in Albasith, 2016:5).

Many factors determine the success of the implementation of the strategy to improve public service performance. Barney (in Zahra, et al., 2020:328) stated that the supporting and inhibiting factors for the implementation of public service performance improvement strategies can be seen from: 1) tangible resources as physical means or organizational hardware that will facilitate and facilitate the service process are physical resources that can be observed, and also touched, such as: machines, materials, buildings, money and others; and 2) intangible resources are physical intangible assets owned by an organization consisting of relational and competency resources. Several public organizations in Indonesia have implemented strategies to improve public service performance to create a more open, honest, and transparent governance environment by encouraging stricter accountability and oversight, and can reduce corrupt practices and abuse of power. One of the parts of public organizations in the Government of Indonesia that has implemented a strategy to improve public service performance is the Indonesian National Police (Polri) organization. The National Police has shown performance that has a positive impact on the stability of the social and political life of the Indonesian nation where the dynamics of social and political life run faster than changes in the structure and work mechanism in the National Police (Albasith, 2016:8).

Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia Article 5 paragraph (1) states that the National Police is an executive institution in order to maintain state security, as well as a tool of the state. which plays a role in maintaining public security and order, law enforcement and providing protection, and services to the community in order to maintain domestic security. Article 13 states that the main duties of the National Police are to maintain public security and order, enforce the law, and provide protection, protection, and services to the community. The National Police in carrying out and carrying out its duties and functions must also be based on the legitimacy of the applicable law. The main function of the police is to enforce the law and serve the interests of the general public. It can be said that the duty of the police is to prevent crime and provide protection to the community (Law No. 2/2002).

The strategy to improve public service performance by the National Police as stated in Law No. 17 of 2007 concerning the National Long-Term Development Plan for 2005-2025 is emphasized regarding the Grand Strategy of the National Police 2005-2025 which is the administrative authority of the National Police Chief in the form of a special policy strategy regarding procedures and techniques to implement plans, programs and activities of the National Police in the period 2005-2015. The stage that is currently being carried out is phase III of the National Police Grand Strategy for 2015-2025 Strive for Excellence. This stage has the goal of building superior public service capabilities, realizing good governance, best practices of the National Police, professionalism of human resources, implementation of technology, infrastructure, materials, facilities and services in order to build credible National Police capacity building in the eyes of the National, Regional, and International community (Law No. 17/2007).

The strategy to improve public service performance in order to realize the bureaucratic reform of the National Police towards excellent service and zero complaints, makes the National Police a superior and professional institution in realizing national development. The strategy to improve public service performance has brought changes not only at the National Police level but also in the ranks of the Resort Police (Polres) which is the executor of the duties and authorities of the National Police in districts/cities under the Chief of Police.

The Gorontalo City Police as one of the agencies in the Gorontalo Province area has also carried out its functions as mandated in the Law. Currently, the Gorontalo City Police is proud because the results of hard work in implementing the strategy to improve public service performance have finally won a brilliant award in the Musrebang Activities and Operational Titles for the Second Quarter of 2023 from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) for the performance of the implementation of public services within the National Police in 2022 with a very good predicate. The award is a form of recognition for the dedicated efforts and hard work of the Gorontalo City Police in improving the performance of public services to the community (<https://lacakpos.co.id/2023/08/11>).

Another strategy to improve public service performance in the Gorontalo City Police is the existence of the Standard Operating Procedures (SOP) of the Gorontalo City Police which is a guideline or reference for assessing the implementation of public service performance based on technical, administrative and procedural indicators in accordance with the work relations in the National Police organization in particular Gorontalo City Police. The SOP is in order to realize the implementation of public services in accordance with the principles of good government administration and in order to realize the certainty of rights and

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obligations for parties related to the implementation of public services, every service implementation is required to implement Service Standards. Members of the National Police who violate the code of ethics of their profession will never be separated from the consequences of their actions, here the role of the profession and security (Propam) is very important in terms of enforcing the professional code of ethics of the National Police. PTDH police members are regulated in Police Regulation (Perpol) Number 7 of 2022 concerning the Professional Code of Ethics and the Ethics Commission of the National Police of the Republic of Indonesia. This Perpol has been stipulated on June 14, 2022 and promulgated on June 15, 2022. PTDH is the termination of the police service period by officials who are authorized to the National Police Officials for certain reasons. In this case, the police member committed a violation of the professional code of ethics because he had committed a criminal act, therefore the member of the National Police must take part in a code of ethics hearing. Members of the National Police who commit criminal acts are considered to have violated institutional ethics. Institutional Ethics are norms in the KEPP that contain guidelines for the attitude and behavior of each Police Officer in relation to the implementation of duties, authorities, and responsibilities of legal obligations and the use of the authority of the National Police profession in accordance with the field of duties, authorities, and responsibilities in each police function.

