

UDC 331

**IMPLEMENTATION OF SMART “MANAGEMENT SYSTEM OF REAL TIME APPLICATION” POLICY IN ORDER TO SUPPORT PROMOTER PROGRAM: A STUDY ON JOMBANG REGENCY POLICE, INDONESIA**

**Arisdiyoto Iving\*, Zauhar Soesilo, Muluk M.R. Khairul**

Faculty of Administrative Science, University of Brawijaya, Indonesia

\*E-mail: [ivingarisdiyoto@gmail.com](mailto:ivingarisdiyoto@gmail.com)

**ABSTRACT**

This research discusses about implementation of SMART Policy in order to support promoter program. Promoter is an action optimization program one of which is must carry out program of pattern change of public service implemented through the improvement of easier public service for the society and information technology base. The Traffic Division of Jombang Regency Police, therefore, applies SMART to support the success of Promoter program. The research method used in this research was qualitative descriptive. In measuring the Implementation of the SMART Policy in Jombang Regency, the author uses the Grindle Implementation Model which consists of Content, Context, and Policy Results. The research result showed that the implementation of SMART policy was considered not running maximally. In its implementation, human resource and budget as well as regime in power was one of the factors which caused SMART not to be implemented well. The two factors held important roles which resulted in the low activity of society's participation to realize the easier public service at traffic unit of Jombang Regency Police.

**KEY WORDS**

Bureaucratic reformation, public service, E-service, national police, Indonesia, promoter.

In recent bureaucratic reformation era and the amount of society's demand towards National police of Indonesia's service to be more professional lead National police of Indonesia to develop its ability to give protection, care, and service to the society. The presence of service to the society is expected that in the future National Police of Indonesia emphasizes service than power to make society's trust grow. That thing only can be done if there is the propinquity between the National Police of Indonesia and the society as well as there is no more the police's behavior which is unacceptable by the society. In efforts to make the society's trust grow and to improve the Police's image, the National Police of Indonesia establishes optimization program through 11 programs, that is, Action Optimization Program towards the National Police of Indonesia which is more professional, modern and trustworthy (Promoter). Referring to the second priority agenda, then the National Police of Indonesia is demanded to straighten up and rearrange its service system in order to be able to answer the society's demand. To develop the service, the National Police of Indonesia has had to be a leader concerning the quality of public service among the other government institutes. Sinambela in his book entitled Public Service Reformation stated that public service is the fulfillment of the society's wish and need by the government organizer in which a series of activities is done by public bureaucrat to fulfill the society's need. The State is found by the public, the purpose of which is to be able to improve the public's prosperity.

As one of the National Police institutes, Jombang Regency Police implements Promoter in its work unit in accordance with priority agenda of Promoter agenda in terms of easier public service improvement for the society and information technology base. Referring to that matter, one of the functions of the work unit at Jombang Regency police is that traffic creates service innovation with information technology base called “SMART”. SMART (Management System of Real Time Application) is a public service program which is integrated online which is specifically made, aiming at supporting the task of the National Police of Indonesia particularly Traffic Unit of Jombang Regency Police to give a service

concerning traffic and to fulfill society's need in order to be more excellent, more efficient, and quick response.

In fact, the implementation of Promoter program considered the realization of bureaucratic reformation still faces a number of problems. On the other hand, that program is expected to be able to resolve the problems inside the National Police of Indonesia institute. As stated by Mustopadidjaja (2007) in terms of policy concept, public policy is a decision intended to overcome certain problems, to do certain activities, or to achieve particular goals, done by authoritative institute in the framework of task implementation of the state administration and development. In relation to the SMART policy, it will be found in the field of implementation problems. This research attempts to answer whether the policy succeeds in achieving the expected goals. Therefore, the implementation of SMART process can be a study material and consideration for the actors in doing innovation towards the next policy.

## **LITERATURE REVIEW**

In this research, the researcher used literature review of public policy, in which Lemieux, a French expert, as cited in Wahab (2014), stated that public policy is the product of activities aimed at the resolution of public problems in the environment by political actors whose relationship are structured. The entire process evolves over time.

