

## Strategy for Improving Public Service Performance in the Kotamobagu Resort Police

**Sahir Budimantoyo, Sastro M. Wantu, Yanti Aneta**

Master of Administrative Sciences Study Program, Gorontalo State University

**Abstract:** The focus of this research is 1) The strategy for improving public service performance at the Kotamobagu Police Department is studied from the core strategy, consequence strategy, customer strategy, supervision strategy, and cultural strategy; 2) Factors that determine successful implementation. The strategy to improve public service performance at the Kotamobagu Police Department is studied from tangible resources and intangible resources. The approach used in this research is qualitative. The research method is descriptive qualitative. Data collection was carried out using interview techniques, observation and documentation studies. Data analysis in this research was carried out by data reduction, data presentation and drawing conclusions/verification. The research results show that 1) Efforts to improve public service performance at the Kotamobagu Police are carried out through a comprehensive and sustainable strategy through core strategy, consequence strategy, customer strategy, supervision strategy and cultural strategy. However, the implementation of the core strategy has not been optimal because the performance of public services at the Kotamobagu Police Department has not met the target; 2) Tangible resources and intangible resources are factors that support successful implementation strategy to improve the performance of public services at the Kotamobagu Police Department, so that the work can be completed well.

**Keywords:** Strategy; Performance; Public service.

### INTRODUCTION

Global Public Administration includes many people in implementing government policies, both in technical direction and aims and objectives. From the two opinions above, it can be understood that public administration is an activity that involves many people or individuals based on rules in carrying out duties and functions, especially in carrying out policies developed for the public. According to Marune (in Oktariana et al, 2021: 154) public administration is an aspect of the administrative field within the political system that is useful for achieving goals and targets that have been formulated by political decision making. According to Rosenbloom & Goldavan (in Kadir, 2020:43), public administration is the use of political leadership, legitimate processes and theories to carry out legislative, executive and judicial tasks in providing regulations for services for all or part of society. According to Wilson (in Kadir, 2020: 43), public administration is the government's business, this is because the government's goal is to carry out public work efficiently and as far as possible in accordance with the tastes and desires of the people. With public administration, the government tries to meet the needs of society, which cannot or will not be met by private businesses. Public administration is all activities that are related to the implementation of public needs or public affairs. Public administration has a scope, one of which is public service (Ridwan & Sudrajat, 2020:17). Thus it can be interpreted

that Public administration is all activities in carrying out public needs or public affairs where the government tries to meet the needs of the community. Based on the description above, it can be synthesized that public administration is all activities that are related to the implementation of public needs or public affairs. Public administration has a scope, one of which is public service

### **a. Public Administration in the Perspective of New Public Management and New Public Service**

Public administration in the perspective of New Public Management is a new specialization, in New Public Management the government is invited to abandon the traditional administrative paradigm and replace it with attention to performance or work results, break away from classic bureaucracy and make the situation and conditions of organizations, employees and workers more flexible and setting clearer organizational and personnel goals and targets, thereby enabling the measurement of results through clear indicators and paying more attention to more systematic program evaluation and measuring using economic, efficiency and effectiveness indicators. Senior staff are more politically committed to the government on a day-to-day basis than neutral and the government's function is to pay attention to the market, work contracts are out which means service delivery is not always through bureaucracy alone and government functions are reduced through privatization and all this illustrates that New Public Management focuses its attention on results and not in the process anymore (Widiastuti, et al, 2022:1070).

