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## Research Article

# Evaluation of The Bureaucratic Reform Policies of The Indonesian Republic's State Police in Public Service (Study of The Regional Police of Central Sulawesi)

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### Abstract

Social reality about the perception of the role of the Police in Indonesia illustrates the condition of role conflict and dysfunctional roles. Attitudes and views on the idea of renewal of the Police in Indonesia certainly need to understand the context proportionally. In line with that, the purpose of this research is to study and evaluate the process of implementing the Police Bureaucratic Reform in improving public services in the Central Sulawesi Regional Police. This research uses a qualitative approach. Data collection through observation, in-depth interviews, and documentation studies. The focus of the research is directed at evaluating the Central Sulawesi Regional Police's bureaucratic reform policy in public services, based on a theoretical study developed by Daniel Stufflebeam that measures policy evaluation with aspects of CIPP (Context, Input, Process, Product). The results showed that the Context, Input, Process, and Product Aspects of Bureaucratic Reform of the Central Sulawesi Regional Police in public services have not yet reached the target of "outcome indicators", namely the realization of a professional, modern and reliable police, institutionally not yet manifested by the police free from corruption, collusion and nepotism (KKN), the optimum quality of public services, and the still low principles of transparency and accountability in the performance of the Police of the Republic of Indonesia are still low, which in turn has greatly impacted the slow motion of the Central Sulawesi Regional Police's bureaucratic reform.

**Keywords:** Policy Evaluation, Bureaucracy Reform, Public Services

### Introduction

Public demands for changes in service quality in all sectors including security, order and law enforcement continue to roll to the surface like snowballs. The demands for the achievement of quality of life in the form of a sense of security, social order, and the concern of the state apparatus (Police) in enforcing the law are aspects that are increasingly becoming targets of attention in the targeted communities and help these people.

The rapid flow of information and the rise of social media have shaped the general mindset of people to share experiences to a world without limits, about what is seen and heard. The current condition is that the Police Agency is a new actor with all its activities which helps a lot through writing, commenting, and even drawing. This shows that the protection of the Police is demanded to work better, be careful, respond quickly to complaints, act fairly and be

creative in creating order and guaranteeing a sense of security in the community. On the one hand, the police with all its limitations try to improve its function as a provider of "support" and "services" that underlie the social order and public safety in the community. Decisions to replace a change have been responded to by re-functioning the role of the police in the social life determined by the role dysfunction. This perspective in the science of public administration is also often referred to as the integration approach, the order approach or the equilibrium approach, as well as the systems approach, which in principle focuses on the problem of order and public service (Hermawan, 2016).

The police as one of the community institutions need the support and support (cooperation) of the community to be able to provide effective and efficient services, agreed by Schafer regarding public service agents such as the police must support the community to obtain effective and efficient services. Public support and perception of the police play an important role in determining its success as a public policy. What is meant, the police are only able to reach the target and get public support and cooperation (Schafer, in Hermawan: 2016).

If viewed from the paradigm of public administration, the study of the relationship between police service and public attitude is very important, especially to see the direction of public demands that can be criticized through the new public service paradigm. In new public services, the identity of the community is not placed as a client, customer or consumer, but the community is positioned as a citizen who is recognized as having a wider set of rights to obtain services in all aspects of life from the government, as well as being willing to serve one another and participate plays an active role in the environment so that in relation to citizens, the community is actually inseparable from the values of their responsibility as citizens (Denhardt & Denhardt, 2002).

The Police Institution as an element of law enforcement and public order in the national security system is required to be able to create a climate of legal certainty, justice and openness in the implementation of its roles and responsibilities. To realize this, a National Police capability as an independent and professional public institution is needed, equivalent to the level of life of the people it serves.

In line with that, the National Bureaucracy Reform has been initiated by the Government of Indonesia in order to improve the performance of State institutions towards good government and cleant government, clean and free of KKN. The National Police of the Republic of Indonesia (Polri) as one of the State institutions, in the context of Public Administration is mandated in the 1945 Constitution of the Republic of Indonesia Article 27 paragraph 3 that "every

citizen has the right and obligation to participate in efforts to defend the state", then derivated through Law Number 2 of 2002 concerning the Indonesian National Police, has the function of the Government of the State in the field of maintaining security and public order, law enforcement, providing protection, protection and community services (Kemenpan, 2010).

