Public Service Transformation at Karimun District Police

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Abstract

The National Police's image has been negatively impacted by the behavior of some police officers who fail to follow the applicable procedures, which has resulted in a loss of public trust. As a competent state apparatus, the National Police is responsible for maintaining security and order, enforcing the law, and providing protection and services for the public interest. To meet the expectations of the community, the National Police has implemented strategic initiatives to revive its image, including providing excellent service and increasing public trust. This study aims to assess the effectiveness of the transformation of public services at the Karimun District Police as part of the National Police's initiative to increase public trust and improve its image. This study employs a descriptive research method with a qualitative approach to examine the transformation of public services at the Karimun Police. The study's findings demonstrate that the extensive transformation of Polri services at the Karimun Police has been effective, with all stages of the revitalization of the National Police being completed comprehensively in accordance with the stated objectives.

Keywords: *Public Service; Karimun Police; Public Trust; Transformation*

Introduction

Bureaucratic Reform is a major and fundamental change in the aspects of governance and administration of the Indonesian government. Implementation of Bureaucratic Reform is essentially one of the efforts to improve the bureaucratic process from the Central Government to the Regional Government level as a way to form a clean government and ensure good governance. In state life, the government has the function of providing public services needed by the community, starting from services in the form of regulation or services to meet community needs in the fields of education, health, utilities, and others (Sutrisno, 2021).

Problems in public services are basically related to improving the quality of the service itself. Quality services are highly dependent on various aspects, namely how the pattern of implementation (management), human resource support, and institutions (Wakhid, 2017). Viewed from the aspect of human resources, the lack of professionalism, competence, empathy, and ethical standards are several factors that cause the poor quality of public services in government agencies. In the institutional aspect, the main weakness lies in the convoluted and uncoordinated bureaucratic hierarchies so that public services are neither effective nor efficiently delivered.

According to Article 15 and Chapter V of Law Number 25 of 2009 concerning Public Services, public service providers are required to fulfil 10 (ten) specific elements regarding the implementation of public services. These elements include "service standards, service information, public service information systems, management of infrastructure facilities and/or facilities for public services, special services, public service fees/tariffs, behavior of service providers, service implementation supervision, management of complaints, and performance assessment." Each of these elements plays a crucial role in ensuring that public services are implemented effectively and efficiently, while also meeting the needs and expectations of the community. By adhering to these elements, public service providers can improve the quality of their services and build trust and confidence among the public they serve.

Public service is a measure of government performance that is most visible to the eye. Communities can directly assess government performance based on the quality of service they receive. The performance of public services can be improved if there is an "exit" and "voice" mechanism. The "exit" mechanism means that if public services are not of good quality, consumers must have the opportunity to choose another public service provider that they like. Meanwhile, the "voice" mechanism means that there is an opportunity to express dissatisfaction with public service providers (Kurniawan, 2016). Community involvement in policy formulation, preparation of service standards, implementation of public service satisfaction surveys, as well as submission of complaints, complaints and appreciation is expected to be able to support the improvement of public services to the community (Hutabarat et al., 2022).

Reports from the public complaining about the poor quality of Polri's public services have resulted in public satisfaction with the public services provided by Polri which are still far from the established standards. In the final notes of the 2020 Ombudsman of the Republic of Indonesia, the National Police received 699 (six hundred and ninety nine) reports that are directly related to fulfilling access to justice in the context of public services in the field of law. The most reported alleged maladministration related to allegations of protracted delays, procedural deviations, and not providing services.

The reform initiative within Polri is part of an overall effort to improve the bureaucracy, with the goal of creating a more transparent, responsible, and authoritative organization. The Indonesian bureaucracy has faced difficulties in meeting the needs of the people due to inadequate resources, resulting in slow government reactions to public demands. Pathologies within the bureaucracy, such as low quality and professionalism of the police, low productivity and work discipline, and other deviant behaviors, have also contributed to the challenges faced by the bureaucracy.

As a legal organization, the police are expected to provide the best possible service to society. However, the actions of a few individuals who operate outside the law have tarnished the image of the police institution. According to Article 2 of Law Number 2 of 2002, the duties of the police include maintaining public order and security, upholding the law, providing protection, and delivering community services such as controlling traffic, providing driver's licenses (SIM), STNK services, motorized vehicle owner book services (BPKB), and handling complaints related to loss, accidents, death, crowds, and other issues (Sumartono et al., 2021).

