

Performance of Polri's Public Services from a Governance Perspective on SATPAS, SAMSAT, and SPKT Services at Polresta Malang Kota

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Abstract. Public trust is an important indicator of the success of Polri services; it is influenced by the optimal performance of public services to the community. Polresta Malang Kota is a government organization providing public services, including SATPAS, SAMSAT, and SPKT services. This research uses a qualitative descriptive research method to examine the performance of POLRI's services. Data were collected through interviews, observations, and documentation. Data were analyzed using triangulation techniques. Findings show that POLRESTA Malang Kota had innovated the "Panic Button on Hand Service" to call for police assistance quickly via smartphone. This innovation stems from the problem of inequality in the number of personnel and the communities served, the low police's ability to utilize developments in information technology and social media, and the implementation of the POLRI creative breakthroughs, such as the "Makota Command Center," which is considered to have not yet reached all levels of society. Thus, it is necessary to assess the performance of public services at the SATPAS, SAMSAT, and SPKT POLRESTA Malang Kota, which can encourage improvements in public service performance to increase public trust in POLRI.

Keywords: public services, quality of public services, good governance, Polri, Polresta Malang Kota, SATPAS, SAMSAT, SPKT

1 Introduction

One of the government's most important tasks is to provide public services to the community. Therefore, government organizations are often referred to as "Public Servants" [1]. Based on the 1945 Constitution of the Republic of Indonesia, Paragraph 4, public service is an aspect of service for the state apparatus, namely protecting the entire country of Indonesia and all of Indonesia's blood, advancing general welfare, making the nation's life intelligent, and implementing world order based on freedom, eternal peace, and social justice [2]. In reality, not all government officials are aware of the importance of a service. In fact, sometimes the expression "If it can be made difficult, why make it easy?" appears among Indonesian government officials in the process of public services. This shows that they are generally not aware of their position as public servants and also the philosophy of service itself.

Public services are an important indicator in assessing government performance at both the central and regional levels. The implication of good public service is satisfaction for the community because the community directly assesses the performance of the services provided. Public services are a main point in building good governance practices, which are believed to be

the ideals of Indonesian society. Good governance is the implementation of solid and responsible development management that is in line with the principles of democracy and efficient markets, avoiding the possibility of misallocation and investment, preventing corruption both politically and administratively, implementing disciplined budget as well as creating legal and political frameworks for the growth of business activities. The concept of governance, which contains a number of good values at the implementation level, has produced different achievements, both successful and unsuccessful; this is caused by the inaccuracy and appropriateness of the governance concept itself in relation to social, economic, and economic characteristics, and politics of the country concerned. Thus, the root of the problem does not depend on good or bad governance but rather on whether the concept used is appropriate or not.

The relationship between the state and the police as an institution is very dynamic and often reflects changes that occur in the police. These two relationships have an impact on the performance of the police as public servants and police independence in general. Initially, police performance was considered simple, referring to the responsibilities and requirements of the police profession, which used to be simpler, and the facilities used by police officers to carry out their duties were not as sophisticated as they are now. However, as the dynamics of today's society, crime is increasingly growing, requiring adjustments to police performance [3].

The Indonesian Survey Institute released a survey in 2018 exploring public perceptions of democracy, corruption, and intolerance. Polri (*Kepolisian Republik Indonesia* – Indonesian National Police), as an institution, gets the highest score in corruption cases. After the 2019 Presidential Election, a survey conducted by the Indonesian Survey Circle showed that Polri experienced the most significant decline in public trust, namely 15% in one year compared to other state institutions [4]. The survey cited widespread allegations of police involvement and intervention in the presidential election as the reason. The Japan International Cooperation Agency (JICA), in its 2018 report, suggested that as a civil police force, the National Police must gain the public's trust and maintain national peace because building political stability is very important to enable investment growth and economic development. Charta Politika Public Opinion survey results in February 2023 revealed that several things need to be improved by members of the National Police, namely related to integrity (49%), arrogant attitude/behavior (23.5%), skills and knowledge (10.8%), and proportional physicality (6.4%).