*New Public Management* as Schroter, et al (in Widiastuti, et al, 2022: 1070), offer the following main ideas: (a) privatization and deregulation, (b) separation and independence of administrative units, (c) application of elements of competition in administrative behavior , (d) borrowing management methods from the private sector to the public sector. The New Public Management concept can be seen as a new concept that wants to eliminate the monopoly of inefficient services carried out by government agencies and officials. To further realize the concept of New Public Management in the public bureaucracy, efforts are made for bureaucratic leaders to increase productivity and determine alternative ways of serving the public based on an economic perspective. They are encouraged to improve and realize public accountability to customers, improve performance, restructure public bureaucratic institutions, reformulate organizational missions, streamline bureaucratic processes and procedures, and decentralize policy-making processes. (Thoha in Widiastuti, et al, 2022: 1071). The realization of the New Public Service or new public service emphasizes that the public interest is the main basis in the government administration process and provides energy to government employees or public servants in providing service performance to the public in a fair and equitable, honest and responsible manner. The government needs to change its approach to the community from the habit of giving orders and teaching the community to being willing to listen to what the community wants and needs. Even from liking to direct and force people to being willing to respond and serve what is in the interests and hopes of the community. Because in the New Public Service paradigm, using democratic theory, it is assumed that the government's duties are to empower the people and be accountable for its performance to the people as well (Denhart & Denhart in Widiastuti, et al, 2022: 1071). Based on the description above, it can be synthesized that public administration is in the perspective of New Public Management (NPM) and New Public Service (NPS), where one of the manifestations of NPM or new public management in public bureaucracy is methods of public service that encourage increased performance. Meanwhile, the realization of the NPS or new public service emphasizes that the public interest is the main basis in the government administration process and gives energy to government employees or public servants in providing service performance to the public in a fair and equitable, honest and responsible manner.

### **2. Public service**

UU no. 25 of 2009 concerning Public Services that public service is an activity or series of activities in order to fulfill needs service in accordance with statutory regulations for every citizen and resident for goods, services and/or service administration provided by the organizer public

service. The basic understanding written in PP no. 96 of 2012 concerning Public Services is an activity or series of activities in order to fulfill service needs in accordance with legislation for every citizen and resident regarding goods, services or services provided by public service providers. Furthermore, according to Ministerial Decree No. 25/KEP/M.PAN/05/2006, public service is all service activities to fulfill the needs of service recipients and implement the provisions of statutory regulations. This description provides an understanding that public service is the fulfillment of service needs in accordance with legislation. According to Suryono & Agus (in Suhartoyo, 2019: 129) that public services or general services can be explained as various types of services, both in the form of public goods and public services, which are basically the responsibility and carried out by government institutions at the central, regional, and regional levels. as well as in state or regional owned enterprises. This aims to meet community needs and comply with applicable laws and regulations). According to Sinambela (in Suhartoyo, 2019: 148) that public service is an action carried out by the government towards a group of individuals which aims to provide benefits to a group or unit, with the aim of providing satisfaction even though the results are not always in the form of physical products. Thus, it can be interpreted that public services are all forms of services, both public goods and public services, provided to the general public by the government with the aim of fulfilling public satisfaction and government responsibilities. According to Saefullah (in Muharam, 2019: 40) defines public services as activities carried out by officials and institutions to provide public services, both directly and indirectly. According to Tanjung & Hajar (in Widanti, 2022:76) state that public service refers to activities carried out by individuals towards a group of people by considering material aspects, which are carried out through certain systems, procedures and methods with the aim of meeting the needs of other people in accordance with their rights. Thus, it can be understood that public services are activities carried out by a group of people to provide public services to the wider community based on service operational standards. Public service is defined as providing services (serving) the needs of people or society who have an interest in the organization in accordance with the basic rules and procedures that have been determined (Bosko, 2021:55). According to Kurniawan (in Satibi, 2023:30) explains that public service is the act of providing services to individuals or other communities who have an interest in the organization in accordance with the basic principles and procedures that have been established. Thus, it can be interpreted that public service is the activity of providing services to individuals or groups which is carried out based on applicable legal provisions, and aims to meet the needs of the community. Based on the description above, it can be synthesized that public service is defined as providing services (serving) the needs of people or society who have an interest in the organization in accordance with the basic rules and procedures that have been determined.

### **3. Public Service Performance**

Performance is an ability or condition that must be known and communicated to certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization as well as knowing the positive and negative impacts of a policy taken. Performance is a description of the level of achievement of implementing an activity/program/policy in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic planning. Performance can also be interpreted as the achievements that an organization can achieve in a certain period. Organizational achievement is the appearance of the organization's face in carrying out its activities. With performance, an organization can find out to what degree it has achieved success or even failure in carrying out the mandate it has received.

### **RESEARCH METHODS**

This research will be carried out at the Kotamobagu Resort Police (Polres), North Sulawesi.

This research uses a qualitative approach, which according to Barlian (in Hasan, et al, 2023: 65) is research that uses a naturalistic approach to search for and find meaning or understanding of phenomena in a setting with a special context. Qualitative research produces analytical

procedures that do not use statistical analysis procedures, other methods of quantification, which are intended to understand the phenomenon of what is experienced by the research subjects, which in this research is a strategy to improve the performance of public services at the Kotamobagu Police Department holistically and by means of descriptions in the form of words, words and language, in a special natural context and by utilizing various methods.