In line with the National Bureaucratic Reform Policy, the National Police has also formulated the National Police Bureaucracy Reform Program (RBP) as stipulated in the grand design of the 2010-2025 National Police bureaucratic reform and the road map for Bureaucratic Reform III wave 2015-2019. RBP in the Central Sulawesi Regional Police since wave I to wave III, as the results of the study, that the fundamental problem is the realization of the Central Sulawesi Regional Police apparatus that is completely free from KKN, not yet optimal improvement of public services, the still low accountability of the performance of the Regional Police officers, Implementation of services selfless orientation is still a separate issue related to the non-optimal RBP in the Central Sulawesi Regional Police.

Based on the description in the background of the research, that the basic problem of the RBP in the Central Sulawesi Regional Police is that the Polri apparatus is free from KKN, not yet optimal public service improvement, and still low accountability of apparatus performance. Implementation of self-service oriented is a matter of its own due to the slow pace of the RBP. Based on this, the problem identification of Central Sulawesi Regional Police RBP namely; 1) Central Sulawesi Regional Police Bureaucracy Reform in improving public services has not reached the target in accordance with the established outcome indicators; 2) Central Sulawesi Regional Police service quality is still not transparent; 3) The capacity and accountability of the performance of the Central Sulawesi Regional Police resources is still not maximal. From the identification of these problems, the formulation of the problem in this study is:

***Why the Wave III Bureaucratic Reform in the Central Sulawesi Regional Police in improving public services not yet effective?***

Based on the formulation of the research problem, the purpose of this study is to study and evaluate the process of implementing the Police Bureaucratic Reform in improving public services in the Central Sulawesi Regional Police. In addition to the research objectives, the use of this research is theoretically to broaden knowledge in the study of public administration in general, and specifically to deepen the evaluation of the police bureaucratic reform policy in public services. Furthermore, the practical use of this research is to provide input and considerations to the National Police, especially the Central Sulawesi Regional Police regarding



the evaluation model of the Police bureaucratic reform program in improving the quality of public services.

### ***1. The Paradigmatic Concept of Public Administration***

At the scientific level, public administration is changing today, especially since the 1990s. Public administration which was originally considered as an exclusive concept that focuses on issues of efficiency and effectiveness has shifted to a multidisciplinary concept. Public administration does not only focus on efficiency but more broadly such as issues of democracy, empowerment, and affirmative action.

Broadly speaking, the concept of public administration is divided into four generations, namely the first generation that highlights the characteristics of scientific administration, the second generation is pluralism administration where administration develops thanks to the support or contribution of other social sciences, the third generation is characterized by the maturity of public administration identity as a domain of study separate and fourth generation where administration is seen as a process of governance.

Taxonomically, public administration has been recognized as an independent discipline and even developed into several branches. Classical public administration thinking was initially introduced by Woodrow Wilson, Frank J. Goodnow and Leonard D. White. In this thinking the opinion adopted is the separation between the political process and the state administration process (Waldo, 1991). Dimock and Dimock (1992) argue that the orientation of classical public administration concerns government activities in exercising political power. In this thinking the principles and processes of public administration were developed with the criteria of efficiency, effectiveness and rationality.

Bureaucratic theory in the study of public administration emerged later which was pioneered by Weber (in Rachmat, 2009). This concept sees that bureaucracy is a characteristic of organizational patterns whose structure is made in such a way that it can optimally utilize experts. Organizations must be rationally regulated, impersonal and free from prejudice. Thus the bureaucracy is intended as a system of authority that is determined rationally in various regulations to organize regularly, is specialized, hierarchical, and elaborated. Bureaucracy as a very efficient form of organization that can be used more effectively for complex organizations, by the increasing needs of modern society.