The reform initiatives within Polri aim to improve its effectiveness, efficiency, and professionalism in serving the community, as well as to eliminate corruption, collusion, and nepotism (KKN) within the organization. This is in line with the government's program of good governance, which emphasizes transparency, accountability, and citizen participation in decision-making processes. The reforms cover various aspects of the organization, including its structure, procedures, and culture. They are designed to enhance the capacity and accountability of the police, as well as to improve the quality and timeliness of their services. The ultimate goal of the reforms is to build a clean and free police apparatus that can effectively serve the needs and interests of the community. As an institution tasked with maintaining security and public order, protecting and serving the community, and upholding the law, Polri plays a critical role in promoting good governance in Indonesia. To achieve this, it must work closely with other government agencies, civil society organizations, and the public to ensure that its policies and practices are responsive to the needs and concerns of the community (Sadjijono, 2010).

The Precision Program or *Presisi* (Predictive-Responsibility-Equitable Transparency) launched by the new National Police Chief emphasizes the importance of predictive policing capabilities. The aim is for Polri to measure the level of disruption to security and public order through knowledge-based analysis and appropriate methods, in order to prevent it as early as possible. It is essential that responsibility and fair transparency accompany the predictive policing approach so that every member of the National Police can carry out their duties quickly, precisely, responsively, humanely, transparently, responsibly, and fairly. In this way, the negative image that has often been associated with the Polri institution can gradually change for the better.

In other words, the importance of dialogue between public authorities, especially the National Police, and the community cannot be overstated in creating a more participatory service system innovation. This idea has been explored in research by Krishno Hadi, Listiano Asworo, and Iradhad Taqwa Sihidi (Hadi et al., 2020). The concept of dialogical innovation emerged as a natural result of open government systems, which replaced outdated service techniques. As the cornerstone of the public service system, this new concept emphasizes responsibility, openness, and community involvement. Therefore, innovation in public services can only occur by absorbing innovation from the bottom up.

The Karimun Police, which is under the jurisdiction of the Riau Islands Police, is part of the Polri institution that provides public services to the community. In the 2020 National Police Scope Public Service evaluation carried out by the Ministry of State Apparatus Empowerment and Bureaucratic Reform, the Karimun Police received a B or Good score. However, the value of providing public services at the Karimun Police Station has not been maximized due to the lack of adequate infrastructure, facilities, human resource competencies, and innovations that meet the established public service standards.

The implementation of quality public services in the elaboration of SIMs at the Karimun Police Traffic Unit is an example of public service transformation carried out by the Karimun Police. This transformation has been successful in terms of physical facilities (tangibles), responsiveness, reliability, security (safety), and empathy. According to research conducted by Sarmini (2019), the ability to provide reliable services, to assist and provide services quickly and accurately, to respond to consumer desires, and to maintain friendliness and courtesy of employees are important factors in ensuring consumer trust. Additionally, workers' strong yet compassionate approach to customers is crucial for ensuring customer satisfaction.

With the launch of the Presisi program by National Police Chief (Kapolri), one of whose policies is the transformation of public services, the Karimun Police, as one of the providers of public services, is making various efforts to support the transformation program towards a precise Polri. Particularly in the public service transformation policy, the Karimun Police has made many improvements to enhance the

quality of public services offered at the Karimun Police, as listed in the 16 Kapolri Priority Programs. With an increase in public satisfaction with the services provided by the Police, there will be a positive impact on the level of public trust, which, in turn, will improve the image of the Police in the community.

Method

This study used a descriptive research design with a qualitative approach to explore the transformation of public services at the Karimun Police. Descriptive research was chosen because it presents data in a systematic, factual, and accurate manner regarding the facts in the field (Moleong, 2012). The qualitative approach was used to provide an in-depth understanding of the phenomenon under study by examining the subjective experiences and perspectives of the participants.

Data were collected through semi-structured interviews with 10 participants who were selected using purposive sampling. Participants were chosen based on their experience with the transformation of public services at the Karimun Police. The interviews were conducted in person and were audio-recorded with the permission of the participants. Field notes were taken during the interviews to supplement the audio recordings.

Data analysis was conducted using grounded theory, which involved generating concepts and theories from the data through a systematic and iterative process of coding and categorization (Charmaz, 2014). Overall, this study aimed to provide a comprehensive understanding of the transformation of public services at the Karimun Police, and the research design and data analysis methods were chosen to achieve this goal.

