

Implementation of the “Bhabinkamtibmas Melali” Police Resort Tabanan Program as an Effort to Improve Public Services to Implement the Reform of the Police Bureaucracy and Good Governance

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Abstract

The maintenance of public security and order as well as providing protection, shelter, and services to the community are tasks carried out by the Indonesian National Police or the Indonesian National Police. Its function as a protector, protector and public servant of the POLRI is manifested in bureaucratic reform as a form of POLRI's efforts to increase public trust and lead to good governance. In formulating a strategy for serving the community, various efforts have been made by the POLRI. One of them is a program created by the Tabanan Resort Police, namely "Bhabinkamtibmas Melali". Through this program, it is hoped that the Indonesian National Police or POLRI can improve the quality of service to the community so that they gain public trust in carrying out their duties. Analytical descriptive research is applied in this case. This study found that the "Bhabinkamtibmas Melali" program carried out by the Tabanan Resort Police had been implemented well and overall received a good response from the community.

Keywords

public policy; public service; police; bureaucratic reform; good governance



I. Introduction

Fundamental changes in aspects of management (business processes), institutions (organizations), and human resources of the apparatus in their capacity as a unified government administration system are the core of bureaucratic reform (Oktarina & Mustam, 2018). Rearrangement or renewal of various problems so that it can improve the course of government administration is an important thing to do (Nurfitriana, 2016). Good governance is the goal of bureaucratic reform. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

Indonesia is familiar with the concept and practice of bureaucratic reform. Political, social, legal, cultural, economic, defense and security, executive, judicial, and legislative are the domains of bureaucratic reform (Sunarno, 2020). Huge resources, seriousness of effort, and at all levels of government management having a very strong commitment are undeniable things that are needed in the bureaucratic reform process (Sunarno, 2020). The realization of the desired ideals of bureaucratic reform requires innovators of change from all levels of management in government organizations. The management of bureaucratic reform needs to target the root of the problem so that it is manifested in policies that are not contradictory and consistent, valid, and the aspirations of stakeholders are accommodated. In addition, the process needs to be carried out consistently, continuously, simultaneously, and simultaneously (Faozan, 2004). In the context of Indonesia, the realization of a more advanced, independent, just, and prosperous Indonesia can be the

goal of bureaucratic reform carried out (Setiadi, 2018). Therefore, improvements to anticipate various problems that can hinder the acceleration of development are the current orientation of the government. In order to be successful, support from all parties is essential.

One of these supports was provided by the POLRI. Quick response, law enforcement, transparent service and personnel recruitment, as well as ensuring Harkamtibmas are some of the ways of bureaucratic reform carried out by the POLRI so that public trust (trust building) can increase which in the end the third stage of the Grand Strategy of the Police, namely Strive for excellence, can be achieved. materialized. When maintaining public security and order as well as providing protection, protection, and services to the community, it is the duty of the Indonesian National Police and its function as a protector, protector and public servant of the Indonesian National Police, the Indonesian National Police carry out various innovations in policies and programs so as to improve services to the community in harmony. with the vision and mission of the government and the leadership of the Indonesian National Police in the form of Nawacita and the National Police Promoter program (Professional, Modern and Trusted). As a form of the program carried out by the POLRI, the POLRI provides services that are fast, easily accessible, uncomplicated, quick response, and supported by technology applications so that the quality of POLRI services to the community can increase, public trust in the POLRI also increases, and more importantly The main thing is that POLRI programs can support the achievement of national development goals. All of these programs are embodiments in carrying out the main tasks of the National Police as mandated in Law No. 2 of 2002 and the realization of the National Police's priority program, namely the Promoter Police (Professional, Modern and Reliable).

At a lower level, the POLRI organization carries out derivative programs from various innovations at the central level. One of them was carried out by the Tabanan Police. The ease and speed of the community in accessing public services at the Tabanan Police Station is the goal that has been set so that it has an impact on the constructive and innovative efforts of the Tabanan Police to carry out various programs in an integrated and comprehensive manner to achieve these goals. Bhayangkara Pembina Security and Public Order or Bhabinkamtibmas is a tool that has a very important function in increasing the convenience and speed of public services to the community at the Tabanan Police Station.

