

Bhabinkamtibmas as Panacea in Treating Pathology in Public Organizations

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ABSTRACT

Harmony based on security, order, and community obedience is an expensive and rare public good in several regions and organizations which is created by every government institution as part of its role in providing basic services for all citizens. Conversely, disharmony or disorder is an organizational (bureaucratic) pathology that needs to be treated by revitalizing the role of public institutions that are competent in this field. The article resulting from this research aims to explain the role of Bhabinkamtibmas as a panacea - for all diseases - in treating the pathology of public organizations. Data, information, and knowledge about the focus of the research at its locus were obtained through observations of various activities, online questionnaires to technologically savvy respondents, interviews with informants, and documentation of the activities of individuals and public institutions involving the role of Bhabinkamtibmas. The analysis technique follows an interactive model, namely data collection, data condensation, data presentation, verification using the Important Performance Analysis (IPA) technique, and conclusions. The results of the research found that Bhabinkamtibmas individually and institutionally play a role in treating (overcoming) various types of organizational (bureaucratic) pathology that disrupt security, order, and community obedience to the research locus. The pathology of public organizations underlies the need to revitalize the role of individuals and institutions of Bhabinkamtibmas while strengthening the assumption about the urgency of public policy as a choice for the government to act or not act in treating the pathology of public organizations through revitalizing the role of Bhabinkamtibmas in overcoming disturbances in security, order and public disobedience. Thus, Bhabinkamtibmas is recognized as a panacea in treating organizational pathology to create harmony based on security, order and community obedience.

Keywords: Police Institution; Regularity; Security and Order; Community Obedience; Panacea.

INTRODUCTION

Organizational or bureaucratic pathology (bureau pathology) is an illness, negative behavior, or deviations carried out by individuals or bureaucratic institutions serving the public, carrying out work tasks, and carrying out development programs, including creating security, order, and public obedience. The features of bureaucratic pathology are identical to Victor A Thompson's description of "excessive exclusionary attitudes, adherence to rules or routines and procedures, resistance to change, and petty insistence on the rights of authority and status of individuals and institutions (Thompson, 2007). Based on this understanding, it is clear that whatever the public's meaning and description of organizational (bureaucratic) pathology, it all underlies the importance and interest of answering the question of why the revitalization of the function and role of Bhabinkamtibmas is considered a "panacea" or magic solution in overcoming

problems in public organizations/bureaucracy at the local (district) level, sub-district, Rukun Warga, Rukun Tetangga).

Experts (Meutia, 2016; Widodo and Baharudin, 2022; Edwin *et al.*, 2023) stated that Bhabinkamtibmas is the representative of the Indonesian National Police at the village or sub-district level. The individuals and institutions that accommodate it are the "face of the National Police" who directly interact with the local community. Therefore, Bhabinkamtibmas institutionally and individually has a strategic position in overcoming the problems and pathologies of public organizations at the lowest level in the government bureaucratic structure because the organization is considered a guardian of security and order, community obedience, a bridge that strengthens the relationship between the police and the National Army of Indonesia – Babinsa – with the community and other roles of Bhabinkamtibmas which have been criticized by various parties.

According to the experts (Daraba, 2019; Wibowo and Kertati, 2022), various complaints and criticism regarding the performance of public organizations are not new because they have existed since ancient times along with demands for change, transformation, or bureaucratic reform, as Caiden (2014) thought in his book, entitled Administrative Reform. The aim is to build a positive image of public organizations that accommodate the role of individuals and institutions of Bhabinkamtibmas, as hoped by Morgan (2011) in his book entitled Image of Organization.

The phenomenon is that several organizations or public bureaucracies show poor or negative empirical conditions as a disease (bureau pathology), such as Parkinsonian (big bureaucracy), Orwellian (regulations that act as an extension of the state to control society), or Jacksonian (bureaucratic politics), rather than building a good or rational image (bureau rationality), as contained for example in Hegelian and Weberian bureaucracy (Kuswati, Kusmayadi and Hartati, 2023). This bad image is further exacerbated by issues that often surface relating to the position and authority of public officials, namely corruption, collusion, nepotism through various forms, and slow service followed by complicated procedures known as the red-tape effect as a form of bureaucratic pathology. This empirical condition that occurs cumulatively undermines the Hegelian and Weberian concepts of bureaucracy which function bureaucracy to coordinate elements in government systems and processes. In such circumstances, the bureaucracy only functions as a controller, enforcer of discipline, and administrator of government with enormous power, but ignores the function of serving the community.

According to experts (Holifah, Ikmal, and Hidayati, 2022; Maswati, 2023), poor and non-transparent bureaucratic performance can encourage people to look for "shortcuts" through bribery or colluding with unscrupulous officials, for example in employee recruitment or to obtain fast service. This situation in turn often encourages officials to look for "opportunities" in adversity and create profits from subsequent services.

Based on the reasons above, it is assumed that Bhabinkamtibmas plays an important role in treating the pathology of public organizations at the lowest level, with a focus on prevention efforts, problem-solving, empowerment, and community learning. Through good relations with the local community and a preventive approach applied, it can be an effective solution in promoting security, order, and community obedience as a form of integrity in public organizations. In other words, Bhabinkamtibmas can support the creation of harmony and order in public organizations. Therefore, this research article explains the answer to question 5W1H of the role of Bhabinkamtibmas in treating the pathology of public organizations.

