

Reinforcing the Culture of Work on Performance Perspective in Lampung Regional Police

Vita Mayastinasari
Sekolah Tinggi Ilmu Kepolisian
Indonesia
Indonesia
mamayovi@gmail.com

Chairul Muriman Setyabudi
Sekolah Tinggi Ilmu Kepolisian
Indonesia
Indonesia

Chryshnanda Dwilaksana
Sekolah Tinggi Ilmu Kepolisian
Indonesia
Indonesia

Bayu Suseno
Sekolah Tinggi Ilmu Kepolisian
Indonesia
Indonesia

Abstract—Indonesian National Police (Polri) meets the challenges in realizing police service quality. It is the fact that police is a protector, public servant, preserver of Security and Public Order (Kamtibmas) and law enforcement. The professionalism of Indonesia National Police is not only the hope of the people, but also it is the responsibility of the National Police. The focuses of problem in this research are: How is the public perception of the Police performance? How to reinforce work culture to improve the performance of Indonesian National Police? The research aims to identify public perceptions of Indonesian National Police's performance and propose strategies to reinforce work culture. The research was conducted in Lampung Regional Police. Data collection technique uses questionnaires to society and interviewing police personnel. The finding of the research indicates that Public perception of Indonesian National Police Performance in Lampung Regional Police trends positive. 67.20% of respondents have positive perception in each aspect: Clarity of service procedures 76.22%; Certainty of service costs 51.10%; Certainty of service time 65.68%; Service convenience 74.76%. Reinforcing the work culture is carried out by increasing personnel involvement in making decision to encourage commitment of tasks. The involvement of personnel is expected to minimize the resistance in process of change. Awarding can also be carried out as a reinforcement of work culture. The culture of work can also be reinforced by encouraging organization become learning organization, in which organization sustainably develops the capacity to accept and change, share ideas with others, build organization's vision and work together based on plans for achieving the vision.

Keywords—*job performance, culture, learning organization*

I. INTRODUCTION

The performance of Indonesian National Police (Polri) is basically reflected in the implementation of the duties and authorities of the Police towards stakeholders, in this case demonstrated by Polri's activities on public services. Services to the public have a broad scope, ranging from carrying out duties as protectors, protector and community service, saving security and public order as well as law enforcement. An important element for the organization is the customer or stake holder/community; therefore it is important to identify customer needs. Service quality has a chance for an

organization to realize its credibility and capability, so it needs a community satisfaction approach strategy.

The survey on community satisfaction is one method to establish a framework of cooperation between police institutions and the community, so the police institution could fulfill community needs. Through survey, community can judge and express their complaints regarding police services and expected service. Based on community satisfaction, it can be seen the National Police performance in public services. Public service accountability must be viewed from community side as the highest sovereignty holder.

Organizational performance knowledge is a reflection for the leaders to determine the policies and performance improvement. The higher police service quality, the higher public trusts level. Police performance could be viewed from various aspects, both quantity and quality. Quantity aspects include minimizing crime rates and increasing crime clearance. Quality aspects include improvement of services, positive image of institution. Accountability of police performance is not only determined by normative assessment as police performance standard, but also determined by community's assessment of police performance. In this regard, the focuses of problem in this study are: public perceptions of police performance in aspects: clarity of service procedures, certainty of service costs, certainty of service time and service convenience. Another problem determined in this study is the enforcing of work culture to improve National Police performance.

II. MATERIALS AND METHODS

The conceptual foundations used in this study are performance, organizational culture, and learning. According to Nelson and Quick, performance is defined: "Job performance is highly predicted by GMA (General Mental Ability) directly and as mediated through job knowledge, again for both civilian and military jobs" [1]. Schermerhorn and his colleagues define organizational culture, namely: "Organizational culture is a shared set of beliefs and values within an organization" [2]. While Colquitt, Lepine and Wesson explained: "Culture is defined as the shared values, beliefs, motives, identities, and interpretations that result from common experiences of members of society and are transmitted across generations". The definition of learning is

revealed by Robbins Judge, "Therefore, a generally accepted definition of learning is" any relatively permanent change in behavior that occurs as a result experience" [3]. A learning organization is an organization that purposefully designs and constructs its structure, culture, and strategy so as to enhance and maximize the potential for organizational learning (explorative and exploitative) to take place [4].

