IMPROVING THE QUALITY OF HUMAN RESOURCES WITHIN THE INDONESIAN NATIONAL POLICE (POLRI) CAN BE ACHIEVED THROUGH THE IMPLEMENTATION OF BUREAUCRATIC REFORMS IN PUBLIC SERVICES

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ABSTRACT

An integral component of bureaucratic reform is the transformation in mindset and culture, alongside the cultivation of a robust work culture. The objective of bureaucratic reform is to prevent and accelerate the eradication of corruption, while consistently striving for the establishment of good governance, a clean government, and the elimination of corruption, collusion, and nepotism (KKN). The Indonesian National Police (Polri), as a key state institution within the framework of Public Administration, in accordance with Law No. 2 of 2002, is responsible for maintaining public order and security, enforcing the law, providing protection, promoting public welfare, and delivering public services. As a professional institution, the Indonesian police force possesses distinct characteristics in terms of its structure, functions, duties, and role, and has undergone a paradigm shift in response to societal demands over time. Following globalization and the reforms of 1998, the public now expects a more professional performance from the police force in Indonesia.

Keywords: Improvement of Quality, Resource Management, Bureaucratic Reforms, and Public Service Delivery

INTRODUCTION

Good Governance refers to an effective, transparent, and authoritative system of government. In this regard, a clean government free from corruption, collusion, and nepotism (KKN) is essential. Bureaucratic Reform represents a significant transformation of various elements of the bureaucracy, including institutional structures, human resources, administrative systems, accountability, oversight, and public service delivery. Examples of bureaucratic reform include institutional and personnel reforms, financial management, treasury systems, planning and budgeting, immigration, taxation, land management, and investment promotion. A crucial component of bureaucratic reform is changing the mindset and culture within institutions, as well as fostering a strong work culture. Bureaucratic reform aims to prevent and accelerate the eradication of corruption, in a sustainable manner, to create good governance, a clean government, and a government free from KKN.

The Indonesian National Police (Polri), as a state institution within the context of Public Administration, in accordance with Law No. 2 of 2002, is entrusted with several key functions, including maintaining public order and security, enforcing the law, providing protection, and delivering public services. The Indonesian police force, as a profession, has its own unique characteristics shaped by its history, including its structure, functions, duties, and position, which have evolved in response to societal demands. The global era and the 1998 reform have led to increased public expectations for a more professional police force. In response to these demands, the National Bureaucratic Reform Policy has been established.

Polri has also formulated its own Bureaucratic Reform Program (RBP). The first wave of Polri's Bureaucratic Reform began in 1999, encompassing three major aspects: instrumental, structural, and cultural. The repositioning of Polri from the Indonesian National Military (ABRI), along with organizational restructuring and the distribution of authority, marks the structural success of the RBP. Additionally, the enactment of Law No. 2 of 2002 on Polri and the MPR Decrees No. VI and VII of 2013, which separated Polri from ABRI and allocated specific powers, signifies significant milestones. Thus, it can be said that the instrumental and structural aspects of the RBP have been successfully implemented. However, the cultural aspect has not yet met the expectations of either the police force itself (especially high-ranking officers) or the general public.

Entering the second wave of the RBP (2011-2014), which was integrated with Polri's Second Strategic Plan, the focus shifted to building partnerships, reinforced by a program aimed at revitalizing the move toward excellent service, guided by three key frameworks: institutional strengthening, creative breakthroughs, and integrity improvement, to realize Polri's excellent service. The goal is for the Indonesian National Police to transition from a paradigm of power to a new paradigm that emphasizes professionalism and accountability.

Polri's grand strategy for enhancing its independence, as outlined in the reform framework, involves gradual reforms across the instrumental, structural, and cultural dimensions. The primary tasks of Polri, as stated in Law No. 2 of 2002, include maintaining public security and order, enforcing the law, and providing protection, guidance, and services to the public. One of Polri's key responsibilities is service delivery, which the institution views as central to its mission.