This theoretical study focuses on two important aspects as a focus on a particular research locus, namely organizational (bureaucracy) pathology and the role of Bhabinkamtibmas in

overcoming organizational pathology along with its efforts to create security, order, and public obedience.

According to several experts (Anggraeni, 2016; Andhika, 2017; Holifah, Ikmal, and Hidayati, 2022; Maswati, 2023), bureaucratic pathology (bureau-pathology) is a disease, negative behavior, or deviation committed by officials or bureaucratic institutions to serve the public, carry out work duties, and carrying out development programs. Bureaucratic pathology is a collection of behaviors that are sometimes engaged in by bureaucrats. Features of bureaucratic pathology are described by Thompson (2007) as "excessive exclusion, adherence to rules or routines and procedures, resistance to change, and petty insistence on the rights of authority and status." Seeing the diversity of pathological features of public bureaucracy (organizations), it is necessary to understand the phenomena (symptoms of pathology) of public organizations as the locus.

Based on the explanation above, it is understood that organizational (bureaucratic) pathology refers to disease or dysfunction in the structure, culture, or operations of an organization, especially in the context of public bureaucracy. The scope of this pathology includes various problems that arise in organizations at the local level, such as lack of transparency, poor communication, outdated policies, inequality, internal conflict, resistance to change, and so on.

According to experts (Hamirul, 2017; Junus, 2017; Ulhak, 2017; Agus, 2019), if explored more intensively, the symptoms of pathology in bureaucracy originate from five main problems. First, the perception of the managerial style of officials in a bureaucratic environment that deviates from democratic principles. This deviant style results in forms of pathology in the form of abuse of authority and position, accepting bribes, and nepotism. Second, the low level of knowledge and skills of officers implementing various operational activities results in low productivity and service quality, and employees often make mistakes. Third, the actions of officials who violate the law, by "fattening" financing, accepting bribes, corruption, and so on. Fourth, manifestations of dysfunctional or negative bureaucratic behavior, such as: arbitrary, pretending to be busy, and discriminatory. Fifth, due to the internal situation of various government agencies which hurts bureaucracy, such as inadequate rewards and working conditions, lack of job descriptions and indicators, and a favoritism system.

Observing the symptoms of bureaucratic pathology, as stated by Siagian above, classification of types of bureaucratic pathology can be made, namely protracted handling, procedural irregularities, abuse of authority, corruption, collusion, nepotism practices, rewards, neglect of obligations, forgery, outright taking sides/politics, embezzling evidence, acting improperly. Bureaucratic pathology is not an independent phenomenon or organizational problem but rather influences each other with other organizational symptoms, phenomena or factors.

Based on expert views, it can be stated that there are several organizational factors that directly and indirectly cause bureaucratic pathology, namely the lack of capable administrators, the large number of bureaucratic officials, the breadth of government tasks, traditional elements (nepotism, patrimonial, hierarchical), centralization and a large amount of bureaucratic power. This reality is to the views of experts (Anggraeni, 2016; Andhika, 2017; Holifah, Ikmal, and Hidayati, 2022; Maswati, 2023) that the factors causing bureaucratic pathology are weak moral factors, low salaries, bad recruitment and promotion systems, rules and working mechanisms are unclear, bureaucracy has political potential, weak supervision.

Bureaucratic officials are not permitted to carry out "particularism" (corruption, collusion, nepotism, and "primordialism") in personnel administration or in carrying out their functions as public servants. Employee recruitment, which was previously based on a patronage system, spoil system, and nepotism, should immediately be changed to a merit system or career system so that

quality, creativity, initiative, and efficiency in the bureaucracy are guaranteed to increase. Work contracts made, whatever the type, must be implemented transparently, objectively, and accountably.

According to experts and researchers (Andhika, 2017; Agus, 2019; Holifah, Ikmal, and Hidayati, 2022; Maswati, 2023) several common cases of organizational pathology include 1) Bureaumorphosis, namely a phenomenon where organizations focus too much on procedures and bureaucracy. can hinder innovation and response to market changes. 2) Inequality is a form of pathology related to inequality in organizations, whether in terms of career opportunities, pay, or fair treatment. This inequality causes employee dissatisfaction and instability in the organization. 3) Silo Approach which is characterized by organizational fragmentation where departments or units work in isolation and do not collaborate, which can hinder efficiency and coordination. 4) Non-transparency in decision-making and internal communication tends to create distrust and confusion among group members. 5) Resistance to change which is characterized by difficulty in adopting changes or innovations in organizational culture which results in stagnation and loss of competitiveness.