The qualitative approach method used in this research is descriptive research for a descriptive study that is used to research, understand, solve and find solutions to problems of a social phenomenon regarding strategies for improving the performance of public services at the Kotamobagu Police Department. As stated by Kim (2017: 24), qualitative descriptive methods are usually focused on answering questions related to the who, what, where and how model of an event or experience.

## **RESULTS AND DISCUSSION**

### **Strategy to improve public service performance at the Kotamobagu Police Department**

#### **a. Core Strategy (Core Strategy)**

The research results show that the core strategy for improving the performance of public services at the Kotamobagu 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, as well as the role of SPKT as a public agency in accordance with the Main Duties and Functions that have been determined. However, this core strategy has not yet worked optimally because the performance of public services at the Kotamobagu Police Department has not met the target. The results of this research strengthen Osborne's theory (in Albasith, 2016: 5) which emphasizes that core strategy aims to clarify the organization's vision and mission.

The above assertion can ensure that the core strategy can clarify the objectives of the Kotamobagu Resort Police by making preparations before operationalizing the Kotamobagu Resort Police, clarifying the role of the Kotamobagu Resort Police Chief, organization and employees, and clarifying the direction of the Kotamobagu Resort Police by improving organizational goals. This is because the vision and mission of the Kotamobagu Resort Police is very important as a long-term guideline for where the Kotamobagu Resort Police will be directed by paying attention to various aspects of its main tasks and functions as well as paying attention to the development of the strategic environment of the Kotamobagu Resort Police.

The vision that has been set by the Kotamobagu Resort Police, namely providing excellent service to the community in a professional, procedural and actual manner, must be achieved through the actions of the Kotamobagu Resort Police or what could be called the mission of the Kotamobagu Resort Police, which is to maintain consistent performance in serving the community effectively and efficiency in order to realize superior quality public services. Furthermore, the vision and mission are strengthened by the motto of sincerely serving, responding quickly. This is important as Hariadi emphasized in (Albasith, 2016:6) that a vision is basically an image of what you want to create in the future. Meanwhile, the mission is the path chosen to achieve the image you want to create.

The mission of the Kotamobagu Resort Police basically means the overall main tasks outlined in the strategic objectives to realize the vision of the Kotamobagu Resort Police. In the process of carrying out the mission of the Kotamobagu Resort Police, strategies need to be used so that carrying out the mission and implementing the vision is in accordance with what is expected by the Kotamobagu Resort Police. to clarify the vision and mission of the Kotamobagu Resort Police through approaches to clarify the objectives of the Kotamobagu Resort Police.

Kamaruddin (2017:37) emphasizes that core strategy is a strategy that determines the goals of an organization and public system. Regarding the results of this research, it can be said that clear objectives are an important aspect in the Kotamobagu Resort Police organization to produce

good performance. This clear goal can be seen in the determination of the vision and mission of the Kotamobagu Resort Police. Meanwhile, Fatikha in (Renaldi & Oktariyanda, 2022:503) emphasized that vision and mission are efforts to achieve goals and create work effectiveness for government officials. Regarding the results of this research, it can be said that the performance of the Kotamobagu Resort Police personnel and organization will be focused and clear, so that this strategy can play a role in improving or increasing the performance of public services at the Kotamobagu Resort Police.

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022: 503) emphasize that core strategy is a strategy to describe the main objectives of the government organizational system. In this core strategy, there are three important aspects, namely: clarity of purpose (Sawyer in Renaldi & Oktariyanda, 2022: 503), clarity of roles (Binnewies in Renaldi & Oktariyanda, 2022: 503), and clarity of direction (Sawyer in Renaldi & Oktariyanda, 2022:506). Related to the results of this research, the first aspect is clarity of purpose, it can be said that clarity of purpose is how much the results, goals and targets that can be applied to SIM, STNK, BPKB, TNKB, STCK, Mutation, NRKB and SKUKP services can be applied. The second aspect is the aspect of role clarity. Role clarity refers to the perception of a Kotamobagu Resort Police personnel regarding their role. The third aspect is the aspect of clarity of direction. Clarity of direction is how much the Kotamobagu Resort Police know and understand the direction to carry out their duties.