Theoretical Framework

Public Service Theory

A new paradigm that has emerged in public administration regarding public services is the New Public Service (NPS) by JV Denhardt and RB Denhardt (2003). They propose that public service providers abandon the administrative principles of Reinventing Government or New Public Management (NPM) and adopt the principles of the New Public Service.

The New Public Service perspective requires public administrators to involve the community in government and to serve the community. In carrying out these tasks, public administrators must be aware of the complex layers of responsibility, ethics, and accountability in a democratic system. The basic principles or assumptions of the New Public Service are as follows: (a) serving citizens, not customers; (b) prioritizing the public interest; (c) valuing citizenship over entrepreneurship; (d) thinking strategically and acting democratically; (e) recognizing that accountability is not a simple matter; (f) serving rather than directing; and (g) respecting people, not just productivity.

Law Number 25 of 2009 concerning Public Services defines public services as activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. According to JS Bowman, "public service is a people's institution that provides services to citizens, fights for collective interests, and accepts responsibility for delivering results" (Bowman & West, 2021).

Successful public service, according to Willem J. Selen & Jos Schepers (2001), requires service design and development. Successful service design and development requires a systematic approach that connects and interacts with a comprehensive set of customer needs, their translation into various service

attributes, and the development of well-designed service processes. One of the systematic tools for creating these links is the implementation of a quality function (Deployment Function Quality) or QFD, which has been adapted for service environments, including police public services. Essentially, this QFD corresponds to the current concept of 'community policing,' which emphasizes the relationship between the general public and the police. Important advantages of the QFD methodology include a structured way of communication between different constituents and sharing of information within the team when developing new services. The most important benefit comes from a better match between the services used and the needs of the public.

Meanwhile, public services in the police generally focus on easily measurable outcome factors such as response time, use of force, and arrests. According to Michael T. Rossler and William Terrill (2012), empirical studies that examine outcomes important to public legitimacy, such as police response, are less common in the police public service literature. According to them, excellent public service in police agencies occurs when officers respond to citizens' requests for services during meetings without coercion, and the impact of situational and officer characteristics on their willingness to comply with requests. The results show that officers comply with the majority of residents' requests, and even when they do not comply, they often provide an explanation as to why.

Results and Discussion

Typology of Public Services in the Karimun Resort Police and Development Innovations

According to Jürgen Habermas (1991), public space plays a significant role in the democratic process. Public space serves as a democratic platform for public discourse, where citizens can express their opinions, interests, and needs through discussion. Public space is an essential prerequisite for democracy as it enables citizens to communicate about their political concerns. Furthermore, public space provides citizens with the freedom to express their attitudes and arguments against the state or government. Public space is not just limited to physical institutions or organizations, but also involves the communication of citizens themselves. It must be free, open, transparent, and free from government intervention or autonomy. Public spaces must be easily accessible to everyone. It is through public spaces that community solidarity can be strengthened to resist market/capitalist and political machines.

Under Law Number 11 of 2002 concerning the Police of the Republic of Indonesia, one of the main tasks of the Indonesian National Police, including the Karimun resort police, is to provide protection, security, and public services to the community. The primary function of the police as public servants is to provide services such as issuing SIM (Driver's License), SKCK (Police Clearance Certificate), and handling reports and public complaints received by SPKT (Integrated Police Service Center). Polri has been continuously improving the quality of its public services year by year, in line with the Chief of Police's priority programs, which began with the leadership of General Tito Karnavian with the Promoter program, General Idham Azis with the Promoter Strengthening program, and General Listyo Sigit Prabowo with the Presisi program.

As mentioned by Selen and Schepers, the development of excellent public services requires a systematic approach that connects public needs to service attributes. In this case, it is crucial to link the people of Karimun to the services provided by the Karimun resort police. To facilitate the interaction between the Karimun community and the police services, the Karimun Police launched community service innovations in 2021. "Simantap" is actually an abbreviation for "Sim Antar Pulau" which roughly translates to "Inter-Island Driving License" in English. It is a program initiated by the Police Resort of Karimun Regency in Riau Islands, Indonesia, aimed at providing driving license services to residents of remote islands in the region. The program was launched in September 2021 to make it easier for people

who live on small islands to obtain driving licenses without having to travel to the mainland (Karimun, 2021).

The program involves bringing mobile units of the police station to the remote islands to carry out the driving license-related services. These mobile units are equipped with computers, printers, and other necessary equipment. The mobile units also have officers who are responsible for handling the services to ensure that the program runs smoothly. This initiative is expected to not only improve road safety but also help to boost economic activities in the region.