Experts and researchers (Andhika, 2017; Agus, 2019; Holifah, Ikmal and Hidayati, 2022; Kusnadi and Abdul, 2022; Maswati, 2023) regarding public organizations in the police sector and the role of Bhabinkamtibmas in creating harmony based on security, order, and community obedience have classified organizational pathology (bureaucracy) as follows: 1) Excessive bureaucracy, because bureaucratic procedures and obstacles cause inefficiency in carrying out tasks and delays in responding to regional security disturbances. 2) Non-transparency which causes public distrust towards Bhabinkamtibmas. The public does not know what the police or Bhabinkamtibmas are doing because the decisions made do not involve the community. 3) Inequality in assignments or career opportunities for Bhabinkamtibmas members which causes dissatisfaction with internal organizational stakeholders and reduces motivation to work well. 4) Corruption, collusion, and nepotism (CCN) are serious problems that affect law enforcement agencies such as the police and their Bhabinkamtibmas work unit. CCN damages public trust and the integrity of institutions. 4) Lack of uneven training and development of Bhabinkamtibmas members so that there are officers who are less able to adapt to changes in society or rapidly developing technology.

METHODS

This research uses a developmental descriptive (Arikunto, 2006) or constructive descriptive approach (Sugiyono, 2013) to understand in depth the role of Bhabinkamtibmas as a panacea in overcoming the pathology of public organizations/bureaucracy at the local level (district, sub-district, *Rukun Warga/RW*, *Rukun Tetangga / RT*) in the research locus. This qualitative research also uses numbers (quantitative approach) to measure the gap or level of conformity between expectations and the reality understood and experienced by stakeholders (respondents, informants) regarding the presence and role of Bhabinkamtibmas in overcoming pathologies of public organizations such as corruption, nepotism, negative behavior and practices that may harm the public interest.

Data, information, and knowledge were obtained through observations, interviews, and document analysis, as well as through surveys using online questionnaires given to Bhabinkamtibmas members, government officials at district and sub-district levels, RW and RT

heads, religious leaders, and community members. The qualitative analysis technique used follows an interactive model which includes data collection, data condensation, data presentation, verification, and conclusions (Miles, Huberman, and Saldana, 2014). At this stage, analysis of documents such as security reports, public organization archives, and documents related to the role of Bhabinkamtibmas in creating order, as well as the role of Bhabinkamtibmas as a panacea in overcoming public organizational-bureaucratic pathology, is carried out. Performance analysis uses the Important Performance Analysis/ IPA (Sever, 2015) technique to determine existing conditions and the gap between expectations and reality regarding the role of Bhabinkamtibmas in overcoming the pathology of public organizations, as well as creating order based on security, order, and community obedience.

RESULTS AND DISCUSSION

Bhayangkara Security and Public Order Advisor abbreviated as Bhabinkamtibmas, plays an important role in treating various types and forms of organizational (bureaucratic) pathology that disturb security, order, and community obedience to the research locus. The pathology of public organizations underlies the efforts of organizational leaders to revitalize the role of individuals and institutions of Bhabinkamtibmas while strengthening the assumption regarding the urgency of public policy as the government's choice to act or not act in treating the pathology of public organizations through revitalizing the role of actors in creating harmony or order, or conversely overcoming security disturbances, order and disobedience in society.

Bhabinkamtibmas members in their respective work areas have extensive knowledge about various bureaucratic problems in lower government-level public organizations (districts, sub-districts, community units/RWs, neighborhood units/RTs). Most informants understood that Bhabinkamtibmas are members of the Indonesian National Police (Polri) who are placed in certain work areas to ensure security, order, and community obedience, as well as other specified tasks. One of his duties is to collect information and understand various organizational aspects that occur in his area, including handling problems or treating bureaucratic pathology in youth/adolescent organizations, women, youth organizations, parents, Islamic studies, and other social organizations.

The results of the research (observations, interviews, documentation) found that there are several reasons underlying the seriousness of Bhabinkamtibmas members to increase and update their knowledge about bureaucratic problems (pathologies) as follows. The reason is in the interest of maintaining collective security and order. Bureaucratic problems in public organizations at the lower level at the research locus in Indonesia affect security and order as well as public obedience. When symptoms of corruption are identified in institutions that accommodate youth or community activities, members are seen to be dissatisfied, which has the potential to trigger disagreements among members, commotion, riots, or disturbances of security and order. In these conditions, the urgency of the role and involvement of Bhabinkamtibmas members (police, Babinsa, RW/RT heads) is visible in monitoring or overseeing the development of the case so that disturbances can be prevented that may occur at any time.

The reason is to strengthen relations between community members and local government. Bhabinkamtibmas collaborates with local regional government officials (District Head, Village Head, RW Head) in carrying out their duties. This is done because we understand that the bureaucratic structure and organizational procedures at the local level accommodate and facilitate efforts to coordinate, integrate, synchronize, and simplify (CISS) activities carried out based on a reliable management information system (MIS) in maintaining security and public order. The

relationships that are built between members of Bhabinkamtibmas and the community are also a source of valuable information for both parties - residents or residents and local government officials. The knowledge and experience of Bhabinkamtibmas members regarding applied bureaucratic problems provide accurate learning and information to the community and the authorities so that the problems faced can be resolved.