### **b. Consequence Strategy (Consequences Strategy)**

The results of the research show that the consequence strategy for improving the performance of public services at the Kotamobagu Resort Police is realized by the existence of reward and sanction programs, incentives and disincentives, a system of disciplinary enforcement and providing motivation, thereby creating conditions for healthy competition among its members, members can participate, and comply with regulations within the organization, and carry out their duties well in serving the community. The results of this research strengthen Osborne's theory (in Albasith, 2016: 5) which emphasizes that the consequence strategy aims to create conditions for healthy competition between other public service providers. Apart from that, this strategy also encourages organizations to give their employees high incentives and incentives to follow and comply with the regulations made by the organization.

Regarding positive competition between personnel, the absence of competitors can cause the Kotamobagu Resort Police to tend to move slowly or be less agile. Therefore, the Kotamobagu Police need an effort to avoid this, one of which is by efforts to develop the quality of public services in line with community expectations, namely by improving all aspects of the public bureaucracy. The various forms of pathology that have occurred in public services have mostly come from elements of the public bureaucracy itself, one of which is human resources as implementers of bureaucratic objectives in the Kotamobagu Police Department.

Kamaruddin (2017:37) emphasized that public agencies provide consequences and incentives for government officials below them to comply with and implement applicable regulations. In relation to this research, it can be said that the provision of consequences and incentives is based on the performance of government officials, whether they have good performance or not. Therefore, this system needs to be maintained and even improved because the existence of consequences and incentives at the Kotamobagu Resort Police is expected to improve the performance of Kotamobagu Resort Police personnel.

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022: 503) emphasize that the consequence strategy is a strategy related to the government incentive system. In this consequence strategy there are three important aspects, 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 Kotamobagu Resort Police personnel and the use of Kotamobagu Resort Police resources to achieve the stated objectives. With the existence of regulations and work operation service standards (SOP), it is hoped that it can help the Kotamobagu Resort Police in managing business in implementing administrative services.

The second aspect is the performance management aspect, which is a strategy for managing Kotamobagu Resort Police resources that is oriented towards personnel performance. Therefore, it is necessary to realize the communication process by creating a shared vision and by taking a strategic approach to encourage achieving the goals of the Kotamobagu Resort Police. Apart from that, in performance management there are also rewards and punishments. With rewards, the Kotamobagu Resort Police have implemented effective methods related to compensation aspects and aspects of relationships between members to foster a sense of recognition by personnel for their performance. Meanwhile, punishment is a sanction that has been applied so far to improve member performance related to compensation aspects and aspects of relations between workers and maintaining applicable regulations.

The third aspect is the competitive aspect. The competitive strategy in relation to aspects of compensation and aspects of relations between workers is a search for a profitable competitive position in matters relating to aspects of compensation and aspects of relations between workers in the internal and external environment of the organization. This competition is of course with the aim of improving the personal and organizational performance of the Kotamobagu Resort Police as a whole.

### **c. Customer Strategy (Customer Strategy)**

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

Kamaruddin (2017:37) emphasizes that customer strategy is a strategy which at its core is accountability. Related to this research, it can be said that the Kotamobagu Resort Police must be responsible to the community as customers. As confirmed by (Fatikha in Renaldi & Oktariyanda, 2022: 508) that government officials, apart from being responsible to the leadership, are also responsible to the community with the hope of improving the performance of government officials and achieving community satisfaction. Therefore, the researcher emphasized that members of the Kotamobagu Resort Police, apart from being responsible to the Police Chief, are also responsible to the community in the hope of improving the performance of public services at the Kotamobagu Resort Police and achieving community satisfaction.

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022: 503) explain that customer strategy is a strategy related to the accountability of government organizations' services to the community. In this customer strategy there are three important aspects, namely: quality assurance (Elliot in Renaldi & Oktariyanda, 2022:508), customer choice (Schiffman & Kanuk in Renaldi & Oktariyanda, 2022:508), and competitive choice (Rangkuti in Renaldi & Oktariyanda, 2022:509).