Additionally, according to Rossler and Terrill (2012), empirical studies on public legitimacy highlight important outcomes such as responding to citizens' requests for services without coercion and the impact of situational characteristics and officers on their willingness to comply with requests. In this case, the Simantap program is part of the police's efforts to improve public services in the region and to ensure that all residents have access to essential services. The program has been well-received by the local community, who have expressed their appreciation for the initiative (Freddy, 2021). The aim is to make it easier for the public to manage vehicle documents. The use of such applications not only simplifies the process of obtaining service attributes but also offers other benefits to Karimun residents. These include: (Ilfitrah, 2022)

a. Providing public services to the public in accordance with Law number 25 of 2009 concerning public services;
b. Ensuring transparency regarding the fees that apply to the SKCK and SIM Service processes;
c. Innovating in providing community services to increase community satisfaction;
d. Eliminating extortion and brokering in public services; and
e. Implementing and complying with health protocol standards set by the government in providing services to the community amidst the current Covid-19 pandemic.

In order to increase the effectiveness and efficiency of public services, the Karimun Police made improvements in six aspects of public services as stated in the PANRB Ministerial Regulation Number 17 of 2017, namely:

a. Aspects of Service Policy
In the aspect of service policy, there are several important considerations, including Public Service Standards, Service Announcements, Queuing Systems, and Community Satisfaction Surveys. The Public Service Standards established by the Karimun Polres consist of 14 service standard components, and the community was involved in their preparation, as evidenced by the Activity Report on the Preparation of Service Standards and Minutes of Establishment of Service Standards. The Karimun Police Public Service Standards are displayed in every service room in the form of banners, posters, and brochures, as well as in online media, social media, print media, and roadside banners.

To improve the quality of service, each public service provider location conducts a Community Satisfaction Survey (SKM) using different methods, such as using an emoticon button, filling out a questionnaire sheet, and providing electronic questionnaire filling by scanning a barcode. The results of the SKM are published in the service room and various information channels, including online media. Furthermore, to enhance comfort in the public service waiting room, an electronic queuing system is provided to make it easier for service users to access services.

b. Aspects of HR Professionalism
Matters covered in the aspect of HR professionalism are employee competence, code of conduct and ethics, as well as service culture. With regards to employee competence, each public service provider at the Karimun Police is assigned a member whose job is to provide services to the community based on

their competence. Placement of service officers also takes into account vocational education, skills certificates, and position and length of service.

To regulate the behavior of public service providers, the Karimun Police issued a Code of Conduct and a Code of Ethics for Public Services within the Karimun Police. The codes contain information on rights and obligations, prohibition of corruption, collusion, and nepotism, prohibition of discrimination, sanctions for service officers who lack discipline, and awards for service officers who excel and have the best performance.

In terms of improving the quality of service culture, the Karimun Police conducted in-house training in collaboration with the Karimun branch of the People's Bank of Indonesia. The training provides lessons on service culture, such as how to practice smiling, greeting, being polite, and courteous.

c. Aspects of Facilities and Infrastructure

To enhance the quality of public services, the Karimun Police have made improvements to the facilities and infrastructure in each service room. These improvements include:

1) Parking and Waiting Room: The Karimun Police provide free parking spaces for both two-wheeled and four-wheeled vehicles in the office area, which are equipped with CCTV. Additionally, they offer parking spaces for people with disabilities and women with special color markers. The waiting room for service users is equipped with facilities such as television, reading corner, queue monitor (FIFO), air conditioning, priority seats, hotspot/wifi, free drinking water, station charge, first aid, and prayer room (mushola).
2) Infrastructure for Service Users with Special Needs: The Karimun Police provide wheelchair facilities, ramps for wheelchair users, special waiting chairs, and counters for the disabled.
3) Other supporting facilities: They also provide lactation/nursery rooms, a children's playroom, and photocopiers.
4) Front Office (FO): The Karimun Police offer easily accessible consulting and information services for service users, as well as direct face-to-face complaint services.

d. Aspects of Public Service Information Systems

To improve the dissemination of information regarding public services, the Karimun Police have taken both electronic and non-electronic approaches. They have created a special website that contains all the necessary information about the activities carried out by the Karimun Police, including everything related to public services. They have also created a special social media account for service implementers to publish service activities organized by the Karimun Police.