The new paradigm for Polri aims to reposition the institution toward becoming a more independent and professional police force, trusted by the public, through reforms in the instrumental, structural, and cultural aspects. The second phase of the reform, focused on partnership building, spanned from 2011 to 2015, emphasizing transparency, accountability, fairness, public reporting, a corruption-free environment, professionalism, morality, and exemplary behavior.

According to a survey by the Indonesian Political Indicator Survey Institute, public trust in the Indonesian National Police has increased to 80.2%, the highest in eight years (2014-2021). This figure represents the police as the front-line institution in maintaining public order, security, and tranquility. Therefore, the police should possess legitimacy and earn the trust of the public as guardians of the nation.

However, this trust is increasingly eroded by various incidents. For instance, in East Jakarta, a robbery victim was scolded by police when reporting the crime. In Riau, a mother who was a victim of rape was rebuked by two police officers. Furthermore,

a tragic case emerged when a female student at Brawijaya University committed suicide after being impregnated by her police officer boyfriend. These incidents, while eventually investigated and resolved according to the law, sparked public protests, especially since such cases often go unaddressed without external pressure. As a result, hashtags such as #percumalaporpolisi ("it's useless to report to the police") and #tidakpercayapolisi ("I don't trust the police") emerged on social media, reflecting widespread public dissatisfaction.

It is well known that many instances of misconduct occur within the police force, such as bribery during vehicle inspections, abuse of power by officers, and extortion by some police officers. The public has grown weary of these issues, and the term "oknum" (rogue individuals) is increasingly seen as a convenient excuse used by the police to cover up systemic problems. While not all actions by the police are negative, the negative incidents often overshadow the positive achievements, leading to diminished public trust and apathy toward the police. Trust is not easily rebuilt, and once lost, it is difficult to regain. If the police, whose primary role is to protect and serve the public, cannot be trusted, who should the public turn to for help in the face of criminal acts?

This lack of trust may also lead to internal conflicts within the police force or between the police and the public. Indonesian society has become more modern, critical, and legally aware. When the public becomes aware of corruption or misconduct within the police, they are quick to voice their complaints, comment, or condemn. Thus, the question arises: Is the public trust survey indicating 80.2% genuine? Only God and the public can answer that. If the survey results are legitimate, there would be no need for the hashtags expressing distrust, and sensational news stories casting the police in a negative light would not proliferate.

Public trust in the police cannot be gauged solely by numbers or percentages. True trust is reflected in the reciprocal relationship between the police and the public. In this case, it represents the relationship between Polri and the citizens they serve. This relationship has become a "love and hate" dynamic—one based on confusion, distrust, and a sense of no alternatives. On one hand, the public does not trust the police, but on the other, they have no choice but to rely on them.

If a theft occurs, to whom will the public report the crime? If a criminal act happens, to whom will the public turn? If there is domestic violence, whom will the public approach for assistance? The public would not report such incidents to the military or the parliament, but rather to the police. Despite knowing that their reports may not be followed up or may be difficult to investigate, people still hope for a resolution and for justice to be served, even though, in many cases, this hope is dashed.

Ultimately, the root of this issue lies in the need for comprehensive reform within the police institution. This reform should encompass many aspects, from human resources, infrastructure, and performance improvements, to strict penalties for officers who commit wrongdoing. If these reforms are successfully implemented, they will not only restore public trust in the police but also enable the police to fulfill their duties, powers, and functions effectively. When the police perform their tasks well, the nation's security, peace, and stability will be maintained, and the relationship between the police and the public will improve. Ultimately, national defense, unity, and security will be preserved.

Based on the problems outlined above, the Indonesian National Police, as a public service institution responsible for public service delivery, still receives numerous complaints from the public regarding the quality of its services. This reality stems from direct complaints or those raised through the media. As we know, it is Polri's duty to provide services to the public, and it is essential for the institution to evaluate and refresh its understanding of the public's expectations regarding the police's public services.

RESEARCH METHOD

Based on the focus and objectives of the study, this research is an in-depth investigation aimed at obtaining comprehensive and detailed data. Therefore, the study employs a qualitative descriptive approach. In this regard, Prasetya states that 'descriptive research is a study that explains facts as they are.