Regarding the results of this research, the first aspect is the aspect of ensuring the quality of services carried out by the Kotamobagu Resort Police. Ensuring the quality of service is all systematic plans and actions to provide confidence in certain needs of service quality at the Kotamobagu Resort Police. The second aspect is to look at the aspect of customer choice, namely the people who receive services at the Kotamobagu Resort Police. A Community

Decision is the selection of two or more alternative decision options by the Community, meaning that the Community can make a decision, based on several alternative choices. The third aspect is to look at the competitive choice aspect. Competitive is a specific activity developed by the Kotamobagu Police to be superior to its competitors by means of cost leadership, differentiation and focus.

#### **d. Supervision Strategy (Control Strategy)**

The results of the research show that the control strategy for improving the performance of public services at the Kotamobagu Resort Police is realized by the existence of various efforts and strategies for supervision of the Kotamobagu Resort Police to increase organizational strength through organizational structuring, internal and external supervision, as well as empowering members, thereby creating capability and independence, as well as public trust in the Kotamobagu Resort Police with the aim of achieving community satisfaction. The results of this research strengthen Osborne's theory (in Albasith, 2016: 5) which emphasizes that supervision strategies are intended to increase organizational strength through organizational structuring. Through the monitoring strategy, it is hoped that it can create capability and independence as well as public trust in government offices as public service institutions and employees as public servants. Supervision strategies can be carried out in organizational form, empowering employees, and empowering communities.

Kamaruddin (2017:37) emphasized that the supervision strategy is a strategy to determine where decision-making power is given. In relation to this research, it can be said that good decision making for the Kotamobagu Resort Police is to carry out decentralized decision making at the Kotamobagu Resort Police. So that members of the Kotamobagu Resort Police have the initiative in solving a problem, therefore giving authority in a decentralized manner is very important in the Kotamobagu Resort Police. This is as confirmed by Fatikha (in Renaldi & Oktariyanda, 2022: 509) that is to foster a sense of responsibility among members of the Kotamobagu Resort Police and efforts to increase community participation in public services

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022: 503) explain that supervisory strategy is a strategy related to power by superiors in decision making. In this monitoring strategy there are three important aspects, namely: government empowerment (Paul in Renaldi & Oktariyanda, 2022: 509), organizational empowerment (Noe in Renaldi & Oktariyanda, 2022: 509), and community empowerment (Mardikanto in Renaldi & Oktariyanda, 2022:510).

Regarding the results of this research, the first aspect is the most basic aspect, namely the aspect of empowering members of the Kotamobagu Resort Police. Empowering members of the Kotamobagu Resort Police is a process of implementing the authority and responsibilities of Kotamobagu Resort Police members at a lower level in the Kotamobagu Resort Police hierarchy. The second aspect is the Empowerment aspect on the part of the Kotamobagu Resort Police. Empowerment is giving responsibility for work to members for the effectiveness of the Kotamobagu Resort Police. The third aspect is the aspect of community empowerment. Community empowerment is the ability of members of the Kotamobagu Police to build the empowerment of the community concerned, so that it aims to find new alternatives in community development.

#### **e. Cultural Strategy (Culture Strategy)**

The results of the research show that the cultural strategy for improving the performance of public services at the Kotamobagu Resort Police is realized by the existence of various efforts and strategies to change culture which can hinder the direction of change through Bureauhtal (Spiritual and Mental Guidance), a culture of Smiles, Greetings, Greetings, does not violate the rules, is not KKN and is transparent, so that it can change the character and mindset that has been created previously by each member, and take a step further in improving services to the community. The results of this research strengthen Osborne's theory (in Albasith, 2016: 5) which emphasizes that cultural strategy aims to change culture that can hinder the direction of change.

In other words, a culture that is oriented towards the status quo must be able to be changed into a culture that is open to change. Changing the culture of a person or organizational institution is not an easy job. This is because culture is the result of the interaction of an experience with emotions and common sense that have been embedded since the person was born into the world. But it is necessary to make changes.

Related to the results of this research, one of the causes of low accountability for the performance of the Kotamobagu Police is that it comes from a cultural system that has been implemented for a long time. The low level of accountability for the work of the Kotamobagu Resort Police is a quite complex problem, wrong thinking has accompanied the Kotamobagu Resort Police, so that in serving the community they may take actions that are not in accordance with the rules or what the community as the recipient of the service wants. Based on the various problems that can result in low accountability of the Kotamobagu Police in carrying out public services, a cultural strategy formulation is needed which is aimed at providing a basic reference for behaving and behaving as a reliable public servant.