The development of public administration studies can be understood from various contexts, approaches and scientific perspectives used. This viewpoint gives birth to a variety of meanings and meanings of public administration. This flexibility covers all governance problems in a country. The study of public administration also concerns matters

relating to the process of making public policy, although the domain of the larger study lies in the study of the public sector in general. The broad scope of public administration has also led to difficulties in providing a single definition of meaning of public administration. For example, in the context of the classic sense of public administration it still means "state", whereas in modern studies it has meaning "public". However, whatever its form and classification, the focus of the study of public administration still lies in the administration of government which includes government management activities, planning, implementation and supervision of development. Studies on public administration studies can be described in various studies that address the dynamics of government and Public Affairs. Shafritz and Russel (2005), for example, in his book "Introducing Public Administration" introduce the meaning of public administration into four aspects. First, public administration in a political sense is more interpreted as a measure of how far or how big is the government's ability to overcome any public problems that arise. Second, public administration in a legal perspective means that the scope of public administration concerns the actualization of the rights of the community through the implementation of every public policy made, where the public policy is a legal product that must be obeyed by citizens and the government. Third, public administration in management perspective emphasizes the management of the private sector as part of civil society that must be served by the government. Fourth, public administration in the perspective of occupation, namely the ability of the government as the owner of the position (authority) in evaluating every public program that has been planned in advance. Meanwhile, Frederickson (1997) in his book "The Spirit of Public Administration" explains that:

*The spirit of public administration brings the pertinent issues of public management theories to the big question of how to define the public, how to conduct effective public administration in a democratic political context; how to balance efficiency, economy and equity; how to be an ethical public administrator; and why it is essential for public administration to also be representative citizens.*

Based on this opinion, it can be explained that the study of public administration has placed this discipline in an effort to achieve public management theories whose scope is broadly located in the context of democratic politics, balance of efficiency, economic equality, and how to build administrator ethics and the importance of the function of public administration as a science which represents the interests of citizens.

## **2. Policy as a Strategic Dimension of Public Administration**

The policy dimension concerns decisions about what needs to be done. According to Keban (2004), the policy dimension is analogous to the work of the brain which always decides what it wants to do so that the heart and arteries (management dimension) and organs (the organizational dimension) are ready to move and carry out what has been decided. In reality, to process an effective decision, it takes a set of principles such as the principle of rationality and politics. The output of the process can be in the form of a decision about the best alternative that is ready to be implemented. However, to what extent these best choice principles are used in the decision-making process.

The policy dimension is very important because of its position as a determinant of what is being done. What is to be done must be based on a particular problem, need or aspiration. Winarno (2008) states, it is not true if a policy is decided or issued without any real problems, needs, or aspirations, and certainly cannot be based on a problem or need written by a particular party to fulfill its interests. Because the policy referred to is public policy, the emphasis is on the problems, needs and aspirations of the public that should be served.

Conceptually, the word policy is interpreted and translated into policy or policy terms, because it is usually associated with government decisions in a government (Rachmat, 2009). According to Said (2002), the difference in meaning between the concept of policy and policy does not matter as long as the two terms are interpreted as government decisions that are general in nature and addressed to the public or public interest. Because actually the government has the authority or power to direct the community. Opinion Keban (2004), in fact, holds another view that it is necessary to distinguish the meaning of the terms policy and wisdom in everyday life.

The term policy indicates the existence of a series of alternatives that are ready to be chosen based on certain principles. Here it can be seen that policy is the result of an in-depth analysis of the various alternatives that lead to decisions about the best alternative, whereas wisdom always contains the meaning of violating everything that has been established for some reason.

In a variety of literature found so many meanings or formulas that explain the meaning of public policy. Dye (in Rachmat, 2009), said that public policy as whatever government chooses to do or not to do. That is, the government's choice to do and not do something. This meaning contains connotations about government authority covering the whole of community life. A similar view was also expressed by Shafritz (1997), who stated that public policy is what the government does is a response to a public

issue or policy issue. Jones (1984) formulates public policy as a permanent and recurring behavior in relation to existing efforts in and through government to solve public problems.