The research approach used a mix method research with survey method and descriptive analysis. Data collection was carried out by distributing questionnaires and interviews. People relating to the police are research respondents, selected through judgment sampling techniques. The community was asked to assess the police performance by choosing one of the available answer choices on each questionnaire statement. Research informants are police related with providing police services. They were asked to give their views regarding work culture in order to realize positive performance.

III. RESULTS AND DISCUSSION

A. Community Perception of Police Performance

Community perception of the police performance in Lampung Regional Police was indicated "Good" by 67.20% of in each aspect: Clarity of service procedures; Certainty of service costs; Certainty of service time; Service convenience, sequentially as many as: 76.22%; 51.10%; 65.68%; 74.76%. The composition of positive and negative assessment trends is illustrated in diagram 1 until diagram 5 as below.

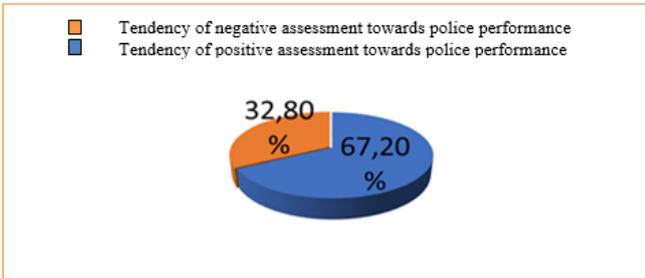


Fig. 1. Diagram 1

Respondents' Perception on Police Services in Lampung Regional Police
Source: Respondents' Choice Answers, Author Writers.

From the diagram above it indicates 67,20,% of respondents assume that police has given good service to community, while only 32,80 % of respondents assume that police has given bad service to community. The perception on clarity of service procedures in Lampung Regional Police can be seen in the diagram below:

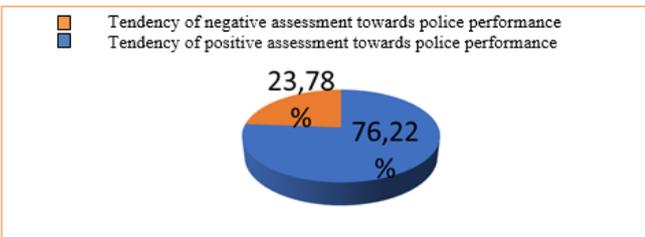


Fig. 2. Diagram 2

Respondents' Perception on Clarity of Service Procedures in Lampung Regional Police
Source: Respondents' Choice Answers, Author Writers.

From the diagram above it indicates 76,22% of respondents assume that police has given clarity of service procedures to community, while only 32,80 % of respondents assume that police has not given given clarity of service procedures to community.

The perception of service cost certainty in Lampung Regional Police can be seen in the diagram below:

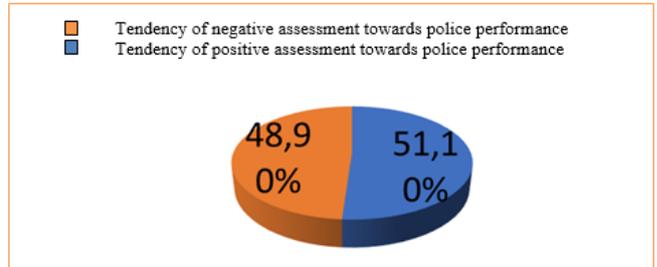


Fig. 3. Diagram 3

Respondents' Perception of Service Cost Certainty in Lampung Regional Police
Source: Respondents' Choice Answers, Author Writers.