Kamaruddin (2017:37) emphasizes that cultural strategy is a strategy that determines the culture of government organizations which includes norms, expectations of government officials, values and behavior. In relation to this research, it can be said that the culture of the Kotamobagu Resort Police was formed by the four previous strategies. Fatikha (in Renaldi & Oktariyanda, 2022: 510) emphasized that if you change the four previous strategies, it will change the organizational culture.

Osborn & Palastrik (in Renaldi & Oktariyanda, 2022: 503) explain that cultural strategy is a strategy that contains employee values, norms, attitudes and expectations. In this cultural strategy there are three important aspects, namely: building shared feelings (Hudson in Renaldi & Oktariyanda, 2022: 510), changing habits (Notoatmodjo in Renaldi & Oktariyanda, 2022: 510), and changing thoughts (Hamilton in Renaldi & Oktariyanda, 2022:511).

Related to the results of this research, the first aspect is the aspect of building shared feelings. In order to increase feelings with the Kotamobagu Resort Police, it is necessary to develop closeness based on needs and feelings of security. A sense of security is formed when a person's level of confidence in something increases, where the key is quality communication between members of the Kotamobagu Police Department. The second aspect is the aspect of changing habits. Changes in behavior or habits at the Kotamobagu Police are essentially the same as the process of learning about something that is considered new. The third aspect is the aspect of changing thoughts. Mindset is an important thing to explain the perspective of Kotamobagu Resort Police members in making decisions.

The unique and interesting thing about the cultural strategy for improving public service performance at the Kotamobagu Resort Police above can be observed from the existence of the Bureauhtal (Spiritual and Mental Guidance) culture, namely the cultural strategy of the Kotamobagu Resort Police to change the culture that can hinder the direction of change. where this activity is routine every Thursday and presents ustaz for religious lectures, so that members in carrying out their duties always receive guidance and protection from ALLAH SWT.

According to researchers, this dimension can be used as novelty in this research as an element of novelty or findings that have a contribution both to science and to life. In the Kotamobagu language, Birohtal (Spiritual and Mental Guidance) is Monompia Monulid Kon Gina which means to repair, straighten the heart. If linked to the new findings of this research, it can be interpreted that Monompia Monulid Kon Gina, namely repairing, straightening the heart with Bureauhtal (Spiritual and Mental Guidance) is one of the cultures that needs to be adopted in cultural strategy to improve the performance of public services, especially in the Resort Police organization.

## **Factors that determine successful implementation strategy to improve public service performance at the Kotamobagu Resort Police**

### **f. Tangible Resources**

The research results show Tangible resources with availability of computers, printing equipment (printers), photocopy machine facilities, and also Wi-Fi in good condition and in sufficient quantity for administrative services are factors that support successful implementation strategy to improve public service performance at the Kotamobagu Resort Police, so that the work can be completed well. In line with Barney (in Zahra, et al, 2020: 328) suggests using the Resource Base View theory which emphasizes that the supporting and inhibiting factors in strategy implementation are Tangible Resources.

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

Zahra, et al (2020:328) emphasize that the tangible resources at the Police are adjusted to the Standard Operating Procedures (SOP) for administrative services, which are included in the production facilities for administrative services, including computers, printing equipment (printers), photocopy machine facilities, and also Wifi so that the work carried out is not hampered by the internet network, so the work can be completed well.

The availability of reliable and adequate IT infrastructure, including computers, printers, photocopiers and secure Wi-Fi access, is very important to ensure the smoothness and efficiency of administrative services at the Kotamobagu Police. Administrative staff equipped with adequate equipment can process documents efficiently, maintain records, and communicate effectively, thereby contributing to the organization's productivity and overall service delivery.

By prioritizing the adequacy of IT infrastructure and implementing effective management strategies, Kotamobagu Police can ensure that its administrative staff has the tools and technology necessary to support organizational operations, improve service delivery, and contribute to overall efficiency and productivity.

### **g. Intangible Resources**

The research results show intangible resources in the implementation of strategy to improve public service performance at the Kotamobagu Resort Police namely relational relations with other government agencies, relations with the mass media, and the implementation of training as an effort to increase HR competency be a factor that supports successful implementation strategy to improve public service performance at the Kotamobagu Resort Police. In line with Barney (in Zahra, et al, 2020: 328) suggests using the Resource Base View theory which emphasizes the supporting and inhibiting factors in strategy implementation.