Furthermore, the Karimun Police have made posters, banners, and brochures/leaflets that provide information about public services organized by them. These information materials are placed in easily accessible locations within the Karimun Police office area where the public as service users can easily access them.

e. Aspects of Consultation and Complaints

To improve the consultation and complaints aspect, the Karimun Police provides various facilities for the community to voice their concerns and seek assistance. These facilities include a special consultation room and coaching clinics for SIM services, where people can get help and guidance related to obtaining a driver's license. Similarly, for SKCK services, the Karimun Police provides a special consultation room to address any concerns or questions related to SKCK issuance. Additionally, people can also consult through social media applications or WhatsApp to seek assistance. By providing these facilities, the Karimun Police aims to improve the consultation and complaints process and make it more accessible to the community.

f. Innovation Aspect

These are some of the public service innovations owned by the Karimun Police:

1) **PODASILAU** (Water Police Educates Coastal and Island Children) - a program that teaches writing and reading the Quran to coastal communities in *pospolair kolong*.
2) **Dumas Presisi** (Predictive Responsibility, Transparency, Fairness) - a form of transparency and improved handling of public complaints directly and online.
3) **SKCK SIPUTER** (Inter-island and remote island stops) - an inter-island and remote island SKCK service activity in the Karimun Regency area.
4) **SKCK MAJU** (Friday nights) - an SKCK service activity outside of the office hours of the Karimun Police Intelligence Service SKCK service.
5) **SIMANTAP** (Inter-island SIM) - to help people outside Karimun Island in issuing SIMs in accordance with the applicable mechanism.

Development of an Integrity Zone towards a Corruption-Free Area at the Karimun Police

An agency of police with integrity is an agency with little or no faults or corruption. Previously, studies viewed the issue of bad behavior as one of individual officers, known as "bad apples" in the force. However, recent studies have shown that violations of professional codes of ethics and a lack of professionalism in the Polri profession result from a loss of integrity that breeds corruption, which is detrimental.

By reframing police corruption as a problem of police integrity - the tendency among police officers to resist the temptation of abusing their power, a central tenet of the police integrity theory can be directly measured. According to Porter and Prenzler (2012), the police's attitude towards the seriousness of violations, the level of discipline that should and will result, and their willingness to tolerate violations tacitly can be measured to assess integrity. In other words, the more severe the ethical violation, the lower the police's integrity. Therefore, it's crucial to disseminate ethical perspectives adopted by senior police officers widely across the police force, including the National Police and especially the Karimun Police, to establish zones of integrity that can combat ethical violations such as corruption.

The primary objective of developing an Integrity Zone towards a corruption-free area at the Karimun Police Station is to cultivate high-performing personnel with a zero-tolerance policy towards corruption. The specific objectives are as follows:

a) To implement systematic and consistent changes in the work mechanisms, mindset, and work culture of the Karimun Police Station.
b) To establish internal and external applications and supervision to ensure the sustained implementation of integrity practices.
c) To innovate and implement activities that aim to enhance the quality of public services.
d) To improve the quality of public services by providing faster, safer, and more accessible work units.
e) To eliminate complaints related to the services provided by the Karimun Police Station to the public.

The construction of the Integrity Zone at the Karimun Police Station involves six lever components and two outcome components. The lever components are as follows:

1) Change Management: The Karimun Police Chief, along with the Karimun Police Chief Officers and the Heads of Police, prepared the Integrity Zone Work Team in the jurisdiction of the Karimun Police. Additionally, a plan document for the development of the Integrity Zone at the Karimun Police was created. The leaders act as role models in the development of the Integrity

Zone towards WBK/WBBM (Corruption-Free Zone/Clean and Service-Oriented Bureaucracy Zone) to provide motivation to members to become agents of change. They also appoint Change Agents who become the driving wheels and implementers of Bureaucratic Reform at the Karimun Police.

2) Management Arrangement: The determination of management is carried out by establishing standard operating procedures as the basis for members of the Karimun Police in carrying out their main duties and functions as members of the Indonesian National Police. Regular audits are conducted on the implementation of the established standard operating procedures. Performance measurement systems, HR management, and information technology-based public services are used. For example: finger print attendance, Online Vocational High School applications, ITK Online, ABK Online, E-Bahagia, Yankes (health service), SIPP (Law Enforcement Information System), E-Mental, E-Rohani, and KP2 (Public Order Police). Open access to information to the public is provided, which is updated every time through the Karimun Police Website, Facebook, Instagram, and Twitter.

3) Arrangement of Human Resource Management System: Structuring the HR management system is carried out by planning employee needs according to organizational needs, placing personnel according to their competencies, increasing competence and individual skills for all members of the Karimun Police, determining member performance through evaluating the performance of Karimun Police personnel using Online Performance Management System (SMK Online), providing rewards and punishment to members of the Karimun Police who excel or violate the code of ethics, and regularly updating personnel data in the SIPP application.