The relationship between the violation of the code of ethics and the violation of the law in the case of narcotics crimes committed by police members is because the police member has been proven to have committed a criminal act which has been resolved in the general court. Therefore, they must then undergo a police professional code of ethics hearing as a form of accountability for violating the National Police's professional code of ethics and to prove the violations committed by the members of the National Police, because they have been bound by the oath of office as members of the National Police of the Republic of Indonesia and bound by the existence of professional ethics as the National Police. In accordance with Article 17 paragraph (3) letter e of Police Regulation Number 7 of 2022, police members in this case are included in the serious category of KEPP violations because they have committed narcotics crimes. Therefore, the sanctions that can be imposed in violation of the KEPP are severe are administrative sanctions.

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RESEARCH METHOD

This research uses a qualitative approach which, according to Barlian (in Hasan, et al., 2023:65), is research that uses a naturalistic approach to seek and find an understanding or understanding of phenomena in a specific context. Qualitative research produces an analysis procedure that does not use statistical analysis procedures other quantification methods that intend to understand the phenomenon of what is experienced by the research subject, which in this study is the Public Service Performance Strategy at the Gorontalo City Police Propam holistically and by way of description in the form of words and language, in a special natural context and by utilizing various methods.

According to Sugiyono (2019:456), primary data sources are data sources that directly provide data to data collectors. The data is collected by the researcher himself directly from the first source or where the object of the research was conducted. The researcher used the results of interviews obtained from informants about the research topic as primary data. The researcher conducted *face-to-face* interviews throughout the study.

RESULT AND DISCUSSION

The results of the research on strategies to improve public service performance at the Gorontalo City Police Propam are described based on the following five strategies

1. Core strategy

The core strategy for improving public service performance at the Gorontalo City Resort Police has also been carried out by strengthening the role of the Gorontalo City Resort Police Propam as a public agency in adjusting to the main tasks and functions that have been set out in the 2024 Gorontalo City Resort Police Job Description related to the performance of public services in the administrative field at the Gorontalo City Resort Police Propam.

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Based on the vision, mission, and motto conveyed by several informants, it can be said that the core strategy for improving public service performance in the Gorontalo City Resort Police has a clarity of purpose, clarity of role, and clarity of direction which is expected to get a deep meaning and understanding by the Gorontalo City Police officers. In accordance with the in-depth observation that the efforts and core strategies of the Gorontalo City Resort Police to provide clarity of vision and mission to members in the Gorontalo City Resort Police have been carried out with the main strategy of socializing the vision and mission periodically to all members both through meetings, seminars, and internal media such as banners in the front office and other rooms, bulletin boards, and social media.

The ability of leaders and members of the Gorontalo City Resort Police Propam in planning and implementing policy innovations with the aim of achieving the organization's vision and mission is good. This can be seen from the ability of the Gorontalo City Resort Police Chief (Kapolres) to have a clear and measurable vision for the Gorontalo City Resort Police where this vision has been well communicated to all members of the Gorontalo City Resort Police through various efforts and strategies. The Chief of Police did not hesitate to go directly to the field to convey various important points that must be done to understand the vision, mission, motto, goals, and goals of the organization. With these efforts, the Chief of Police is able to provide motivation and inspiration for members of the organization to achieve the vision that has been set. Meanwhile, members of the Gorontalo City Resort Police also seem to have good communication skills to be able to convey their ideas clearly and effectively.

Based on the above research data, it is concluded that the core strategy for improving public service performance at the Gorontalo City Resort Police Propam is realized through various efforts and strategies to provide clarity of vision and mission to members, the ability of leaders and members to plan and implement policy innovations to achieve the vision and mission, and the role of Propam as a public agency in accordance with the Main Duties and Functions that have been established. However, this core strategy has not run optimally because the achievement of public service performance in the Gorontalo City Resort Police has not been on target.

2. Consequences Strategy

The consequence strategy aims to create conditions for healthy competition among other public service providers. In addition, this strategy also encourages organizations to provide their employees with high incentives and incentives to follow and comply with the regulations made by the organization. The presentation of the results of interviews with several informants can be interpreted that the consequences strategy of improving public service performance in the Gorontalo City Police is actualized through various efforts and strategies to create conditions for healthy competition among its members in the implementation of public services, including through the award system.