From these various views, there are several contents of a policy (Said, 2002), namely: (1) the existence of a particular goal desired to be achieved, not a goal that is merely desired, (2) a plan as a specific tool or way to achieve it, (3) programs that have received approval and endorsement to achieve the intended goals, (4) decisions, namely certain actions taken to set goals, make and adjust plans, implement and evaluate programs, (5) impacts, i.e. effects or impacts generated from a program in people's lives.

## **3. Policy Evaluation Model**

There are various models of policy evaluation. These models are alternatives chosen by the evaluator according to the problem and purpose of the evaluation. These models include: (1) Goal-Oriented Evaluation; (2) Evaluation of the CIPP (Context-Input-Process-Product) model; (3) Formative-Summative Evaluation (Tayibnapi, 2008: 13-41).

Objective-oriented evaluation emphasizes evaluation on the purpose of measuring the progress of the program and its effectiveness. The results of the evaluation indicate how high the results of the program after the program was implemented.

Evaluation of the CIPP model (Context, Input, Process, Product), this model was developed by Daniel Stufflebeam in Tayibnapi (2008: 41). Basically, this evaluation is an attempt to provide information for decision making. The evaluation component of this model consists of four namely context, input, process, product. These four things are usually considered as type or phase in evaluation. Each type of component has a different focus. The difference between them is not solely due to terminology, but because each has its own uniqueness.

Formative-Summative Evaluation, Formative Evaluation is used to improve the program while the program is running. You do this by providing material about how well the program has been going. Through this formative evaluation an inefficiency can be detected so that revisions are made immediately. While the summative evaluation aims to measure the effectiveness of the overall program, the aim is to make decisions about the sustainability of the program, which is stopped or continued (Tayibnapi, 2008: 13-41).

The CIPP model developed by Stufflebeam has a power-oriented approach to help administrators make decisions. Thus evaluation as a process of describing, obtaining and providing information that is useful for assessing alternative decisions. Consists of: (a) Context, helping plan decisions, determine needs and formulate programs; (b) Inputs, helping to manage decisions, resources, alternatives taken,

plans and strategies taken; (c) Process, to help implement decisions, to what extent plans have been implemented and must be revised; (d) Product, what results are achieved, and what is done after the program runs?

Evaluation of the CIPP model must provide a basis for accurate and objective information for policy makers to decide on something related to the program. The CIPP evaluation developed by Stufflebeam is an example of this evaluation model. The CIPP model is one of the most frequently used models by evaluators. This model consists of 4 evaluation components in accordance with the name of the model itself which stands for Context, Input, Process and Product. Context evaluation (context evaluation) is the basis of an evaluation that aims to provide reasons (rationale) in setting goals. Therefore the efforts made by evaluators in evaluating this context are to provide an overview and details of the environment, needs and goals (goals). Input evaluation is an evaluation that aims to provide information to determine how to use available resources to achieve program goals. Process evaluation (process evaluation) is directed at the extent to which planned activities have been carried out. When a program has been approved and started, an evaluation of the process of providing feedback is needed for the person responsible for implementing the program. Product evaluation is the last part of the CIPP model. This evaluation aims to measure and interpret program achievements. Product evaluation shows the changes that occur in the input. In this process, product evaluation provides information on whether the program will be continued, modified again or even stopped.

#### **4. Bureaucratic Reform Concept**

Lexical bureaucracy means the completeness of the state, especially in the fields of institutionalization, management and staffing, which have the responsibility of carrying out the daily administration. In general, bureaucratic development includes a variety of planned activities aimed at increasing the effectiveness of government in carrying out its functions (Adi Suryanto, 2012).

The clean and free KKN bureaucracy development involves all bureaucratic joints, not only civil servants / bureaucrats, but includes the construction of structures, systems, business processes, and moral character / ethics. Planned bureaucratic development was carried out through a multidimensional process called bureaucratic reform. Specifically, the President has issued Perpres No.81 / 2010 concerning the Grand Design of the 2010-2025 Bureaucracy Reform. Efforts to organize a comprehensive bureaucratic development such as this are substantially referred to by Sofian Effendi (2010) also referred to as bureaucratic reform.