Reasons for prevention and counseling by Bhabinkamtibmas members. The actor plays a role in preventing problems (pathologies) that arise in their work area. The knowledge and experience of its members regarding bureaucratic pathology and how to prevent it is used as discussion material in sharing experiences in providing outreach to the public so that potential corrupt behavior or irregularities or public maladministration at the local level can be anticipated (preemptive), prevented (preventive) or overcome (curative).

The reasons for handling conflict, both physical conflict and knowledge management conceptual conflict are clear evidence of the role of Bhabinkamtibmas at the research locus. Local government officials actively assist parties in need in dealing with conflicts faced due to bureaucratic problems. Bhabinkamtibmas acts as a mediator between the community, local government officials and related agencies to find appropriate, fair, and beneficial solutions for all parties.

Based on the description above, Bhabinkamtibmas members' good knowledge of bureaucratic problems and pathologies in local-scale public organizations enables individuals and institutions to actively and effectively carry out their duties in maintaining security, order, and public obedience which contributes to sustainable development in their region.

According to the informant (Interview: NSA; BS: Si, July-August 2023) an active and dedicated Bhabinkamtibmas is an individual member of the police who shows commitment to identifying and overcoming problems of bureaucratic pathology within public organizations. The main task of the actors is to ensure order, security, and public obedience are guaranteed in their work areas while maintaining integrity and efficiency in the delivery of public services.

The informant admitted that Bhabinkamtibmas has unique characteristics that differentiate it from other institutions in carrying out its role. First, its members have a deep understanding of the laws, regulations, and procedures that apply within the government bureaucracy. The knowledge competency of Bhabinkamtibmas members enables them to be able to spot potential violations or irregularities in the implementation of the work of local government officials, as well as being able to distinguish potential and bureaucratic pathology.

Second, Bhabinkamtibmas members actively organize and collect data, information, and new knowledge as well as communicate with various stakeholders within local-level public organizations, including interacting with government officials, local leaders, and local communities. Members who use their interpersonal skills to build harmonious and trusting relationships with all elements of the public so that it is easy to gain new insights about existing problems and their solutions.

Third, Bhabinkamtibmas members can analyze the data, information, and knowledge obtained carefully. Its members can recognize patterns of irregularities, abuse of authority, or inefficient bureaucratic practices. These members' analytical and synthetic abilities make it possible to design effective strategies for overcoming problems faced in society.

Fourth, Bhabinkamtibmas is not only a monitor but also an advocate for organizational change in a better direction. Its members actively propose improvements, provide constructive input, and collaborate with related parties to improve governance and bureaucratic efficiency.

One of the characteristics in this case is that the actors try to ensure that the services provided by public organizations in their area are quality and transparent.

Based on this description, Bhabinkamtibmas who actively participates in identifying and overcoming bureaucratic pathology in public organizations is a professional who is highly committed, has in-depth knowledge, and can collaborate with all parties to achieve work performance and oversee the revitalization of the Bhabinkamtibmas organization in a positive direction and better. Supporting the tagline of several public officials in Indonesia, namely "twice is better for all." The role of its members is very important in ensuring that local government runs well and provides the best service to the community.

The research results show that the performance of Bhabinkamtibmas individually and institutionally is quite effective in identifying and overcoming local bureaucratic pathology because its communication skills are very good with officials and members of public organizations, as seen in sub-districts and community groups. Several aspects that characterize its members' communication abilities are listening skills. The results of interviews with informants (NSA; BS: Si; MR, July-August 2023) confirm the results of the researcher's observations that personally, Bhabinkamtibmas is effective in communicating because he is willing to listen carefully to other parties' conversations and considers the communicant as a source of data that is actual, sharp, reliable, as the tagline of certain television stations says. Its members can understand the problems faced by public organizations, officials, and public servants, as well as know issues related to bureaucracy, including symptoms of pathology. The completeness and accuracy of data, information, and knowledge about the focus of the discussion or the cases being investigated allow Bhabinkamtibmas members to respond appropriately and provide appropriate solutions.

Bhabinkamtibmas' abilities are based on the ability to speak clearly and persuasively. In communicating with officials and officials in sub-districts and sub-districts at various "*urung rembug* (Jawa) or *tudang sipulung* (Bugis-Makassar)" forums in South Sulawesi, members were able to explain the problems identified in a language style that was easy to understand. This ability helps build understanding and support from related parties, especially when dressed in official attire, because according to informants (Interviews: Sd; AS; Dd; MD; Nd; Mi, July-August, 2023) the majority of Bhabinkamtibmas members demonstrate uniformity regions in Indonesia correspond to the abilities and personal experience they have, which are on average good and very good, especially because they are accompanied by diplomatic abilities in dealing with certain parties with diverse interests.

It is often seen that diplomatic skills are a key factor in Bhabinkamtibmas' success in handling cases that disturb public security, order, and obedience. According to the informant representing Bhabinkamtibmas members, it is common for its members to use good, correct, and polite language when facing the public or authorities, so their ability to diplomacy is key in resolving conflicts and facilitating positive change in society. Therefore, the actors are aware of and try to put forward the background of the problem they are facing and possible solutions as a solution without causing unnecessary, let alone ongoing, conflict over the same things, for example, quarrels between individual residents of different alleys or alleys in several areas. (Interview: JM; ZR; Il; NSA; BS; SR, July-August 2023).