The Gorontalo City Resort Police has implemented a system to recognize and reward members who consistently demonstrate outstanding performance in the delivery of public services. The Gorontalo City Resort Police openly recognizes and rewards high performance achievements through awards, promotions, and other forms of recognition. This is as affirmed through the Regulation of the National Police of the Republic of Indonesia Number 8 of 2022 concerning the Revocation of the Regulation of the Chief of the National Police of the Republic of Indonesia Number 3 of 2011 concerning the Awarding of Awards within the National Police of the Republic of Indonesia that Civil Servants in the National Police of the Republic of Indonesia, Indonesian citizens and foreign citizens who have achieved and contributed to the progress of the institution, The nation, and the state are given awards in accordance with the provisions of laws and regulations regarding the awarding of marks of merit, honor, and awards.

The types of awards consist of: Extraordinary Promotion (KPLB); Extraordinary Promotion (KPLBA); promotion of education; promotion of positions; and a token of appreciation. The type of award is given to Civil Servants in the National Police for services and/or achievements achieved in the implementation of duties according to specified criteria or requirements.

3. Customer Strategy

The customer's strategy aims to create a service delivery system that is able to provide an optimal level of service for the community. The ways that can be implemented are by creating service procedures that are simple and easily accessible to the wider community.

The presentation of the interview results can be interpreted that the customer strategy of improving public service performance at the Gorontalo City Resort Police Propam is actualized through various efforts and strategies to create a service delivery system that is able to provide an optimal level of service for the community. Another strategy is to install billboards and banners regarding management procedures and reporting procedures about cases that occur to provide fast, accurate, efficient and professional services to the community.

The above efforts and strategies are of course in line with the various services and strategies that have been implemented by the Gorontalo City Resort Police, so that the services provided can be carried out in accordance with the role, goals, vision, and mission of the Gorontalo City Resort Police. In line with these efforts and strategies, efforts have been made to collect feedback from the public through surveys, focus groups, and public forums to understand their perceptions of the services provided by the Gorontalo City Resort Police Propam on a regular and periodic basis. The existence of a community satisfaction survey regarding

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administrative services at the Gorontalo City Resort Police Propam, allows this agency to analyze complaints and complaints related to the provision of services, so that it is maximum to identify areas that need improvement. With a community survey, the Gorontalo City Resort Police Propam has assessed the level of trust and confidence of the public in the Gorontalo City Police and the services provided so far.

Based on the above research data, it is concluded that the customer strategy to improve public service performance at the Gorontalo City Resort Police Propam is realized through the delivery of information on mechanisms, procedures, requirements, and completion times with simple procedures and easily accessible to the wider community through billboards, banners, and other social media. The services provided can be carried out in accordance with the role, goals, vision, and mission of the Gorontalo City Resort Police according to the results of feedback from the community through surveys, focus groups, and public forums on a regular and periodic basis.

4. Control Strategy

Supervision strategies are intended to increase organizational strength through organizational structuring. Through the supervision strategy, it is hoped that it can create the ability and independence as well as public trust in government offices as public service institutions and employees or employees as public servants.

The presentation of the interview results can be interpreted that the control strategy on improving public service performance at the Gorontalo City Resort Police Propam is actualized through various efforts and supervision strategies of the Gorontalo City Resort Police Propam to increase organizational strength through organizational structuring. Various forms of supervision are carried out at the Gorontalo City Resort Police Propam, thereby creating the ability and independence as well as public trust in the Gorontalo City Resort Police as a public service institution and members of the Gorontalo City Resort Police Propam as servants.

Based on the existing research data, it can be concluded that the control strategy for improving public service performance in the Gorontalo City Resort Police Propam is realized by the existence of various efforts and supervision strategies of the Gorontalo City Resort Police Propam to increase organizational strength through organizational structuring, internal and external supervision, and member empowerment, so as to create the ability and independence as well as public trust in the community. The Gorontalo City Resort Police Propam with the aim of achieving community satisfaction.