Intangible resources are physical intangible assets owned by Kotamobagu Resort Police. In line with Zahra, et al (2020:328) in explaining the results of research on intangible resources, they then divide the discussion into two parts, namely: relationship resources and competencies which can be understood regarding this research.

## **CONCLUSION**

The research results show that 1) Efforts to improve public service performance at Kotamobagu Police are carried out through a comprehensive and sustainable strategy through core strategy, consequence strategy, customer strategy, supervision strategy and cultural strategy. However, the implementation of the core strategy has not been optimal because the performance of public services at the Kotamobagu Police Department has not met the target; 2) Tangible resources and intangible resources are factors that support successful implementation strategy to improve the

performance of public services at the Kotamobagu Police Department, so that the work can be completed well.

## REFERENCE

1. Abdussamad, Z., & Amala, R. (2016). Regional government strategy in improving the performance of public services within the regional secretariat of North Bolaang Mongondow Regency. *Journal of Management*, 20(2), 262-277.
2. Akdon. (2016). *Strategic Management*. Bandung: Alphabeta.
3. Albasith, BEM (2016). Strategy for Improving Services at the Integrated Police Service Center (SPKT) of the Sidoarjo Regency Police. *Publica*, 4(8), 1-10.
4. Amir, M.T. (2016). *Strategic Management Concepts and Applications*. Jakarta: Raja Grafindo Persada.
5. Andira, A., Razak, R., & Tahir, N. (2022). Strategy for Improving Police Performance in Providing Public Services in the Galesong Police Sector, Takalar Regency. *Scientific Study of Public Administration Students (KIMAP)*, 3(2), 423-433.
6. Barata, AA (2014). *Basics of Excellent Service*. Jakarta: Elex Media Komputindo.
7. Bosko, A.T. (2021). Performance of the Integrated Police Service Center (Spkt) of the North Central Timor Police Resort (Polres) in Providing Public Services to the Community. *JianE (Journal of Public Administration)*, 3(2), 49-64.
8. Dewanti, DA (2017). Study of public service performance at the Samarinda Ulu sub-district office. *Mulawarman University Journal*, 2(2), 2140-2150.
9. Drakel, Z. F. (2019). Strategy for Improving Public Service Performance at the Malalayang District Office, Manado City. *HOLISTICS, Journal of Social and Culture*, 12(2), 1-16.
10. Hardani, H., Andriani, H., Ustiawaty, J., & Utami, EF (2020). *Qualitative & Quantitative Research Methods*. Science Library.
11. Hasan, M., Harahap, TK, Hasibuan, S., Rodliyah, I., Thalhah, SZ, Rakhman, CU, ... & Arisah, N. (2023). *Qualitative Research Methods*. Media Throne.
12. Hidayat, ES (2019). Bureaucratic Service Performance in Achieving Customer Satisfaction. *Dynamics: Scientific Journal of Public Administration*, 6(2), 43-49.
13. Huberman, M. B. & Miles, A. M. (2014). *Qualitative Data Analysis*. Jakarta: University of Indonesia.
14. Irmawati, I., Iskandar, A., & Sudarsa, AS (2020). Strategy for Improving Public Service Performance on Community Satisfaction at the Pakansari Village Office, Cibinong District, Bogor Regency. *Administrative Journal of Public Administration*, 3(2), 117-126.
15. Kadir, A. (2020). Public Policy Phenomenon from the perspective of Public Administration in Indonesia. *Dharma Persada*.
16. Kamaruddin. (2017). Determinants of Successful Implementation of Administrative Reform in State Administration Institutions for the 2012-2014 Period. *Dissertation*. Jakarta: FISIP, University of Indonesia.
17. Kim, H. (2017). Characteristics of Qualitative Descriptive Studies: A Systematic Review. *HHS Public Access*, 40(1), 23-42.
18. Kunta, HA, & Hartono, RS (2021). Strategy of the Department of Population Affairs and Spiel Recording in Achieving Excellent Service in Bekasi Regency. *Governance*, 9(2), 1-21.