According to this informant, if good communication is established and the diplomatic skills of the authorities are accepted by community members, it can have a "halo-effect" on community members who were previously skeptical and then become motivated because they feel protected and motivated by Bhabinkamtibmas members - Police, Babinsa. Thus, the ability to motivate other people is an important part of revitalizing and actualizing the role of Bhabinkamtibmas in

society. Its members inspire and motivate officials and the public to collaborate in improving the bureaucracy where they work, because the ability to protect, protect, and motivate other people is a skill needed by all parties, especially in making the public feel the benefits of these changes.

This skill was recognized by informants (Interview: NSA; BS: Si; SR, July-August 2023) who stated that the ability to adapt to different situations and conditions is another characteristic that each member has. Every public organization at the grassroots level (youth, religious, social groups) has a different culture and dynamics of communication styles so Bhabinkamtibmas always tries to adapt to various situations in dealing with different stakeholders, for example, entrepreneurs or traders, educators, religious teachers, employees, employees, fellow members of the TNI/Polri, students, and youth groups and so on.

Considering that we are currently in a political year, Bhabinkamtibmas is always learning and trying to master the ability to understand public policy issues. To communicate effectively about bureaucratic issues, Bhabinkamtibmas has a strong understanding of related policy issues, both regarding general elections (president-vice president, legislative members, regional heads, governors, mayors or regents, village heads, and RT heads) and policy issues other public. This was acknowledged by informants (Interview: NSA; BS: Si; SR, July-August 2023) who explained that because of their commitment to their duties and abilities, they enabled their friends to talk to authorities and other stakeholders because of their broad insight. Therefore, it can be stated that with good communication skills from each member of Bhabinkamtibmas, the public assesses that the institution representing the National Police can act as an effective intermediary between the community, the authorities, and public organizations, helping overcome or treat bureaucratic pathology and improving the quality of service. public in Makassar City.

According to informants (Interviews: JM; ZR; Saf; LB; MR; NSA; BS: Si; SR, July-August-September 2023) and according to the results of the researcher's observations, it appears that Bhabinkamtibmas is quite active in supporting the bureaucratic reform program and has contributed to the implementation of the program in public organizations so that they are considered an asset for the progress and improvement of public services at the local level. Real activities as proof of individual and institutional performance of Bhabinkamtibmas can be seen, among others, when providing regular counseling and education, collecting data, collaborating with various parties individually and in groups, providing support for productive community activities, while monitoring and evaluating activities (events) that are participated in, promote the need for transparency and accountability of public organizations and be exemplary in their attitudes and behavior. In other words, through the role of Bhabinkamtibmas in overseeing the implementation of the bureaucratic reform program, the "face of the National Police institution" supports increasing efficiency, transparency, and quality of public services in Indonesia which ultimately provides benefits to society and the progress of the nation and state.

It can be seen that Bhabinkamtibmas has very strong authority and support to take the necessary actions to overcome bureaucratic pathology. The authority and support that Bhabinkamtibmas has in overcoming bureaucratic pathology varies according to applicable regulations and policies. Some general aspects that support its role are the authority it has as a law enforcer. This reality was confirmed by members of Bhabinkamtibmas (Interview: NSA; BS: Si; SR, July-August 2023) who stated that their members have law enforcement authority in their duty to maintain security and order within the demarcation boundaries of their work area. When detecting actions or behavior of people who violate the law in the context of bureaucratic pathology, its members report it to the authorities for further investigation.

Regarding Bhabinkamtibmas' duties as stated above, its members maintain relationships with fellow public organization officials (district, sub-district, RW/RT heads, heads or representatives of community groups) while still expecting support from their superiors and the Regency/City Resort Police. Support from superiors and colleagues is considered very important because superiors understand the role of Bhabinkamtibmas in bureaucratic reform. During this time, colleagues and superiors provide the necessary direction and support so that they can carry out their duties effectively.

To the statement above, informants representing community and academics (Interview: JM; ZR; Saf; LB; MR; JB, July-August 2023) stated that Bhabinkamtibmas members collaborate with other anti-corruption and supervisory institutions, including the Ombudsman in dealing with local bureaucratic pathology. This coordination, integration, synchronization, and simplification (CISS) method is very helpful in investigating and taking action against corrupt practices or other violations, especially when supported by a reliable management information system (MIS) in the digital era. However, it is realized that in overcoming bureaucratic pathology, Bhabinkamtibmas complies with applicable laws and procedures so that its role is carried out ethically and avoids human rights violations or abuse of authority. In many cases handled, Bhabinkamtibmas' role is to provide correct information, support the investigation process, and be part of a collaborative solution with all relevant stakeholders in its work area.

Bhabinkamtibmas has good working relationships with fellow public organization officials and is committed to overcoming bureaucratic pathology. This effort was made because of work-relatedness, access to needed information, understanding of local issues and how to overcome them, as well as support for each other as fellow state officials, state servants, and community servants. According to informants (Interview: NSA; BS: Si; SR, July-August 2023) in overcoming (treating) bureaucratic pathology, close cooperation and good relationships between Bhabinkamtibmas and public organization officials and staff are key factors for achieving positive change and improving the quality of public services that satisfy or make the people who receive the services happy.