Policy implementation is an important stage and must be done as unity in the public policy structure. The policy implementation is the real form of a policy, because in this stage a policy is not only limited to real realization of the policy, but also has a connection with the consequence or impact which will aim at the policy implementation. Thus, the policy maker not only wants to see the policy which the society has implemented, but also wants to see how far the policy can give consequence ranging from the positive things to the negatives ones to the society. Therefore, it is necessary to measure the policy which is being implemented among the society. The theory used to measure SMART policy in Jombang Regency, especially at the traffic unit of Jombang Regency Police was Grindle's implementation model theory (1980) which consisted of 1) Policy content (interest of objective group, benefit type, change level desired, position of decision making, program implementer, and sources involved) 2) Policy context (power, interest, and actor's strategy involved, characteristics of the institution and regime in power, obedience level and availability of implementer's response) 3) Policy result (impact to society, individual and group, as well as society's change and acceptance).

## **METHODS OF RESEARCH**

The type of research used was descriptive research with qualitative approach. The focuses of this research were 1) The Success of SMART "Management System of Real Time Application" Policy Implementation in order to Support Promoter Program, the policy of which was measured by Grindle's implementation model, a) Policy Content, b) Policy Context, c) Policy Result; 2) Challenges faced in SMART "Management System of Real Time Application" Policy Implementation in order to Support Promoter Program. The kinds of data used were primary and secondary data. Primary data were obtained from the interview with an informant, while secondary data were obtained from the regulation, document, and report which had correlation with this research. The data collection technique was carried out with observation, interview, and documentation. The research instruments consisted of the researcher himself, field note, interview guide, and documentation. In this research, the researcher used two data analysis techniques, those were, to answer the first research problem the researcher used Creswell's concept (2016) in which Creswell (2016: p. 264-268) stated that data analysis is a continuity process which requires continuous reflection towards the data, asks analytical questions, and writes a brief note as long as the research is done; on the other hand, to answer the second research problem, the researcher used SWOT data analysis technique, in which SWOT was useful to analyze factors inside the organization

which gave contributions towards the service quality or one of its components while considering external factors.

## RESULTS AND DISCUSSION

*Implementation of SMART “Management System of Real Time Application” Policy in Order to Support Promoter Program at Jombang Regency Police.*

### *Policy Content:*

Interest of objective group. To improve public service through SMART innovation, Jombang Regency police had determined that the main objective of the policy was all circles of the society along with the unit traffic personnel. The result of SMART innovation implementation was all to bring closeness and give the excellent service to the society. However, a number of people felt that SMART innovation had not fully facilitated the service of traffic unit of Jombang Regency Police. Of course, the early making of SMART innovation was to answer the society’s demand towards Jombang Regency Police to get a high quality public service. Together with the implementation of SMART service, the society entered complaints that so far they did not quite know about SMART innovation. Lack of socialization given by Jombang Regency Police concerning the use of SMART service was complained by the society. This matter was not in accordance with one of the stages of the public policy implementation, that was, the interpretation stage in which there was an explanation activity of a policy in more professional and easily understandable language, and then the policy could be implemented and accepted by the policy objectives. In any case, the purpose of this service was to improve the public service to the society.

Benefit Type. Through SMART service, several benefit types which wanted to be achieved through its implementation was to facilitate the society to get the police service, particularly in traffic matter. Traffic unit expected that SMART service could give benefit which could be accepted by either the society or traffic unit personnel. This matter was in accordance with the service realization longed for by society, stated by Moenir (1995: p. 41-44), that society longs for the ease in the interest arrangement with quick service without any obstacle, getting the same treatment, and getting honest and straightforward service.

Change Level Desired. Change level which wanted to be achieved showed how big the change which would be or want to be achieved was, through the availability of the policy implementation, the change of which had to have a clear scale. The change level wanted from SMART service was the excellent service implementation of the traffic unit to the society from the manual service system to the information technology base. The society, therefore, got a high quality public service, clear procedure, short time and reasonable cost. This matter was in accordance with what Agustino (2006: p. 155) stated that every policy has a policy target which wants to be achieved. However, together with SMART, the change level desired in the form of excellent service giving to society realized through SMART service was still hampered by the society’s participation level.

Position of Decision Making. In the SMART policy implementation, traffic unit had a right to implement SMART service; however, the traffic unit was also responsible to Jombang Regency Police. From this matter, we knew that there was already clarity in decision making process so that there was no miscommunication in its implementation process.

Program Implementer. In the implementation of SMART service policy, traffic unit coordinated with either each division or Jombang Regency Police in the implementation process of SMART service.