Referring to other countries that are used as benchmarks, for example, China and the United States, the Ministry of Public Security (MPS) is the institution with the highest national public security authority in China. The police in China have various roles apart from law enforcement; they are also responsible for maintaining social stability, and they also have political functions. According to the 1995 Police Law of the People's Republic of China, there are 4 (four) parts of the police system, namely: Public Security Police, State Security Police, Prison Police, and Judicial Police. Meanwhile, in the United States (California), police agencies consist of the California Highway Patrol (CHP), City Police Department, District Police, and Campus Police. With the support of police human resources management and quality facilities and infrastructure, the police system in the country is worthy of being used as a model.

Performance is individual behavior that produces value for the organization [5] and it contributes to organizational goals [6]. Performance can also be understood as behavior related to achievement with several evaluative components [7], namely the extent to which an employee meets the organization's general performance expectations [8]. Due to today's increasingly complex challenges, modern public services require skilled, competent, and adaptive human resources who are able to overcome increasingly complex policy challenges, navigate demanding

regulatory and legal environments, collaborate with teams in completing tasks, engage and provide public services to diverse citizens, and increase government transparency and accountability.

Polresta Malang Kota, one of the institutions whose function is to provide public services, provides some services to the community, including SATPAS, SAMSAT, and SPKT. SATPAS stands for Satuan Penyelenggara Administrasi SIM or driving licensing service, so the service deals with the issuance and renewal of driver licenses and the Motor Vehicle Owner's Book, a certificate for owners of motor vehicles. SAMSAT stands for Sistem Administrasi Manunggal Satu Atap or One-stop Administration Services Office; it is an administrative system formed to expedite and accelerate services for the interests of the community whose activities are held in one building. In relation to Polri's services, SAMSAT helps in processing motor vehicle documents. SPKT stands for Sentra Pelayanan Kepolisian Terpadu or Integrated Police Service Center; it provides police services to the community in the form of receiving and handling reports/complaints, police support/assistance, along with other related functions, including visiting crime scenes to conduct security activities following the applicable laws and regulations. In addition, Polresta Malang has an innovation called the "Panic Button on Hand" service as a form of quickly calling the police for help via smartphone. This innovation stems from the problem of inequality in the number of personnel and the community served, the police's ability to utilize developments in information technology and social media is still low, and the implementation of the Polri creative breakthroughs such as the "Makota Command Center" is considered to have not yet reached all levels of society.

2 Material and Methods

This research uses a qualitative approach in order to reveal the facts that actually occur in the field in the implementation of services. It is reinforced with data that is in accordance with the focus of the research, namely regarding policies for implementing services at Polresta Malang Kota. The study used both primary and secondary data.

Primary data were obtained in the form of words or verbal utterances and the behavior of the subjects (key informants) consisting of Polresta Malang Kota Chiefs (Kapolresta and Wakapolresta), internal supervisory elements (Kasiwas and Kasipropam), Implementing Elements (Kasatlantas and operators, Kasatintelkam and operators, and the Head of SPKT and operators), the Head of Jasa Rahardja Malang City and operators, the Head of UPT Dispenda Malang City and operators, society as consumers, local and national journalists.

Secondary data were documents in the form of Police regulations regarding services and other documents relating to service standards applied by the Polresta Malang Kota in providing services, as well as documents that can explain the factors that influence service performance.

3 Results and Discussion

Public services are services to fulfill public goods needs, basic rights of citizens, government and state obligations, as well as national commitments [9]. Polresta Malang Kota organizes Polri public service activities through SATPAS, SAMSAT, and SPKT services. Public services in good governance cannot be separated from their implementation. Public trust is an important indicator of the success of Polri services. The main factor that influences this trust comes from

how the service itself performs towards the community. Optimal service performance will certainly increase Polri's trust and prestige in society.