The results of the research show that the spectrum of Bhabinkamtibmas' tasks is very "heavy" and "broad" in creating security, order, and obedience in society, as well as treating the pathology of current local scale public organizations. The results of the research (observations, interviews, focus group discussions/FGDs, documentation) show that Bhabinkamtibmas always involves community members in monitoring and treating bureaucratic pathology in public organizations through preventive action, socializing bureaucratic problems, contacting community complaints, organizing community supervisory groups, failing to discuss residents, *tudang sipulung* or open meetings with officials in their area, including strengthening Bhabinkamtibmas's access to the resources and training needed to support its role in overcoming the pathology of public bureaucracy. Likewise, the task of Bhabinkamtibmas is to periodically evaluate the impact of actions that cause bureaucratic pathology while making improvements if necessary, so that the existence of the institution remains recognized by all groups as an effective agent of change in overcoming (treating) bureaucratic pathology and creating public trust.

Individual and institutional public trust and recognition of the performance or role of Bhabinkamtibmas as an effective agent of change and treating (handling) bureaucratic pathology is a form of successful organizational (bureaucratic) revitalization. This appreciation shows that Bhabinkamtibmas has succeeded in building a fairly strong reputation as an accountable and dedicated anti-corruption and law enforcement institution based on transparency and accountability, compliance with laws, regulations, and ethics, cooperation and collaboration with

partner institutions, community empowerment, solving problems faced, communication effective performance, good performance reporting, implementing a sustainable approach, as summarized in table 1.

Table 1
 Results of data analysis The role of Bhabinkamtibmas as Panacea
 In Overcoming the Pathology of Public Organizations

No.	Statement	Reality	Expectation
1	Bhabinkamtibmas has sufficient knowledge about bureaucratic problems in public organizations	4,5	4,9
2	Bhabinkamtibmas actively participates in identifying and overcoming bureaucratic pathology in public organizations	3,9	4,85
3	Bhabinkamtibmas can communicate effectively with officials and staff of public organizations regarding bureaucratic issues	4,4	4,95
4	Bhabinkamtibmas actively contributes to the implementation of bureaucratic reform programs within public organizations	4	4,91
5	Bhabinkamtibmas has sufficient authority to take the necessary actions to overcome bureaucratic pathology	4,1	4,92
6	Bhabinkamtibmas has a good working relationship with public organization officials so that they can work together to overcome bureaucratic pathology	4,4	4,94
7	Bhabinkamtibmas actively involves the community in monitoring the pathology of bureaucracy/public organizations	4	4,95
8	Bhabinkamtibmas has access to the resources needed to support its role in overcoming bureaucratic pathology	4,2	4,86
9	Bhabinkamtibmas regularly evaluates the impact of its actions in overcoming bureaucratic pathology	4,2	4,71
10	Bhabinkamtibmas is recognized by the public as an effective agent of change in combating bureaucratic pathology	4,3	4,82

Based on the description of the results of data analysis regarding the role of Bhabinkamtibmas in treating public organizational (bureaucratic) pathology above, a visualization was created in the form of Figure 1.

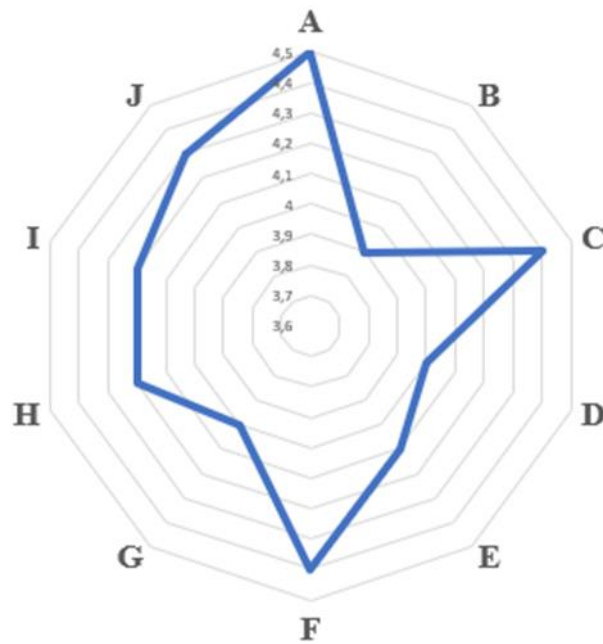


Figure 1
Bhabinkamtibmas Role Performance as Panacea
In Overcoming the Pathology of Public Organizations

Figure 1 explains the revitalization and re-actualization of the role of Bhabinkamtibmas in treating the pathology of public organizations in Indonesia. It can be seen that the highest measurable results (performance) of Bhabinkamtibmas individuals and institutions are in the aspect of the ability to communicate effectively with public organization officials and staff regarding handling bureaucratic problems and pathologies and involving the community in monitoring and examining symptoms of public organization pathology. Meanwhile, Bhabinkamtibmas's performance is the lowest, although it is still in a fairly high category, as seen in its regular and continuous efforts to evaluate the impact of its actions in overcoming (treating) bureaucratic pathology and making improvements if necessary.