19. Marnawati, M., Maskan, M., & Marsuq, M. (2022). Strategy for Improving Public Service Performance at the Bengalon District Office, East Kutai Regency. *Prediction: Journal of Administration and Policy*, 21(1), 87-100.
20. Meutia, IF (2017). Public Administration Reform. *Main Grace*.
21. Muhammam, RS (2019). Public Service Innovation in Facing the Era of Industrial Revolution 4.0 in the City of Bandung. *Decision: Journal of Public Administration*, 1(01), 39-47.
22. Ningtyas, DIS, & Sari, RM (2019). Analysis of Community Health Center Public Service Performance on the Community Satisfaction Index (Case Study of Health UPTD Kepanjenkidul District, Blitar City). *Journal of Applied Management Research (Penataran)*, 4(2), 122-134.
23. Oktarina, E., Deshaini, L., & Sugianto, B. (2021). Legal Aspects in the Implementation of Public Administration in Indonesia. *Lex Librum: Journal of Legal Studies*, 7(2), 151-162.
24. Renaldi, DF, & Oktariyanda, TA (2022). Strategy for Improving Administrative Services Through the Petung Dadi Application (Single Service with a Whole Heart) by the Trenggalek Regency Communication and Information Service. *Publica*, 499-514.
25. Ridwan, IHJ, & Sudrajat, MAS (2020). State administrative law and public service policy. *Scholarly Nuance*.
26. Rivai, A. & Prawironegoro, D. (2015). *Strategic Management, Study of Business Managerial Decisions Based on Changes in the Business, Economic, Social and Political Environment*. Jakarta: Mitra Discourse Media.
27. Salusu. (2015). *Strategic Decision Making*. Jakarta: Gramedia Widiasarana.
28. Sarie, F., Sutaguna, INT, Par, SS, Par, M., Suiraoka, IP, ST, S., ... & Massenga, ITW (2023). *Research methodology*. Independent Noble Scholars.
29. Sarwani, S. (2019). The Influence of Police Performance and Services on Community Satisfaction at the Tanggamus Police Traffic Sim. *Simplex Journal*, 2(2), 40-48.
30. Satibi, I. (2023). *Public Management in Theoretical and Empirical Perspectives*. [repository.unpas.ac.id](http://repository.unpas.ac.id/).
31. Sim, ENDR, & Atong, P. (2023). *Public Service Performance*. Focus: Scientific Publications for Students, Teaching Staff and Alumni of Kapuas Sintang University, 21(1).
32. Sofyana, MS (2015). Study of Excellent Service in Making Driving Licenses (SIM) at the Nunukan District Traffic Police Unit. *eJournal of Public Administration*, 2015, 3 (4), 1115-1129.
33. Sugiyono. (2019). *Quantitative and Qualitative Research Methodologies and R&D*. Bandung: Alphabeta.
34. Suhartoyo. (2019). Implementation of Public Service Functions in One Stop Integrated Services (PTSP). *Administrative Law and Governance Journal*, 143-154.
35. Syahril, RR (2021). Strategy for Improving the Quality of Public Services in the Police Record Certificate (SKCK) Making Section at Kerinci Police. *Maha Archipelago Administrative Journal*, 3(4), 22-35.
36. Uswandari, Y. (2018). *Strategy for Improving Public Service Performance in the General Section of the Magelang Regency Regional Secretariat*. Thesis. Yogyakarta: STIE Widya Wiwaha.
37. Wibowo, DH, Assery, S., & Novitasari, D. (2020). Evaluation of Employee Performance at Piyungan Police (Doctoral dissertation, STIE Widya Wiwaha).

38. Widanti, NPT (2022). The Concept of Good Governance in a Public Service Perspective: A Literature Review. *Civil Service Journal*, 3(1), 73-85.
39. Widodo, SS (2023). Educational Management Improving the Quality of Excellent Police Services through Changing Mind Set and Cultureset: Qualitative Study of the Education Process at the National Police Education and Training Institute. *Scientific Journal of Management and Business Economics*, 1(1), 93-108.
40. Yohandi, Y., Sintani, L., & Meitiana, M. (2023). Marketing Strategy for the Ranu Welum Foundation Program as an Environmental Non-Government Organization (NGO) in Central Kalimantan. *Edunomics Journal*, 4(1), 31-45.
41. Zahra, F., Meutia, IF, & Yulianti, D. (2020). Strategy of the Intelligence and Security Unit (Sat Intelkam) of the Way Kanan Resort Police (Polres) Towards Excellent Service. *Administrative Journal*, 2(3), 321-330.