3.1 Implementation of Public Services

In essence, public service is a mandate stated in Law Number 25 of 2009 concerning Public Services. Article 1, paragraph (1) states that public services are activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, or administrative services provided by public administrators. Then, it is emphasized again in paragraph (7) that service standards are benchmarks used as guidelines for service providers and as a reference for assessing service quality as an obligation and promise of providers to the community in the context of quality, fast, easy, affordable, and measurable services. Public services are the main target in building good governance practices, which are the nation's ideals.

In order to further facilitate the principles of good governance, Pusat Kajian Pendidikan Pelatihan Aparatur I (PKP2AI) LAN Bandung developed a good governance measurement model for Regional Government as presented in Table 1 [10].

Table 1: Measurement of Regional Government Good Governance

Principle	Indicator	Sub-Indicator
Participation	1. Intensity of the quality of community involvement in the formulation of regional policies.	1. The community is actively involved in preparing and drafting regional policies. 2. The public knows the mechanisms for participation in the formulation of regional policies. 3. The society uses various media/forums to participate in the formulation of regional policies. 4. The local government accommodates input submitted by the society.
	2. Society involvement in monitoring regional government administration.	1. The society is actively involved in monitoring regional government administration. 2. People know the mechanism. 3. To monitor the implementation of regional government. 4. The society uses various media/forums to monitor

		<p>regional government administration.</p> <p>5. The society has the freedom to monitor the running of the regional government.</p>
Rule of law	<p>1. Quality of implementation of law enforcement</p> <p>2. Availability of legal basis</p>	<p>1. Creating good public order and security.</p> <p>2. Minimizing legal violations.</p> <p>3. Take legal action.</p> <p>4. Local governments make regulations consistently.</p> <p>1. Issue regulations to regulate matters within its authority.</p> <p>2. Regional government policies are pro-community.</p> <p>3. Regional Government policies provide legal guarantees and certainty.</p> <p>4. Regional regulations are in accordance with the public interest.</p>
Transparency	<p>1. Availability of mechanisms for the public to access public information.</p> <p>2. Availability of information to be published to the public.</p>	<p>1. The public knows the mechanisms of obtaining information about regional government administration.</p> <p>2. The public knows the institutions for obtaining public information.</p> <p>3. People use various media to obtain public information.</p> <p>1. The public knows local government policies.</p> <p>2. The public knows information about the preparation and use of funds and public facilities.</p> <p>3. The public knows information in the field of public services.</p> <p>4. The public can access public and local government information easily, affordably, and on time.</p>

Accountability	<ol style="list-style-type: none"> 1. Accountability of budget management 2. Performance accountability 	<ol style="list-style-type: none"> 1. The amount of the development budget allocated by the Regional Government is in accordance with the benefits obtained by the community. 2. Budget allocation is in accordance with priority development needs in the community and region. 3. Regional governments can reduce the level of leakage in budget management. 4. Supervision of budget management by both legislative institutions and functional institutions is effective. 1. Programs and activities are in accordance with community/regional needs. 2. Regional development programs and activities are linked to national development programs. 3. Local government officials demonstrate the expected level of performance. 4. The community feels the benefits of Regional Government programs and activities.
Responsiveness	<ol style="list-style-type: none"> 1. Availability and clarity of complaint mechanisms and procedures. 	<ol style="list-style-type: none"> 1. The public knows the mechanisms and procedures for complaints that will be submitted to the Regional Government. 2. The public uses media/forums provided by the Regional Government to convey their complaints. 3. The regional government provides mechanisms and procedures for complaints from the public.