DISCUSSION

The re-actualization and revitalization of the role of Bhabinkamtibmas individuals and institutions in various regions in Indonesia is a logical consequence of the existence of an order from the Chief of the Indonesian National Police (Kapolri) regarding the placement of Bhabinkamtibmas at the sub-district level. The demarcation of duties, functions, and roles of the Regency/City Resort Police in Indonesia which was determined as the locus of this research is appropriate because the population or community members in some areas represent "diversity",

seen from various ethnicities, customs, races, religions and their activities which disrupts security and order and reduces the level of community obedience, such as vehicle conflicts, rallies, demonstrations, fights between residents or alleys, immoral behavior, criminal acts, and various forms of local organizational (bureaucratic) pathology. Likewise, the focus and locus of research on the role of Bhabinkamtibmas as a panacea in treating the pathology of public organizations is appropriate because some regions (regencies/cities) are used as the locus for testing the implementation of Polri policies or programs in creating security, order and public obedience which is expected to have an impact on reducing or eliminating pathology local level public organization (bureaucracy).

The re-actualization and revitalization of the role of Bhabinkamtibmas is a representation of individuals and institutions of the Republic of Indonesia Police (Polri) because it has three dimensions that characterize and differentiate it from other public institutions in terms of its main tasks, functions, and roles, namely expected role, ideal role, and actual role, as per the expert's view. According to Tanjung (2023), the role of individuals and institutions of Bhabinkamtibmas should refer to the duties and responsibilities that have been officially regulated and determined to be implemented based on statutory regulations and Polri policies. This role includes maintaining security, order, and obedience to residents in the sub-district, providing protection to residents, as well as participating in activities to prevent and control criminal acts, as well as dealing with pathologies in public organizations. Bhabinkamtibmas is expected to be able to build good relationships with the community in its work area and become an agent of change in a better direction in maintaining or maintaining a safe and comfortable situation and conditions for all residents.

This reality is by expert views and the results of previous research which focused the same on different loci (Oktania, 2017; Putra, 2020; Ningtias, 2022; Tanjung, 2023). Bhabinkamtibmas individuals and institutions play an important role in conveying messages of vigilance against disturbances in security, public order, and obedience. Efforts carried out by Bhabinkamtibmas and community members to prevent criminal acts are disseminating information on social security messages through door-to-door system activities and leaflets. Apart from that, motivating the community to be active in the environmental security system activities, especially for teenagers, as well as providing guidance and counseling to people who are victims of crimes such as domestic violence. According to Ningtias (2022), through these concrete actions, it is hoped that criminal acts can be prevented around and in slum residential areas. In other words, Bhabinkamtibmas' role in the context of security, order, and community obedience to the research locus is as the front guard in maintaining, protecting, and protecting the community, as well as as a listener and problem solver. Likewise, Bhabinkamtibmas plays a role in dealing with or treating bureaucratic pathology by applying management theory as a function and process that runs well in all elements or stages starting from planning, organizing, mobilizing, and controlling to feedback and continuous improvement.

Based on the results of the analysis and synthesis, it can be stated that the role of Bhabinkamtibmas in this research locus has actualized and revitalized the National Police Chief's priority program following the eighth point of the eleven program points, namely building awareness and active participation of the community in maintaining security and order for all.

The re-actualization and revitalization of the role of Bhabinkamtibmas does not stand alone but is influenced by several organizational factors according to the organizational (institutional) dimensions of the National Police which include structural dimensions and contextual dimensions as follows. Based on the research results, it was found that the factors that hinder the role of

Bhabinkamtibmas in conveying messages of awareness of organizational pathology in its work area include Bhabinkamtibmas members who have concurrent duties in other organizational function units and large work areas due to the rationalization of numbers that are not proportional to the number community members served in one area (district, sub-district/village). There are still Bhabinkamtibmas members who have not taken Community Guidance Vocational Education for various reasons. Diversity of demographic and psychographic characteristics of community members or residents at the research locus.

The ideal role describes the image or hopes of Bhabinkamtibmas' dreams in society. This includes the moral, ethical, and professional aspects expected from Bhabinkamtibmas members. The ideal Bhabinkamtibmas is considered a friend, protector, and protector of the community. Members are required to have good communication skills, and empathy, and be able to carry out their duties with full dedication and integrity. The ideal Bhabinkamtibmas is also expected to be an intermediary in resolving conflicts in society, promoting dialogue between community members, and playing a role in preventing crime or organizational pathology. This role is described in the technical instructions for implementing the governing rules or regulations. This reality is to the views of experts and researchers (Andhika, 2017; Nasution, 2017; Oktania, 2017; Ulhak, 2017) that the role shown by Bhabinkamtibmas in preventing or dealing with (treating) bureaucratic pathology is carried out through preemptive, preventive and curative activities, namely coaching and collaborative and family counseling. According to Ningtias (2022), the form of a partnership carried out by Bhabinkamtibmas is to establish cooperation involving community leaders, religious leaders, and youth leaders in their work areas by carrying out *Siskamling*, *Pam-Swakarsa* or maintaining security and order, organizing traffic by youth at activities in markets, parking management, preventing and anticipating public security and order disturbances.