The results of the study show that the core strategy for improving public service performance in the Gorontalo City Resort Police is realized through various efforts and strategies to provide clarity of vision and mission to members, the ability of leaders and members to plan and implement policy innovations to achieve the vision and mission, and the role of Propam as a public agency in accordance with the Main Tasks and Functions that have been determined. However, this core strategy has not run optimally because the achievement of public service performance in the Gorontalo City Resort Police has not been on target. The results of this study reinforce Osborne's theory (in Albasith, 2016:5) which emphasizes that the core strategy aims to clarify the vision and mission of the organization. Aneta (2022) emphasized that the strategies adopted by the government and public officials have an impact on people's lives. It provides an overview of how strategies are formed, and how resources (people, money, technology, and community commitment) can be mobilized to achieve important goals. Therefore, planning a strategy with a vision and mission, as well as implementing the plan into real action is a must at the Gorontalo City Resort Police.

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022:503) affirm that consequence strategy is a strategy related to the government's incentive system. In this consequence strategy, there are three important aspects in it, namely: business management (Handoko in Renaldi & Oktariyanda, 2022:506), performance management (Wibowo in Renaldi & Oktariyanda, 2022:506; Nawawi in Renaldi & Oktariyanda, 2022:507; Mangkunegara in Renaldi & Oktariyanda, 2022:507), and competition (Porter, in Renaldi & Oktariyanda, 2022:507).

Related to this research, the first aspect is the business management aspect which is the process of planning, organizing, directing, and supervising the work of Gorontalo City Resort Police personnel and the use of Gorontalo City Resort Police resources to achieve the goals that have been set. With the existence of regulations and service standards for Work Operations (SOP), it is hoped that it can help the Gorontalo City Resort Police in managing businesses in the implementation of administrative services.

The research shows that tangible resources with the availability of computers, printers, photocopying machine facilities, and also Wifi in good condition and sufficient amount for administrative services are factors that support the successful implementation of a strategy to improve public service performance at the Gorontalo City Resort Police Propam, so that the work can be completed properly. Correspondent to Barney (in Zahra, et al., 2020:328) argues using the Resource Base View theory which emphasizes that the supporting and inhibiting factors in the implementation of the strategy are Tangible Resources.

The implementation of public services is certainly supported by tangible resources or can be interpreted as physical facilities that will simplify and facilitate the service process. These tangible objects are physical sources that can be observed, and also touched, such as: machines, materials, buildings, money and others. Tangible resources are the "hardware" of the organization.

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The availability of reliable and adequate IT infrastructure, including computers, printers, copiers, and secure Wi-Fi access, is very important to ensure the smooth and efficient administration of administrative services at the Gorontalo City Police Propam. Administrative staff equipped with adequate equipment can efficiently process documents, keep records, and communicate effectively, thus contributing to organizational productivity and overall service delivery.

Intangible resources are physical intangible assets owned by the Gorontalo City Resort Police Propam. In line with Zahra, et al. (2020:328) in describing the results of intangible resources research, then dividing the discussion into two parts, namely: relational resources and competencies where related to this research can be understood as follows:

1) Relational Resources

Paying attention to the opinion of Wit & Meyer (in Zahra, et al., 2020:328) regarding relational resources, it can be said that this is seen in all the resources available in the organization that arise due to the interaction of the Gorontalo City Resort Police Propam with its environment such as the organization's relationship with the Gorontalo City Resort Police Propam with other related agencies. As emphasized by Zahra, et al. (2020:328) that in the Police Station, relational resources are intertwined with the reciprocal relationships provided which consist of relational relationships with government agencies, and relationships with the mass media that help in efforts to socialize the implementation of strategies.

2) Competition

Observing Durand's view (in Zahra, et al., 2020:328) regarding competence, in this study it can be understood that competence is all forms of practical knowledge, knowledge possessed by members of the Gorontalo City Resort Police about something obtained from information. Capability can be interpreted as the potential of the Gorontalo City Resort Police to carry out service activities. In line with Zahra, et al. (2020:328) emphasized that the Police as the agency responsible for issuing administration has been implemented properly. Thus, the authority of the Gorontalo City Resort Police Propam makes the competence of employees and operators to always be able to improve their ability to provide services to the community through a series of trainings. The capability of the Gorontalo City Resort Police Propam in carrying out administrative service tasks in an effort to improve the quality to provide excellent service is carried out periodically according to needs, and conditions, both geographical and social issues that occur.

CONCLUSIONS

The improvement of public service performance at the Gorontalo City Resort Police Propam is realized through various efforts and strategies to provide clarity of vision and mission to members, the ability of leaders and members to plan and implement policy innovations to achieve the vision and mission, and the role of Propam as a public agency in accordance with the Main Tasks and Functions that have been set. However, this core strategy has not run optimally because the achievement of public service performance at the Gorontalo City Resort Police Propam has not been on target.

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