The concept of bureaucratic reform is often confronted with vis-vis with the concept of administrative reform. However, bureaucratic reform is basically part of state administration reform (Caiden in Efendi, 2006, Riyadi.2008). In a broad sense, Wallis (in Riyadi: 2008) argues that "Administrative reform means an induced, permanent improvement in administration". Unfortunately, permanent improvement as desired through these reform efforts in reality often faces irony. Gerald Caiden in his book "Administrative Reform Comes of Age" (in Effendi, 2010) revealed that administrative system reform has never reached the core of the problem but only formality. These reforms are not broad and deep enough. In fact, quite a number of countries have not given sufficient attention to administrative reform.

In the midst of its strategic position, bureaucracy in Indonesia is difficult to avoid the various criticisms present. The Indonesian Transparency Society (in Adi Suryanto: 2012) notes that there are at least 7 important points of criticism, namely: (1) Poor public services; (2) The magnitude of the state budget leakage rate; (3) Low professionalism and competence of civil servants; (4) Difficult coordination between agencies; (5) There are still many overlapping authorities between agencies, rules that are not synergistic and not relevant to actual developments, and other problems; (6) Bureaucracy is also known to be reluctant to change, exclusive, rigid and too dominant, so that almost all public affairs require bureaucratic touches; and (7) The high costs charged for handling certain things both in the form of legal costs and illegal costs, long waiting times, the number of service gates that must be passed and do not have a customer perspective (Adi Suryanto, 2012).

#### **5. Concept of Public Services**

Regarding public services, a number of relevant theories will be put forward, such as public service in general and more specific aspects of public service such as public service improvement Hartley (in Keban: 2008) argues that public service is a very important for several reasons. First, public service is important because of its scale. With reference to Anwar Sanusi's study (2012) in 2000 this expenditure on public services absorbed about 37 percent of GDP. In recent years the tendency of the amount of expenditure for public services has tended to increase. Public services, for example, increased to 45 percent in 2005. In addition, public services are a big business if we look at the amount of expenditure, the number of workers or employees working there, the size of the organization, the investment spent, and the goods and services it produces. Employees working in the public service sector in 2006, for example, accounted for 20.2 percent of the total workforce or existing employees.

Hartley et.al (2008) also suggested that public services are very critical for a country's competitiveness. According to

them the concept of a welfare state is an important part of public service. Likewise, public services play an important role in building conditions and infrastructure for the private sector, as well as playing an important role in building the integrity of the nation state. The government also provides infrastructure to support manufacturing and trade development such as roads and transportation, business development, labor market training, trade regulation and supervision and the like.

However, Hartley et.al (2008) also raised a number of challenges over perspectives on the importance of public services for society and the economy. The rival perspective is based on two main arguments. First, mainly supported by neo-liberal economists, a large government is an opponent (anathema) against a free and prosperous society. Therefore, "public services should be limited only to situations of clear market failure (or anticipated failure), and that, where state services do have to exist, clear controls over public servants through, for example, performance targets are essential." This thinking is strongly influenced by the New Right's thinking which emphasizes the importance of market priority with smaller and more efficient public services. Second, related to the publicity of the public service and its relation to the concept of new public management.

Management thoughts and ideas in a particular context of public service organizations can also be applied to cross-business, cross-organization, and cross-sectoral. The convergence view of the public and private sectors makes the implementation of management ideas and practices as easy (or problematic) as easy as using ideas and practices of management in the private sector. This makes the study of the impact of the public sector on management irrelevant.

Improving public services is a matter where important questions can be asked at the theoretical, conceptual and practical levels. For example, an issue that arises as a result of public-private sector partnerships, co-production with civil society organizations, and new forms of governance. These developments open up questions about the need to develop service metrics and apply these decisions, so they can be better informed and changes in performance can be tracked and managed. This will lead to the politics of performance management, the choice assessment methodology and the measurement of efficiency.