DISCUSSION

A. Improvement of Police Human Resources Quality through Public Service Bureaucracy Reform

A key desire of the public in the reform movement is the transformation of the paradigm, structure, and culture in the administration of government at both the central and regional levels. With this reform, it is hoped that new ideas, methods, and innovations will emerge to better organize and design government operations towards a more efficient and effective system. The paradigm for organizing government systems and designing new innovations in bureaucracy must always be implemented efficiently, effectively, responsively, transparently, and accountably, in line with the needs of the public. Bureaucracy should be able to work quickly, accurately, and without unnecessary complexity. Therefore, bureaucratic reform is expected to produce a professional bureaucracy that is free from obstacles.

Reform refers to the process of improving or making something better than its current state. This reform is aimed at societal change, including within the bureaucracy, towards progress. In this context, societal change is directed toward development. Karl Mannheim, as cited by Susanto, explains that societal change is related to its norms. Development refers to the progress in the state of living of society members, where this progress is ultimately enjoyed by the community. Thus, societal change is seen as a way to elevate human dignity, and in essence, it is closely tied to societal advancement. From this perspective of societal development, there is a balance between economic, political, social, and legal demands, as well as between rights and obligations, and a consensus on societal principles. Reform must be driven by the highest officials, such as the president of a country or the ministers/heads of government agencies, including the Indonesian National Police (Polri). Bureaucratic reform in Indonesia has not been fully effective, as indicated by poor public services and the prevalence of corruption cases.

Bureaucratic reform is essentially an effort to implement fundamental changes to the governance system, covering aspects such as the mentality of civil servants, oversight, accountability, institutional structure (organization), administrative procedures, human resources, laws and regulations, and public service.

Various issues or obstacles that prevent effective government administration need to be reorganized or updated. Bureaucratic reform is carried out to achieve good governance. In other words, bureaucratic reform is a strategic step to build a more effective and efficient state apparatus to carry out public administration and national development tasks. Moreover, the rapid

advancement of science, information and communication technology, and changes in the strategic environment require government bureaucracy to be reformed and adapted to the dynamic demands of society. Therefore, fundamental, comprehensive, and systematic measures must be taken to achieve the set goals effectively and efficiently. Reform, in this context, is a gradual and continuous renewal process, distinct from radical and revolutionary actions.

Government bureaucracy or other agencies must be managed based on the principles of good governance and professionalism. Bureaucracy must fully serve the public interest and work to provide excellent, transparent, accountable service, free from Corruption, Collusion, and Nepotism (KKN). This spirit underlies the implementation of bureaucratic reform in Indonesia.

The implementation of bureaucratic reform is mandated by Presidential Regulation No. 81 of 2010 on the Grand Design of Bureaucratic Reform 2010-2025. The government and other agencies are committed to implementing bureaucratic reform to achieve good governance, with the goals of bureaucratic reform being:

1. A clean and accountable bureaucracy;
2. A capable bureaucracy;
3. A bureaucracy that provides excellent public services.

The implementation of government bureaucratic reform should encourage improvements and increased performance in both central and regional governments. Performance will improve if there is strong motivation overall, both at the central and regional levels. Motivation arises when every program/activity produces outputs, added value, outcomes, and benefits that improve year after year, accompanied by a consistent and sustainable system of rewards and punishments.

B. Challenges Faced in Enhancing the Human Resource Quality of the Indonesian National Police (Polri) through Public Service Bureaucratic Reform

The obstacles influencing the implementation of Polri's bureaucratic reform efforts to improve police human resources for public service, as outlined in the Indonesian National Police Chief Regulation No. 23 of 2010, are as follows:

a. Internal Barriers:
   1. Some members of the Polri are not fully satisfied with their assigned postings and continually seek to transfer to other locations.
   2. Some members are indifferent to the changes occurring within the Polri, particularly regarding positive reforms.
   3. Some members of the Polri are still found engaging in actions that are unbecoming towards the public.

Some members of the Polri are not entirely content with their assigned posts and frequently seek to transfer out of their duties. However, Polri's bureaucracy, regardless of the assignment, should be capable of providing professional, effective, simple, transparent, open, timely, responsive, and adaptive public services, while simultaneously improving the quality of human resources by enhancing individual and community capacities to actively determine their own futures.