From the diagram above, it indicates that 51,1% of respondents assume that police has given good service cost certainty to community, and 48,9% of respondents assumes that police has given bad service cost certainty to community. The perception of service time certainty in Lampung Regional Police can be seen in the diagram below:

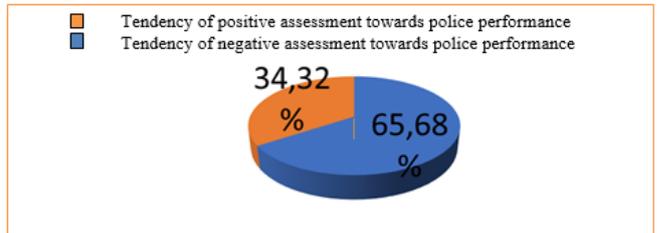


Fig. 4. Diagram 4

Respondents' Perception of Service Time Certainty in Lampung Regional Police
Source: Respondents' Choice Answers, Author Writers.

From the diagram above, it indicates that 65,68 % of respondents believe that police has service time certainty, while 34,32% of respondents do not believe that police has service time certainty. The diagram below explains the perceptions of service comfort in Lampung Regional Police.

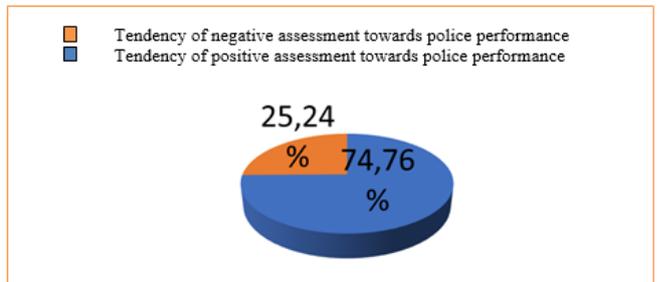


Fig. 5. Diagram 5

Respondents' Perception of Service Comfort in Lampung Regional Police
Source: Respondents' Choice Answers, Author Writers.

From the diagram above, it indicates that 74,76% respondents admit service comfort of police, and 25,24% of respondents does not feel service comfort of police.

B. Reinforcing Work Culture to Improve Police Performance

Reinforcing work culture to improve the National Police performance is carried out by increasing participation in making decision, managing change and becoming a learning organization.

1) Increasing Participation in Decision Making to Promote Commitment

Reinforcing work culture through increasing personnel participation in decision making aims to encourage high commitment to the implementation of tasks. The involvement of personnel in decision making will have positive implication as an educational tool and motivation in achieving targets in accordance with established decisions. The involvement of personnel in the decision making process also impacts teamwork and good coordination between personnel. Increasing participation in decision making related to the implementation of police duties will have implications for the police's excellent service.

2) Management of Change

Police personnels have to involve in process of change to minimize resistance to change. Respecting for constructive behavior can also be carried out as work culture encouraging other personnel to be interested in following the change process. In line with this, the Kreitner and Kinicki stated system approach offers an organizational change framework consisting of three components, namely: (1) Input (2) Target elements of change; (3) Outputs [5], illustrated in Figure 1. Input is a driver for the process of change. The target element of change reflects the elements in the organization that need change. Input is the final desired result of change and it is consistent with the organization's strategic plan.

Organizational resistance related to change management includes:

- Structural infiltration, organizational strength will drive the achievement of work in certain ways so that personnel are resistant to change. If the organization changes, the organizational structure acts as a counterweight to the continuation of stability.
- Inertia of the work group, group norms can become obstacle or source of challenges, because group can have certain powers that can be lost if changes occur. The inertia to realize work in a special way comes not only from their own work, but also from the social group where they work. Social group can influence work group in organizations.
- Challenges to the balance of power existing because change causes a shift in the balance between the forces that are in the organization. One method used to drive change is to reward responsible personnel so that there is a potential for a shift in the balance of power between individuals and sub-units of the organization.
- Unsuccessful effort of change in the past will resist the effort of pesonnel to change in the future so that personnel will be more careful in accepting changes in the future.

- Focus on limited change, technological process change will not be accepted without changing the right organizational structure simultaneously.
- The threat to expertise with the concern that the required expertise may differ, the group of experts who were initially centralized became decentralized as a result of change. Another focus is that personnel do not do work that is not in accordance with their expertise so that it will be removed because of change.
- Threat of power relations because of one indication of change is participatory decision making (self managed work teams), thus implicating the loss of authority.
- Threats to the allocation of existing resources for groups in the organization that benefit from resource allocation and have the authority to control resources see a change as a threat.