	<p>2. The speed and accuracy of local governments in dealing with complaints and taking action against complaints.</p>	<p>4. The public often submits complaints or grievances regarding the administration of regional government.</p> <p>1. The public is satisfied with the speed of the Regional Government in handling complaints or grievances.</p> <p>2. The public is satisfied with the accuracy of the actions taken by the Regional Government regarding complaints or grievances.</p> <p>3. The local government can resolve complaints or grievances from the public well.</p> <p>4. Readiness of regional government resources (HR, infrastructure, budget) to follow up on complaints or complaints from the public.</p>
Harmony	<p>1. Availability of guarantees for everyone to receive services, protection, and empowerment from the Regional Government.</p> <p>2. Quality of service delivery, protection, and empowerment from the Regional Government.</p>	<p>1. The local government guarantees that the community receives the same services, protection, and empowerment.</p> <p>2. The community has the same rights to obtain public services from the Regional Government.</p> <p>3. Certain communities (such as the poor) receive public services from the Regional Government.</p> <p>1. The public is satisfied with the quality of public services in the region.</p> <p>2. The community is satisfied with the protection and empowerment efforts carried out by the Regional Government.</p>

		<ol style="list-style-type: none"> 3. The regional government provides adequate public service resources (HR, infrastructure, budget).
Effectiveness and Efficiency	<ol style="list-style-type: none"> 1. Effectiveness of government administration 	<ol style="list-style-type: none"> 1. The regional government is able to coordinate development programs and activities between SKPD. 2. Regional governments are able to explore potential sources of regional revenue. 3. The regional government has succeeded in improving the quality of services, community welfare, and regional mutual power. 4. Local governments are able to increase the results and benefits of development programs.
	<ol style="list-style-type: none"> 2. Efficiency of government administration 	<ol style="list-style-type: none"> 1. Regional governments are able to use regional resources efficiently. 2. Local governments are able to optimize development benefits with limited resources. 3. Local governments are able to provide an integrated or one-roof public service system. 4. Local governments are able to prevent local government expenditure deficits.
Strategic Vision	<ol style="list-style-type: none"> 1. Clarity of the direction of the regional development plan 	<ol style="list-style-type: none"> 1. The regional development vision already has strategic values. 2. The regional development vision is relevant to the potential of the region. 3. The regional development vision is easy to continue.

	2. Policy consistency to realize the vision and mission	<p>4. The regional development vision has relevance to the national development vision.</p> <p>1. Regional Government policies are in accordance with the vision and mission of regional development.</p> <p>2. There are efforts by the Regional Government to realize the vision and mission of regional development.</p> <p>3. Regional development programs and activities are in accordance with the regional development vision and mission.</p>
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In providing public services, the government is required to provide quality services to the community. The existence of Constitution No. 25 of 2009 concerning Public Services is a guideline for public service providers providing services [11]. Decision of Ministry of State Apparatus Utilization No.81 year 1993 explains the 10 concepts of quality service, which consist of simplicity, clarity, openness, efficiency, economy, equal justice, timeliness, physical facilities, and approach to people in need, as well as the abilities and attitudes of employees.

To assess how far the quality of public services is provided by government officials, criteria or indicators are needed as the measurement of the service itself. The quality of Polri's public services from a governance perspective in SATPAS, SAMSAT, and SPKT apply the principles of participation, rule of law, transparency, responsiveness, consensus-oriented, equity, effectiveness and efficiency, and accountability [12].

3.2 Factors that Influence Public Service Performance

The public services that the public expects are quality services that meet standards service based on the dimensions of public service quality. However, in reality, this is often found not to be in accordance with society's expectations. This, of course, happens because several factors influence the performance of quality public services. Some factors that influence service quality include the work motivation of service personnel, community participation in carrying out supervision, service bureaucratic behavior, implementation of integrated service policies, apparatus competency, service facilities or infrastructure, use of technology, and leadership [13].

4 Conclusion

Public service quality is a dynamic condition related to products, services, people, processes, and the environment, which is assessed based on the consumer's experience when receiving the service. Factors that influence service quality include service personnel's work motivation, community participation in carrying out supervision, service bureaucratic behavior, implementation of integrated service policies, apparatus competency, service facilities or infrastructure, use of technology, and leadership. Apart from that, it is also how the principles of good governance can be implemented in providing services. In order for service quality to be maintained, it is necessary to assess the performance of Polri public services, considering that the better public services are provided to the community, the more the public's trust in Polri will hopefully increase.

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