One approach to defining improvements in public services is to measure changes in performance against predetermined standards. However, this meaning is considered narrow. Compliance with the standards ignores both the suitability of the standard and the sustainability of the standard for a certain period of time. Achieving continuous change is crucial. A broader view of public service improvement includes consideration of the

sustainability and capacity of change in the future to meet the dynamic needs of the community.

Finally, the improvement of public services is important because public service organizations depend in part on the trust of citizens and their involvement with democratic elements of the state. Public service organizations therefore need to be assessed not only in the context of their ability to provide services but also their contribution to creating a just society.

## **Research Methods**

In accordance with the objectives of the study, the research method used was descriptive qualitative. This research was conducted to evaluate in depth the phenomenon of the Polri Bureaucracy Reform (RBP) program in the Central Sulawesi Regional Police. This study uses an evaluation method, with the evaluation method expected to be able to provide an assessment of the program, namely the implementation of Central Sulawesi Regional Police RBP in public services. Qualitatively, this research is expected to be able to describe the actual (naturalistic) situation in the field. Program evaluation is part of the decision making process, which is to compare events, activities and products with standards, and programs that have been set. Meanwhile, the evaluative principle will function to explain the phenomenon. Therefore, to uncover the antecedents that cause the phenomenon and explain the phenomenon, in-depth analysis is needed through qualitative research with a case study approach.

This research was conducted at the Central Sulawesi Regional Police. The choice of the Central Sulawesi Regional Police as a research location was due to the fact that it was implementing the Bureaucratic Reform Program, the Central Sulawesi Regional Police as well as the Regional Police who were integrating several approaches to bureaucratic reform towards the principle of regular public service delivery.

## **Results and Discussion**

The results of research related to the evaluation of the Central Sulawesi Regional Police RBP in public services, one of which has been the comparison of the governance principles of the Central Sulawesi Regional Police with national governance. The principle used in assessing police governance is to use good governance principles that are objective and comprehensive, namely competency, responsiveness, behavior, transparency, fairness, effectiveness and accountability.

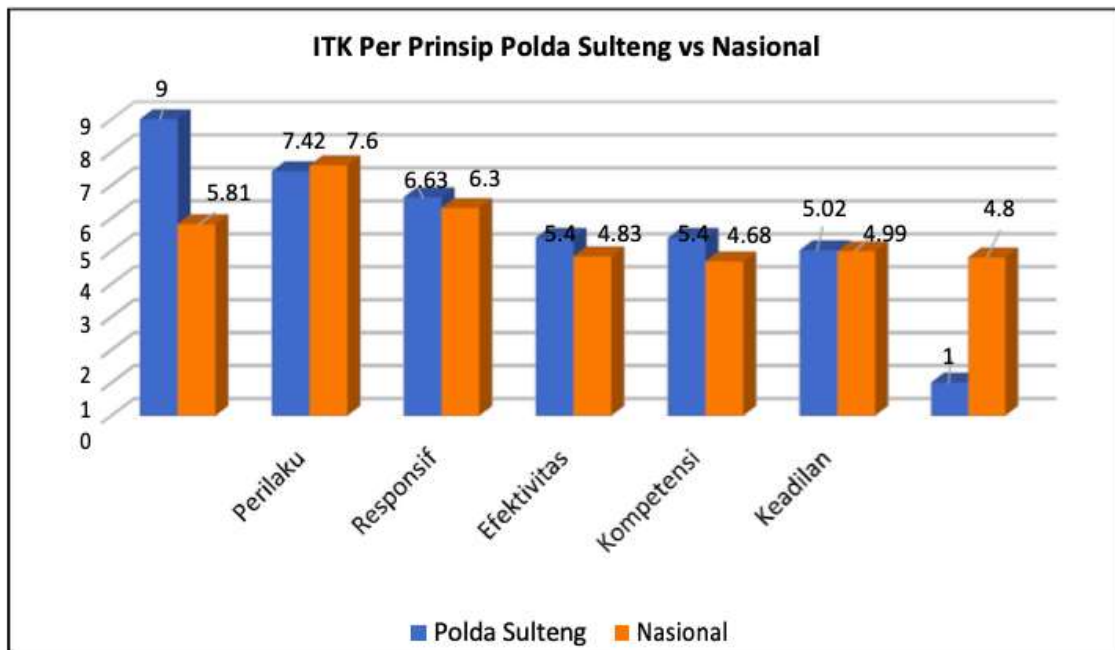
Based on the results of the comparison between the evaluation of governance principles of the Central Sulawesi Regional Police with the National can be obtained as can be shown in the below section:



Based on the Fig 1, it can be stated as follows:

- a. Transparency is the highest value obtained by the Central Sulawesi Regional Police with a value of 9.00,

while the national trend has a value of 5.81. this shows that the satker in Central Sulawesi Regional Police has been transparent by opening access to financial use openly in each satker.



**Fig. 1:** Comparative Governance Index per Principle of Central Sulawesi Regional Police Achievement with ITK nationally

Source: *Central Sulawesi Regional Police RBP Section (data reprocessed, 2019)*

- b. Behavior / manner, even though in assessment the Central Sulawesi Regional Police received a score of 7.42 and a national trend of 7.60. although below the national average, the principle of behavior in the Central Sulawesi Regional Police shows that the behavior of members of the Indonesian National Police in the Central Sulawesi Regional Police are included in the "tend to be good" category. This principle is the principle that has the second highest rating compared with other principles that exist in the principles of governance.
- c. Responsive, getting a rating of 6.63, while the national trend shows a value of 6.30. this principle is influenced by the speed of solving a problem that exists in each work unit and the number of software (pilun) contained in each work unit. The value obtained in this principle is close to the average value of the Regional Police.
- d. Competence, getting a value of 5.40 is still above the national trend of 4.68. one of the supports of the competence is the pilots owned by the satker in the Central Sulawesi Regional Police.

- e. Effectiveness, obtained a value of 5.40 while the national trend is still below the Central Sulawesi Regional Police which is an average of 4.83.
- f. In fairness, the score obtained by the Central Sulawesi Regional Police approached the national trend and was slightly higher at 5.02 than the national trend of 4.99.
- g. Accountability, obtaining the lowest value of 1.00 and national value of 4.80. the trigger for the low value of the accountability principle is the 2016 AKIP score. The AKIP assessment should have been carried out for all the satkers in the Central Sulawesi Regional Police, but only a small portion of the satkers were assessed by the Central Sulawesi Regional Audit Office. Very sad when all the principle values are above the national values, while the principle of accountability gets bad value.

**Contexts**

The context aspects of the Central Sulawesi Regional Police RBP program in this discussion are related to the changing context of Polri's bureaucratic reform in relation to public services. The context aspects studied are; a) whether the RBP program in the Central Sulawesi Regional Police is formulated based on the regional situation (local wisdom). b) whether the RBP program in the Central Sulawesi



Regional Police is supported by reliable human resource capabilities. c) whether RBP program obstacles can be overcome periodically. d) whether the RBP program is socialized both internally and to the community.

The results showed that:

- 1) Context of the Central Sulawesi Regional Police RBP Program in the SOP has taken into account the principle of the regional situation (Local Wisdom), but in the implementation of public services primordialism orientation still occurs so that it impacts on the values of Polri's bureaucratic reform from cultural, instrumental and institutional structural principles. The Context of the Central Sulawesi Regional Police RBP Program in Public Service Perspective, has not been fully supported by optimal and adequate IT capabilities and HR capabilities.
- 2) Context of the RBP program in public services in the Central Sulawesi Regional Police has not been evaluated periodically, and has not been published to the public.
- 3) Context of the RBP program in public services in the Central Sulawesi Regional Police has not been evaluated periodically, and has not been published to the public.

This reality, in the context of the theory as developed by Stufflebeam (in Tayibnapis: 2008), that context evaluation is very important for a policy. The context of the program is influenced by environmental aspects and the social system of the community. Without evaluating context indicators, the program implementor does not know whether the type of program is appropriate to the needs of the community or not.