Sources Involved. Sources in the policy implementation of SMART faced problems regarding the quantity of human resources or budget sources. The traffic unit as an institute which was responsible for this policy lacked of human resources such as, lack of programmer, application operator and IT expert. Besides, the budget sources used to implement SMART was assumed to be less adequate.

### *Policy Context:*

Power, Interest, and Actor’s Strategy Involved. All forms of the implementation were indeed done in every service field; however, the availability of SMART service in the online

form minimized the abuse of power and interest in the service of traffic unit. Strategies done by the policy actors affected the policy implementation process. Inappropriate strategies and problem solving done by the policy actors caused the slowness of policy to be able to be realized towards the society.

Characteristics of the Institution and Regime in Power. According to Grindle, a good policy implementation is highly affected by the policy environment itself. The characteristics of institution and regime in power have a very big supporting indicator of success. In SMART policy implementation, the availability of replacement or change of the structure and authority in its policy actors indirectly affected the implementation process of SMART policy.

Obedience Level and Availability of Implementer's Response. How big the obedience and response given by the implementer to receive a policy would give a good policy implementation. The researcher saw that the obedience level indicator, the policy implementer's response, and policy actors had the obedience level in the implementation process of SMART service policy.

*Policy Result:*

Impact to Society. SMART service policy did not quite give positive effect in the public service aspect in the traffic unit for Jombang Regency society. The effect expected of SMART innovation was assumed to be inappropriate yet to give any benefit. The large number of society's complaint towards this service concerning the efficiency and the precision of this service became an important factor to determine that this service lacked of benefit. This matter was not in accordance with the purpose of PROMOTER itself, in which Jombang Regency Police was expected to be able to give the ease of public service, the public service of which could be accessed by the society wherever and whenever.

Society's Change and Acceptance. The society's change and acceptance after the policy implementation could be meant as a response or reaction towards something offered or given by the policy. The change as the result of SMART implementation aimed at two directions, those were acceptance and rejection. The society's acceptance towards SMART service, most of which was because of the procedure's clarity and cost, as well as the ease to get information service. On the other hand, there was the rejection of this service which was caused by the difficulty of the use resulted from the low education level of Jombang Regency society.

*Challenges faced in SMART "Management System of Real Time Application" Policy Implementation in Order to Support Promoter Program at Jombang Regency Police.* To find out the priority and interrelatedness among strategies based on their SWOT assessment, and then the combination interaction of internal-external strategies were done. The formulation of the strategies was arranged based on the internal factors, strength and weakness, as well as the external factors, opportunity and threat in Interaction Matrix as seen from Table 1.