The crucial role of Bhabinkamtibmas is because of its position by partnering with the community to function as a pre-emptive and have tools that directly deal with the community because they are at the kelurahan or village level. Efforts made by the Tabanan Police are by making a public service program policy, namely "Bhabinkamtibmas Melali" in facilitating the community in Tabanan Regency to fulfill Police administrative completeness such as Fingerprint Service, SKCK Service, Loss of Goods Report Service, and Driver's License Extension Service (SIM).). In the implementation of the Bhabinkamtibmas Melali program, of course, it is necessary to evaluate whether the Bhabinkamtibmas Melali program has been implemented in the community and is influenced by any factors in the implementation of the "Bhabinkamtibmas Melali" program in the community.

II. Research Method

This study applies a qualitative approach by taking the type of descriptive research. The Tabanan Regency, Bali Province, was the chosen location. The data collection technique used interviews with the community related to the implementation of the Bhabinkamtibmas Melali Polres Tabanan program. And it is hoped that it can become a relevant literature study in seeing the development of reform and the POLRI bureaucracy in terms of public services so as to realize good governance.

III. Results and Discussion

3.1 POLRI Bureaucratic Reform

Good governance is the goal of an integrated, systematic, and comprehensive improvement process that is the definition of reform. With the reform, synergies between the government, the community and the private sector can be established under the auspices of the effectiveness and efficiency of the government administration system. On the other hand, a formal organization consisting of trained experts and organized based on certain rules, elements, and sections is called a bureaucracy. Within the bureaucracy there is a hierarchy that can be used as a guideline as a monitoring tool for the organization (Nasution, 2017).

In Indonesia, changing paradigms and governance is understood as reform. This is stated in the Grand Design of Bureaucratic Reform 2010-2025 which is contained in the Presidential Regulation of the Republic of Indonesia Number 81 of 2010. Efforts to achieve the goals of effectiveness, efficiency, and accountability in government are reform efforts carried out by the government, especially in order to improve performance. Bureaucratic Reform means (1) there is a way of thinking that changes both in patterns of action, attitude patterns, to the highest mindset, (2) there is a change to mental service rather than mastering, (3) role takes precedence over authority, (4) prioritizes results. the end is not just a product, (5) performance management changes, and (6) the realization of a government free of corruption, collusion and nepotism (KKN), clean, transparent, professional, and good. Changes to the six things can be made through (1) organized institutions, streamlining organizational structures, and simple hierarchical levels and more professional or functional position holders than structural positions in the existing organizational structure, (2) management is carried out by structuring, simplifying the system. , mechanisms and procedures, the use of information and communication technology is optimized so that it is easier and more accurate, as well as adequate work facilities and infrastructure, (3) Apparatus HR is monitored, so that it is good in terms of quality (professional, competent, ethical, high-performing and prosperous) and quantity according to the needs of the organization, (4) accountability is organized, supports conducive, efficient, effective, and quality performance, and (5) arrangements for service and service quality, excellent service (transparent, consistent, fair, precise, fast, etc.) .), realizing good governance (good governance), and satisfying the community.

In improving public services and the economy as a whole, bureaucratic reform is a fundamental need. The process must be consistent, precise, and fast so that accountability and service quality are fulfilled by the bureaucracy (Umar, et al., 2019). In addition, the implementation of bureaucratic reform is important to do to provide a positive image for the bureaucracy as well as build public trust (public trust building) (Rewansyah, 2010). Without public trust, it is difficult for the government to realize good governance (Jameel, et al., 2019). As part of good governance, it has become the main goal for the government

to increase public trust and implement its policies and measure them effectively (Alaaraj & Hassan, 2016).

The Republic of Indonesia National Police Bureaucratic Reform Program (RBP) is a formulation that is in line with the National Bureaucratic Reform Policy. As a reflection, many important changes have occurred in Indonesia, starting in 1998 since the reformation era and also signaling the era of the first wave of reform. The underlying reason for this important change is the welfare of the people which must be realized in the form of a democratic government. Its welfare values are directed to be in accordance with the 1945 Constitution (Kairupan, 2015). In the POLRI, this is also the trigger for the process of reform within the POLRI to begin. The goal is for the Indonesian National Police to carry out their duties and functions in accordance with the expectations and demands of the community, be independent, and professional by directing the reform process to structural, instrumental, and cultural aspects. However, compared to reforms in the political, legal, and economic fields, reforms in the bureaucracy have lagged behind.