#### **Input Aspects**

The aspects of program input in this study relate to a) whether the input of the RBP program both HR and other supporting resources is in line with the objectives and results of the program, and b) whether the RBP program is in line with the education/ training needs of personnel.

The results showed that:

- 1) Central Sulawesi Regional Police RBP Program Inputs related to education and Technical training on grading has become a career development consideration, but formal education (S1, S2, S3) has not yet fully taken into consideration career development policies so that RBP in the perspective of implementation is still multiple interpretations and is one of the complaints of the Central Sulawesi Regional Human Resources HR in career development policies.
- 2) Program input (resources) such as funds, technical training and other supporting resources have not been

running significantly with the aim of the Central Sulawesi Regional Police RBP.

This reality, if connected with the opinion of Gibson (1992) that the inadequacy of inputs or resources becomes very determining the course or performance of the policy, because the level of achievement of program inputs, program outputs, and even program outcomes are highly dependent on the availability of adequate resources and other supporting facilities.

#### **Process Aspects**

If related to the development of research instruments, the evaluation process in this study is related to a) Does the process of public service contribute to the achievement of RBP objectives, b) Is there an evaluation process for the RBP program that is running, c) whether the program process and RBP results are published to the community.

The results showed that:

- 1) The RBP program process in public services in the Central Sulawesi Regional Police has not shows a significant contribution, the reality shows that the slowness of public services and self-oriented orientation in services so far have not been able to contribute to the optimization of the objectives of the reform of the Police bureaucracy.
- 2) The evaluation process of the Central Sulawesi Regional Police RBP program has been carried out an assessment of the performance governance index at each of the satker, but the assessment is still quantitative and procedural, in the context of the evaluation process needed is a qualitative and substantive assessment so that it does not impress as long as you are happy (ABS) .

Facts on the ground show that evaluations carried out by Central Sulawesi Regional Police RBP program implementers generally only evaluate activity accountability reports, meaning that evaluations are dominant in technical aspects only, no substantive evaluations have been made on RBP indicators, even though the process variable is one of the key variables in the implementation process.

#### **Product Aspects**

If referring to the development of research instruments, the product evaluation in this study relates to a) whether the RBP program product meets the principles of transparency and accountability, b) service products to support the RBP program in terms of Central Sulawesi Regional Police public service ethics.

The results showed:

- 1) Product program or RBP program results in public services in the regional police Central Sulawesi still shows the principles of transparency and

accountability that apply, so that it affects the slow achievement of RBP objectives from the cultural, structural, and institutional instrumental aspects as the carrying capacity of the RBP Road Map.

- 2) Program Products and RBP program results in public services in the Central Sulawesi Regional Police in terms of public service ethics have not significantly supported the RBP program objectives due to distortions in the field related to self-oriented orientation in public services.

The above reality, related to internal problems, especially the distribution of authority that occurs in RBP program management that is less professional, as a result there are different points of view in assessing or measuring program products related to goal setting and service design that is still very rigid.

## Conclusion

Based on the results and discussion of the evaluation of the police bureaucratic reform in public services in the Central Sulawesi Regional Police in relation to aspects of Context, Input, Process, and Product can be concluded as follows:

1. Contexts, Inputs, Processes, and Products of the Sulawesi Police's Bureaucratic Reform In the midst of public services it has not yet reached the target of "outcome indicators", namely: the realization of a professional, modern and reliable police, institutionally not yet realized the police are free from KKN elements, the quality of public service has not been created optimally, and the principle of transparency and accountability of performance is still low. the bureaucracy of the National Police, which in the end greatly affected the slow motion of the Central Sulawesi Regional Police's bureaucratic reform.
2. Context, Input, Process, and Product Aspects of the Central Sulawesi Regional Police of the Bureaucratic Reform in the public service structurally, instrumentally, and culturally, have not been supported by balanced capability of apparatus and infrastructure resources to support the Polri Bureaucratic Reform III road map. This is caused by the tendency of service that is still self-oriented and considers the task as a business.

## Conflict of Interest

The authors declare that there is no conflict of interest with present publication.

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