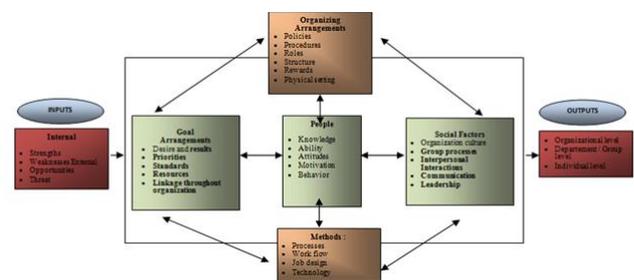


Fig. 6. The Kreitner and Kinicki Change Model

Sources: Kreitner and Kinicki. 2001. Organizational Behavior. New York: McGraw-Hill Companies, Inc. p.666

Strategies undertaken to overcome resistance include: (a) Education and communication; (b) Participation and involvement; (c) Facilities and support; (d) Negotiations and agreements; (e) Manipulation and choosing; (f) Explicit and implicit coercion. The strategy was carried out so that the change process received support and cooperation from all Pori personnel. The change effort starts with a socialization activity about the benefits of a change, both for the organization and its members as well as the commitment of the National Police to continue the concentration of personnel.

3) Learning Organization

Work culture can also be strengthened by encouraging organizations to become learning organizations. The definition of learning is revealed by Robbins Judge, "Therefore, a generally accepted definition of learning is" any relatively permanent change in behavior that occurs as a result experience" [6]. Learning organizations will develop the capacity to accept and change on an ongoing basis, share ideas with others, form the organization's vision and work together based on plans for achieving that vision. Organizations can carry out learning by several methods, including: training, transfer of knowledge and practical communities. This is in line with the views of Colquitt, Lepine and Wesson who states:

"How can organizations improve learning in an effort to boost employee expertise and, ultimately, improve decision making? One approach is to rely on training, which represents a systematic effort by organizations to facilitate the learning

of job-related knowledge and behavior. In addition to traditional training experiences, companies are also heavily focused on knowledge transfer from their older, experienced workers to their younger employees" [7].

The implementation of police commitment as a learning organization can be carried out by always identifying community evaluations of police performance. It can also be implemented by developing organizations to improve the quality of police services.

IV. CONCLUSION

The conclusions in this research are: public perception of National Police performance in Lampung Regional Police was stated well by 67.20% of respondents with a good assessment tendency in each aspect: Clarity of service procedures; Certainty of service costs; Certainty service time; Service convenience, respectively by respondents as many as: 76.22%; 51.10%; 65.68%; 74.76% and reinforcing the work culture to improve the performance of the National Police is carried out by increasing participation in decision making, managing change and becoming a learning organization.

ACKNOWLEDGMENT

The completion of the research could not have been accomplished without the support of the Police Science College for providing funding for data collection in this study.

REFERENCES

- [1] Debra L. Nelson and James Campbell Quick, (2006). *Organizational Behavior*, Fifth Edition. South Western: Thomson Corporation. P. 191
- [2] John R. Schermerhorn, Jr, James G. Hunt and Richard N. Osborn, (2008). *Organizational Behavior 10/E*, Tenth Edition. America: John Wiley & Sons, Inc. P. 11.
- [3] Stephen P. Robbins and Timothy A. Judge, (2009). *Organizational Behavior*, 13th Edition. New Jersey: Pearson Prentice Hall. P. 88.
- [4] Gareth Jones, (2010). *Organizational Theory, Design and Change*, Sixth Edition. New Jersey: Pearson Education, Inc. P. 364.
- [5] Kreitner and Kinicki, (2001). *Organizational Behavior*, 666. New York: McGraw-Hill Companies, Inc.
- [6] Stephen P. Robbins and Timothy A. Judge, (2009). *Organizational Behavior*. 13th Edition. New Jersey: Pearson Prentice Hall. P. 88.
- [7] Colquitt, Jason A., Jeffery A. Lepine and Michael J. Wesson, (2013). *Organizational Behavior. Improving Performance and Commitment in the Workplace*. Third Edition. New York: McGraw-Hill Irwin. P. 258.