3.2 Public Policy

Parson stated that the policy cycle includes policy formulation, implementation and evaluation (Muadi, Ismail & Sofwani, 2016). This cycle is very important in public policy. From this cycle, there are several stages as stated by Thomas R. Dye when describing the public policy process (Muadi, Ismail & Sofwani, 2016): (1) Identification of policy problems, (2) Setting the agenda, (3) Formulating policies, (4) Policy approval, (5) Policy implementation, and (6) Policy evaluation. The policy formulation stage is the initial stage of the entire series of policy processes where this stage is the most important stage for determining policy direction. In this policy formulation stage, various ideas or ideas will arise where the purpose of the ideas in policy studies is not only to theorize which is a representation or embodiment of ideas and an interactive process by and through the ideas generated and communicated. But it also underscores the importance of considering the importance of ideas in the institutional context in which political actors have power. (Béland, Carstensen & Seabrooke, 2016). Policy formulation is also very important in the context of policy implementation, so it is often said that the core of public policy is the policy formulation itself (Sirajuddin 2016). Policy implementation is a way that must be done and implemented to achieve policy objectives based on the agreed policy formulation (Sirajuddin 2016). In its implementation, of course, the implementation of public policies must be stated in the form of technical instructions for implementation in a government institution, while its implementation in the community can be in the form of public service standards that are described so that citizens know what forms of service are and who is entitled to receive these services and to what extent are the limits. the limit. Thus, this will become a binder for the recipients of public services, in this case the community, and the providers of public services, in this case the government. After implementing the policy, the next step is the final stage, namely policy evaluation. Policy evaluation is an assessment of the results of all stages of the policy that assesses whether the policies that have been formulated and implemented have achieved the objectives or not and what is meant is the interests and welfare of the general public. Meanwhile, the evaluation of public policy implementation is divided into three by Anderson, namely (Sirajuddin 2016): (1) as a functional activity that needs to be understood in the evaluation of public policies, (2) the operation of a policy that is focused on evaluation, and (3) a systematic process for the achievement of policy objectives by measuring the impact on society and the extent to which policy objectives are achieved with an objective assessment. According to Boven & Hart (2016) success and failure are not part of public policy, but are a goal of policy

makers. In this context, the policy makers have a very crucial role because they have a great responsibility in implementing the policy so as to obtain the results from the implementation of the policy. However, the success and failure of policies are also influenced by the presence or absence of diffusion effects, namely a sense of competition with neighboring countries and participation in regional networks that develop between them. (Ingle, Cohen & Hughes, 2007). The concept of public policy will of course be different from each region or country where the public policy is implemented. These differences cannot be separated from local wisdom or culture from each region or country. Willis, DeLeon, Haldane & Heldring (2014) say that in making policy, of course, policy makers must respect cultural identity, and embrace innovation more than just following new things, but how about testing and implementing it to improve the general welfare.

3.3 POLRI Public Service

The emergence of new information and communication technologies in the 1990s offered new opportunities for governments to improve the delivery of public services to their citizens (Bussell, 2010). Law No. 25 of 2009 states "public service is an activity or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers, namely every state administration institution, corporations, independent institutions established by law for public service activities, and other legal entities formed solely for public service activities". Various aspects of Public Service are regulated in Law Number 25 of 2009 concerning Public Services, namely "(1) General Provisions, (2) Purpose, Objectives, Principles, and Scope, (3) Guidance, in the Organization of Public Service Providers and Structuring, (4) Rights, Obligations and Prohibitions for Providers, (5) Provision of Public Services, (6) Community Participation, (7) Settlement of Public Complaints, and (8) Provision of Witnesses". The implementation of the Police Bureaucratic Reform makes the provisions contained in Law no. 25 of 2009 as the basis for carrying out the program so that the community gets an increase in service quality. Referring to Mahmudi (2005:229), as an effort to implement laws and regulations and fulfill public needs, all activities by public service providers (state apparatus) in the context of services are referred to as public services.

In the context of the Indonesian National Police (POLRI), the provision of services to the community is based on a professional attitude so that the community gets better service. By providing better services, the POLRI will get a reciprocal form of increasing public trust in the POLRI organization. In other words, public satisfaction with the services provided by the POLRI has an effect on public support and trust in the POLRI. With this view, serving the community and trying to fulfill the needs of the community is something that the POLRI must do. Services provided to the community need to be based on the aspect of proportionality. This means that the services provided by the Indonesian National Police need to empower their resources and potential so that services to the community are the focus of those carried out by the Indonesian National Police. The use of resources owned by the POLRI organization can be a measure of whether they are optimally empowered for the benefit of the community (Khoiron, 2017).