Table 1 – SWOT Matrix of SMART Challenge

<p style="text-align: center;">IFAS</p> <hr style="border: none; border-top: 1px solid black; margin: 10px 0;"/> <p style="text-align: center;">EFAS</p>	<p>Strengths (S)</p> <p>The number of personnel which was assumed to be sufficient supported the availability of the excellent service to Jombang Regency society. The power posture of Jombang Regency Police which had been structured was in accordance with the need pattern and the organizational balance in order to build the excellent public service.</p> <p>The availability of Means and Infrastructure was very vital to support the public service activities to the society.</p> <p>The availability commitment of Bureaucratic reformation achievement at Jombang Regency Police was activated through the prime programs.</p>	<p>Weakness (W)</p> <p>The quality and quantity of Human Resources was assumed to be inadequate.</p> <p>Budget Shortcoming. The budget was not in accordance with the needs of the police's tasks.</p> <p>The low prosperity level was assumed to be able to result in a disobedient person of the National Police of Indonesia and abuse of authority in the task implementation.</p> <p>The society's participation level was assumed to be insufficient in planning, implementation, and control, then Jombang Regency Police was not be able to understand the society's wish and need.</p>
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Table 1 Continue		
Opportunities (O)	Strategy S-O	Strategy W-O
<p>The National Police of Indonesia Law No. 2/2002 has accommodated all kinds of function, task and role of the National Police of Indonesia.</p> <p>Law no. 25/2009 on Public Service regulates all about activities in the framework of fulfilling service needs for every citizen.</p> <p>Regional autonomy, in which this factor could give opportunity to the region to develop all potentials owned.</p> <p>Various Programs of the Headquarter of the National Police of Indonesia. At the present, the National Police of Indonesia is activating various programs which are expected to be able to touch the public directly, such as Quick Wins and PROMOTER.</p> <p>Social condition of Jombang Regency which was assumed still low was an opportunity for Jombang Regency Police to show its responsibility for giving the fair service for the society.</p> <p>The rapid development of technology was an important factor to improve the service to the society.</p>	<p>With the presence of fund support from the National Police of Indonesia in the form of transfer, the Jombang Regency Police could utilize the basic capital which had owned by Jombang Regency Police, such as the condition of the sufficient number of Jombang Regency Police personnel, the sufficient quality of human resources, and the available means and infrastructure, in order to maximize the implementation of the Police Law and Law on Public Service, as well as PROMOTER, by implementing SMART in the framework of improving the image of Police in the Society's Eyes.</p> <p>With the availability of the operational means and infrastructure owned by Jombang Regency Police, Jombang Regency Police, especially the traffic unit could utilize the quantity and quality of human resources to more strengthen the service which had to be given to the society.</p> <p>Developing prime programs which used information technology base such as SMART which became the main base in the framework of the performance achievement of Jombang Regency Police which was oriented to the service improvement, protection and care as well as the law enforcement, security maintenance and society's order by optimizing the society's participation to realize the reformation of the National Police of Indonesia continuously.</p> <p>Improving the image of the Police through Jombang Regency Police by maximizing technology which increasingly developed so that the police were able to yield the high quality innovative products and utilizing coordination with Jombang Regency government.</p>	<p>Utilizing the available quantity and improving the quality of employee resources at Jombang Regency Police, maximizing the budget use and improving the society's participation in planning, implementation, and control of service giving in the framework of maximizing the public service implementation through the implementation of SMART innovation policy.</p> <p>Doing the bureaucratic reformation through the prosperity improvement of the National Police of Indonesia members in the framework of realizing the excellent public service in Jombang Regency.</p> <p>Using all available resources by utilizing technology development and support from the central government and regional government, either in the form of the transferred fund or the programs of the Headquarter of the National Police of Indonesia expected to be able to touch the public.</p>
<p>Threats (T)</p> <p>The recent Globalization and Modernization were assumed to be able to emerge the law violation with the high crime indicator.</p> <p>The economic condition which was still unstable was assumed to be the cause of the society's low education level so that it could affect the society's mindset and behavior.</p> <p>The law enforcement and bureaucratic reformation are being activated by the central government.</p> <p>Various technology information developments, communication, and transportations.</p>	<p>Strategy S-T</p> <p>Managing the available budget well, sufficient quantity and quality of human resources, good communication and coordination between the government, society, and Jombang Regency Police, as well as the available means and infrastructure in the framework of facing globalization, modernization, information technology development and bureaucratic reformation.</p> <p>Overcoming the negative effects of globalization, modernization, and information technology development as well as bureaucratic reformation through power posture which had been structured and set up by realizing the trustworthy and integrated Jombang Regency Police in order to strive for excellence.</p> <p>Creating prime programs which were understandable by the society oriented to the service improvement, protection, care, law enforcement, security maintenance and society's order, and realizing the bureaucratic reformation.</p>	<p>Strategy W-T</p> <p>Improving employees' capacity and performance at Jombang Regency Police and doing the bureaucratic reformation in the framework of adjusting self to the law enforcement and bureaucratic reformation which is being activated by the central government.</p> <p>Improving the prosperity of the National Police of Indonesia personnel, improving the society's participation in SMART implementation, then in the end Jombang Regency Police improved the image of the National Police of Indonesia in the eyes of Jombang Regency society.</p> <p>Optimizing the available operational fund support to give mobility for the operational support to face problems and disruption which were able to ascertain the society's productivity process.</p>

The interaction result of IFAS – EFAS yielding alternative strategy which obtained the highest weight was Strength – Opportunity (SO), meaning that strategy used strength to utilize the available opportunity. This condition was beneficial for Jombang Regency government, because from the internal factors, Jombang Regency owned a bigger strength than weakness; while from the external factors, the available opportunity was much bigger than the threat in the framework of implementing the regional development.

## **CONCLUSION**

SMART policy which was implemented in Jombang Regency was assumed to have not run maximally yet. This matter happened because Jombang Regency Police had not fully done the socialization right on the target. Besides, the presence of the influence of the regime in power caused SMART not to run maximally and the resources required were assumed to be insufficient in SMART implementation. The challenges faced by Jombang Regency Police, especially the traffic unit, could be overcome by using SWOT. Based on SWOT analysis, it was found that the effective strategy to implement SMART policy was SO strategy, which used strength to utilize the available opportunity.

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