Furthermore, some members show indifference towards the positive changes occurring within the Polri environment. As members of Polri, there is an expectation to manage the state's governance in security and public order with solidarity, responsibility, efficiency, and effectiveness, in order to achieve good governance that demands continuous reform.

Additionally, some Polri members are still found to engage in inappropriate actions towards the public. This behavior contradicts the fundamental purpose of government, which is to serve the people. The government's role is not to serve itself, but to create conditions that allow every member of society to develop their potential and creativity in pursuit of collective goals. Therefore, the Polri bureaucracy is obligated and responsible for providing professional and quality services to the community.

b. External Barriers:
   1. Some members of the public, when interacting with Polri officers in the Pacitan Police Station, either for service or handling violations, still frequently offer opportunities for unprofessional resolutions, such as bribery.
   2. Some members of the public assess the performance or actions of Polri members negatively without considering them objectively.

In some cases, when interacting with Polri officers, whether for services or addressing violations, some members of the public still attempt to resolve matters in an unprofessional manner (e.g., bribery). Furthermore, certain segments of society consistently judge the actions or performance of Polri members negatively, often without objective evaluation. This arises due to increasingly critical societal conditions, which compel Polri officers to revitalize their roles and approach in providing services to the public.

CONCLUSION AND SUGGESTION

A. Conclusion

The enhancement of the quality of the Indonesian National Police's Bureaucratic Reform plays a significant role in improving the overall public service quality. Its implementation aims to establish a good, clean government free from corruption, collusion, and nepotism (KKN), improve public service quality, and enhance the capacity and accountability of bureaucratic performance. Despite efforts, the quality of service within the Indonesian National Police is still lacking in some areas, with services falling short of public expectations. This is due to weak connections between budget inputs and the absence of comprehensive standardization of the apparatus's facilities and infrastructure. However, the capacity and accountability of the police force have aligned with outcome indicators, such as achieving a professional, modern, and trustworthy police service.

The challenges affecting the implementation of the police reform include: some police officers are not entirely satisfied with their assigned regions and often seek to transfer out of their areas; others are indifferent to the changes occurring within the police environment, particularly positive ones; and some officers still engage in actions that tarnish their reputation in the community. Additionally, certain members of the public continue to seek informal resolutions to issues with the police, including bribery and abuse of authority.

Efforts to overcome these obstacles in improving the quality of police human resources through bureaucratic reform in public service include: enhancing public service professionalism, changing mindsets and behaviors, clarifying roles and authority, improving performance management, and monitoring the implementation of reform benchmarks.

B. Recommendations

1. Recommendations for Enhancing Quality: a. Provide scientific information to enrich the concepts of implementing police reform for public service to enhance police human resources. b. The research findings, which favor a specific concept of police resource management, serve as scientific information for institutional managers as references in implementing police reform for public service to improve police quality. c. For other researchers, this study can serve as a basis for replicative studies or further research on police reform in public service to enhance police human resource quality.
2. Recommendations for Overcoming Obstacles: The Indonesian National Police should take concrete steps to address the challenges they face, such as: a. Proposing adequate budget allocations in the National Budget (APBN). b. The police must improve:
   a. Police resources to better handle service tasks.
   b. Infrastructure and facilities to support the effective execution of service tasks.
   c. Minimum operational standards, including: i. Education, ii. Training, iii. Monitoring.
3. Recommendations for Efforts: For improving the effectiveness of public service reform within the police, the following steps should be taken:
   a. First, provide warnings and encourage the implementation of public service standards among unit leaders in the SPKT (Public Service Center), Intelkam (Intelligence and Security Division), and Traffic Units with low compliance (red zone) and moderate compliance (yellow zone).
   b. Second, organize a systematic and independent program to accelerate the implementation of public service standards in accordance with Law No. 25 of 2009 concerning Public Services.
   c. Third, appoint competent officials to monitor the consistency in improving compliance and fulfilling public service standards across all police precincts (Polres). Each service unit is required to draft, establish, and implement public service standards in line with the law.

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