The purpose of improving the quality of public services by the Indonesian National Police or POLRI is an effort made by the POLRI to realize bureaucratic reform and good governance or good governance within the POLRI organization in particular and in general it will be useful for the public interest. Increasing innovation and creativity is one way that can be done so that public services organized by the Indonesian National Police uphold the principles of good governance. Improving the performance of the Indonesian National

Police or POLRI can be achieved when the POLRI organization carries out public services by upholding the principles of good governance. Although the POLRI organization seeks to implement the principles of good governance in the delivery of public services, the public's view is that public services provided by the POLRI organization are still relatively slow, unprofessional, and high-cost. In response to this, various innovative steps are continuously sought to be presented in order to create public services that uphold the principles of good governance.

3.4 Implementation of the Tabanan Police "Bhabinkamtibmas Melali" Program

The "Bhabinkamtibmas Melali" program is one of the strategic programs made by the Tabanan Resort Police as an effort to improve the quality of service to the community. The "Bhabinkamtibmas Melali" program was initiated by the Head of the Tabanan Resort Police AKBP Mariochristy P. S. Siregar, S.I.K, M.H. In its implementation the "Bhabinkamtibmas Melali" program was carried out by Bhayangkara, the Supervisor of Community Security and Order or Bhabinkamtibmas. The thing that stands out from the program is the principle of quick response. To find out the obstacles experienced by its citizens, especially in the completion of police administration, every day Bhabinkamtibmas plays an active role by visiting its inmates directly.

The program provides convenience for the community. Some of these conveniences can be obtained in several types of services when the specified requirements are prepared by residents. First, the convenience in terms of SKCK services which is the task of the Tabanan Police SKCK service unit. Second, the convenience of the Tabanan Police Criminal Investigation Unit Identification Unit to obtain fingerprint card services. Third, the convenience of the Tabanan Police Mobile SIM Service Unit for the extension of a driving license (SIM). Fourth, the convenience of the Tabanan Police SPKT Unit in the service of a Loss Report Certificate (SKTLK).

According to the results of research that has been carried out using data collection methods through interviews that in general the implementation of "Bhabinkamtibmas Melali" Tabanan Resort Police has been carried out well. The "Bhabinkamtibmas Melali" program received a positive response from the community in the Tabanan Regency area. With this program, the community felt satisfied and became very helpful because of the services provided by the Tabanan Resort Police. This confirms that to build public trust in organizations, community satisfaction with public organizations is very important. More broadly, the competitiveness of the government is determined by one of the factors of public trust in the government. this implicitly confirms that the quality of the relationship that exists between citizens and their government will have an impact on public trust in their government (Beshi & Ranvinderjit, 2020). According to Harbani Pasolong (2010:221-222), high public trust is determined by better governance and the quality of services provided. When the community gets good service so that they feel satisfied with the services provided, then the public's trust in the government will be higher. Through the "Bhabinkamtibmas Melali" Program created by the Tabanan Resort Police, the Indonesian National Police or POLRI seeks to continue to innovate in terms of community services in the hope of increasing public trust in the POLRI because of community satisfaction with the services provided. As stated by Mishra & Attri (2020) that trust in government is the result of good governance and can be built with good policies through various kinds of innovations.

IV. Conclusion

This study concludes that the implementation of the "Bhabinkamtibmas Melali" Program as a form of implementation of the Bureaucratic Reform of the Indonesian National Police (POLRI) carried out by the Tabanan Resort Police in the Tabanan Resort Police jurisdiction in improving the quality of public services shows that the implementation of the "Bhabinkamtibmas Melali" Program effectively. The general public has been carried out well, Bhabinkamtibmas as a partner of the community plays a role in helping and serving the community in facilitating police administration, namely: (1) SKCK services, (2) Fingerprint card services, (3) Driving license renewal services (SIM), (4) Service for Certificate of Loss Report (SKTLK). With the "Bhabinkamtibmas Melali" program, the people in Tabanan Regency feel helped by such services so that by optimizing services to the community it is expected to increase community satisfaction and have an impact on increasing public trust in the Tabanan Resort Police.

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