Based on this description, the actual role of Bhabinkamtibmas is a description of the performance of individuals and institutions in carrying out daily tasks. These roles vary in weight and quality depending on the context, the type of problem or pathology faced, the individual actors involved, and the existing conditions. According to experts and researchers (Junus, 2017; Oktania, 2017; Agus, 2019; Putra, 2020; Ningtias, 2022; Edwin *et al.*, 2023; Tanjung, 2023), although many Bhabinkamtibmas work with integrity and dedication, however, some face big challenges in carrying out their roles optimally.

According to the findings of this research, organizational factors such as differences in the level of quality of resources, support from superiors (leadership style), as well as environmental, social, and economic factors greatly influence how Bhabinkamtibmas carries out its role in the field. Therefore, it is understood that the role of Bhabinkamtibmas varies from one place to another, and ideally all members strive to actualize their ideal and proper role. Careful assessment and understanding of the role of Bhabinkamtibmas will greatly help increase its effectiveness in maintaining security, order, and public obedience as well as overcoming public organizational (bureaucratic) pathology in certain loci.

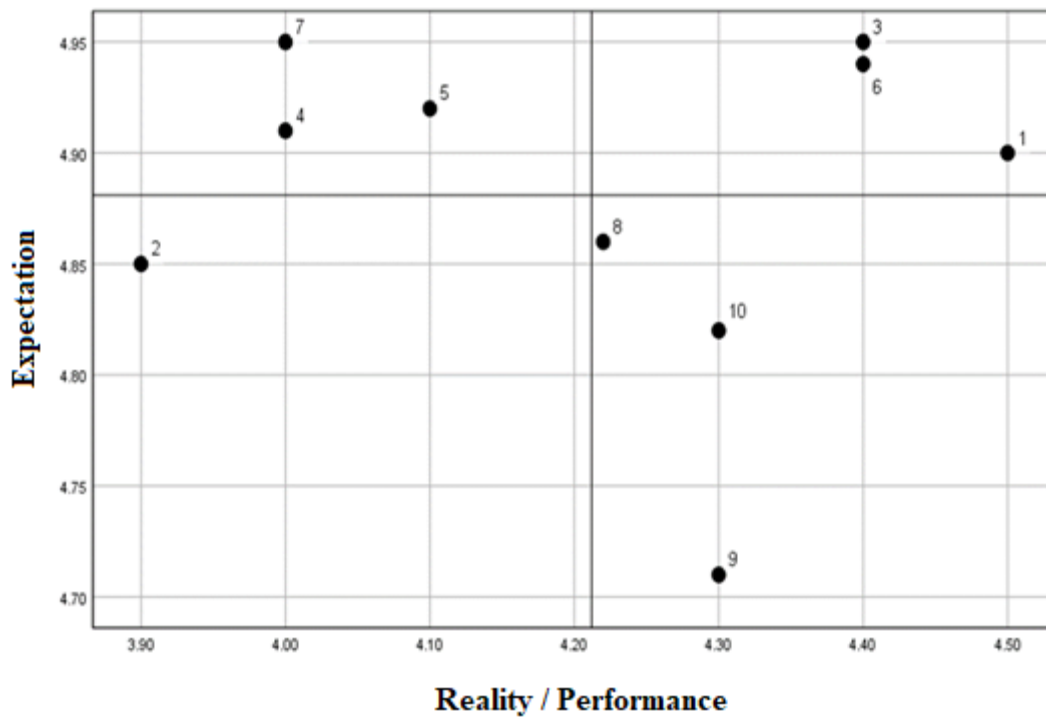


Figure 2
Performance of the Bhabinkamtibmas Role as Internal Panacea
Treating Public Organizational/Bureaucratic Pathology

Based on these reasons, the role of Bhabinkamtibmas is needed at all times because it represents individuals and institutions of the National Police at all levels, central to regional and remote, including at the locus of this research. The urgency and significance of selecting a focus on this research locus is based on the thoughts and results of previous research and expert views, as discussed above. In short, the role of Bhabinkamtibmas individuals and institutions is a representation of their performance in overcoming or treating the pathology of public organizations at a particular locus.

CONCLUSION

The existence of Bhabinkamtibmas in sub-districts in most parts of Indonesia is quite beneficial in overcoming (treating) the pathology of public organizations (bureaucracy) and creating harmony based on security, public order, and obedience. Individually and institutionally, Bhabinkamtibmas receives support from community members through a collaborative partnership pattern that is built into handling various cases to be resolved. Evidence of performance achievements is based on organizational factors as determinants, including the competency of human resources, support from superiors (leadership style), availability of facilities and infrastructure, and local social, cultural, and economic-political environmental factors. Therefore, re-actualizing and revitalizing the role of Bhabinkamtibmas in democratic

socio-economic political conditions based on community participation is a necessity along with the role of Bhabinkamtibmas as a panacea in treating organizational pathology to create harmony based on security, order, and community obedience.

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