4) Performance Accountability Strengthening: The strengthening of performance accountability can be seen by the involvement of the leadership, in this case, Chief and the Deputy Chief of Karimun Police, in the preparation of strategic planning documents, work plans, key performance indicators, and performance determinations. Additionally, the leadership is involved in determining the achievement of the performance of the implementation of the TW II TW 2021 budget.

5) Supervision Strengthening: Strengthening supervision is carried out by optimizing gratification control by carrying out public campaigns on gratification control, implementing gratification socialization, installing gratification banners at public services at the Karimun Police, installing CCTV at service points at Karimun Police, gratification monitoring at service points Karimun Police, Implementing the Government's Internal Control System at the Karimun Police, setting up a special room for the Whistle Blowing System, setting up a special room for Public Complaints, and conducting socialization regarding Community Complaints mainly related to the behavior of members of the Karimun Police that are not in accordance with applicable regulations.

6) Improving the Quality of Public Services: Improving the quality of public services is an effort to improve the quality and innovation of public services according to the needs and expectations of the community. To achieve this target, the Karimun Police have made efforts to improve public services at the Karimun Police, which include: 1) Measurement Service Standards; 2) Excellent Service Culture; 3) Assessment of satisfaction with services; and 4) Component results in the Development of Integrity Zones.

Digital Public Space in the Karimun Resort Police and Its Management

Social media is a valuable tool for law enforcement agencies to engage with and inform their communities. However, without a well-defined strategy, using a prominent platform can result in failure (Akhgar et al., 2019). To ensure effective online interactions with their communities, police have solicited advice from prominent voices in law enforcement's use of social media. This is in line with the principle of community policing, which involves the community in law enforcement.

In recent years, the use of social media by law enforcement has grown, with most institutions recognizing the value of having a presence on platforms like Nextdoor, Facebook, Instagram, and Twitter. Social media is an excellent tool for law enforcement agencies to inform and interact with their communities

In regards to policing space on social media, Wall & Williams (2013) proposed the creation of a social media monitoring system to increase the involvement of security and intelligence agencies responsible for public safety. This technology can assist police in understanding their online and offline operational environments. However, as mentioned earlier, those responsible for monitoring the risk of conflict on social media may encounter new challenges, such as the need for additional work to obtain data on social media users and the ability to overcome problems related to understanding the data or material found. A system capable of analyzing sentiment-laden information must be in place. Therefore, managing public space on social media is a crucial aspect of providing excellent public services to the community.

For example, during the 76th National Press Day (HPN) celebration in 2022, the Karimun Police Chief, AKBP Tony Pantano, interacted with media employees. Police Chief Tony invited all journalists working in Karimun, including print, online, and electronic media, to commemorate the event (Ilfitrah, 2022). The celebration began with cutting the tumpeng, which was distributed to media representatives in Karimun. The National Police Chief hopes that communication, coordination, and cooperation between the police and the media will continue to produce synergy in building the nation towards an advanced Indonesia, especially in the Karimun Regency area.

The Karimun Police recognizes the crucial role played by the media in delivering reliable, factual, and impartial information to the people of Karimun. The media has been instrumental in educating the public about the need to follow health procedures and promoting immunization to combat the development of Covid-19. Additionally, the media has played an important role in correcting the spread of fake news and hate speech in society to maintain public order. The Police Chief has expressed appreciation for the press's efforts in reporting both nationally and locally, especially in relation to the Karimun Police's case disclosures, social activities, and routine activities. Positive news about the Karimun Police may be welcomed by the wider community, particularly the residents of Karimun Regency.

In terms of technology that can enhance policing in social spaces, a social media monitoring system is necessary to encourage the involvement of security and intelligence parties responsible for public safety. This social media monitoring system is created using the "collaborative algorithm design" method, which adapts language-based technology (Mujab, 2019).

Conclusion

Based on the previous description, it can be concluded that the Karimun Polres has successfully transformed its public services to achieve effective and excellent service. This transformation was carried out in accordance with the stages and timeline, utilizing human resources and other available resources. The success of this transformation towards excellence in service can be attributed to the supporting factors that acted as driving forces for the implementation of excellent service at the Karimun Police. As such, it is evident that the Karimun Polres has made significant strides towards improving its public services, which bodes well for the community it serves.

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