

The Effectiveness of Supervision of Driving License Services in Gorontalo Police

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Abstract

This article aims to analyze how effective the supervision of driving license services is at the Gorontalo Regional Police. The research method used in this article is a qualitative method. Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis namely: (1) Data reduction; (2) Data Presentation; (3) Data Verification and Conclusion Drawing. The results of the article show that 1) The form of direct and indirect supervision, which includes reports from policy implementers, accuracy, observation, periodic checks at service points is not optimal enough. Because the driving license service still has the potential to be abused by unscrupulous officials. The inconsistency between rules and implementation has the potential to encourage officers to exercise "discretion" which can lead to abuse of authority. For this reason, the Polda has a tiered mechanism as anticipatory steps, including the public being able to report directly at the Gorontalo Police community complaint service center; 2) The form of preventive and repressive supervision, which includes the flow of services in accordance with the SOP, supervision of service preparation, work plans, budget plans shows that they are not optimal enough. This is because the potential for extortion is caused by the abuse of authority by officials, and the technology used in the service is not integrated with the Regional Supervision Inspectorate of the Gorontalo Police.

Keywords: Public Service, Supervision, Effectiveness, Driver's license

Introduction

In dealing with the dynamics of the swift currents of globalization, the government is always faced with public demands that are increasingly critical of various government policies. One of them is that the community always demands that the government produce quality public services from bureaucrats, even though these demands are often not in line with expectations because empirically public services have so far been characterized by: convoluted, slow, expensive, and tiring. This tendency occurs because the community is still positioned as the party that "serves" and not the one being served. Therefore, it is necessary to change the public service system by changing service providers and those who are given services to the true meaning. Services that should be provided to the general public are sometimes turned into a

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society that provides services to the state, even though the purpose of establishing a state is for the benefit of the people who founded it.

Table 1 *Sim Production Data of Gorontalo Police Traffic Directorate*

NO	TAHUN	PRODUKSI SIM										JUMLAH	
		A		B I		B II		C		D			
		BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG	BARU	PRPJNG
1	2018	9.347	6.340	1.099	611	200	251	23.475	13.570	6	0	34.127	20.772
2	2019	8.602	7.060	1.133	473	234	198	26.316	17.161	13	0	36.298	24.892
3	2020	6.618	5.652	868	441	231	180	14.715	14.069	13	0	22.445	20.342
	JUMLAH	24.567	19.052	3.100	1.525	665	629	64.506	44.800	32	0	92.870	66.006

Data source: *Traffic directorate of Gorontalo Regional Police in 2021.*

Muadi & Sofwani (2016) in his research article revealed that higher rationality makes it easier for them to critically assess government policies. They will easily judge how much the government pays attention to their interests in the policy process. Complaints and criticism from the people, of course, cannot be ignored by the government, if the government does not want to lose sympathy and influence on the community. The demand for better quality government policies, which can maximize the benefits for most people, has made the government aware of the need for them to increase the ability of their apparatus in formulating and planning policies. This is marked by the large number of government officials who are studying again to study state administration theories at several universities in Indonesia. This certainly has a positive contribution to the development of public policy studies.

Nurchotih (2021) in his book entitled "Public Service Oversight" underlines that supervision has a very important role in the implementation of public services which includes scope, service standards, systems, mechanisms, and procedures. Supervision must also be carried out internal and external supervision through supervision by direct superiors and regulations that regulate and the community as external supervisors. Nugroho (2020) also analyzes that supervision does not have to be carried out when there are problems or reports from the public, instead supervision is the earliest step in the overall public policy process. Therefore, what happens in this phase will greatly determine the success or failure of the public policies made in the future.

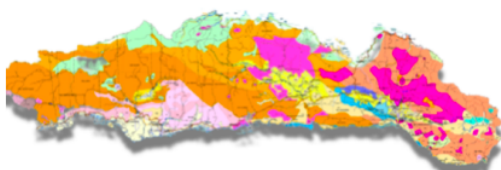
Suananta & Wijaya (2015) said that the formulation of SIM service policies should also pay attention to the values effectiveness and efficiency. From this opinion, the authors see from the various responses of the average community that the stages in the process of making a new SIM are too many so that it is almost certain that it will not be completed in one day. Normally up to 2 or 3 days. This is what triggers people to contact brokers more to help with administrative arrangements. This kind of practice should be considered by policy makers or the Gorontalo Police in innovating good services but not breaking existing rules. Because extortion activities in the management of driver's licenses are also undeniable and have always been a hot topic of discussion in society. Extortion is an act of unlawfully benefiting oneself or another person or by abusing one's power by forcing someone to give something, pay, or receive payment with a discount, or to do something for oneself. This crime must be watched out by the police, because the threat of punishment is quite severe. Not a few, government officials or employees who do not understand well the definition of extortion in the field. Government employees should reduce meeting activities in public services, which is considered to be a way to minimize the occurrence of gratification. For this reason, in the current era of digitalization, the government continues to strive to transform services by minimizing face-to-face services with the public if application-based services are more

practical and efficient²² This is of course a homework for Polri as an institution so that it can make breakthroughs in the field of SIM services so that the image of Polri in the eyes of the public is like the public's view of the services offered by the private sector.

In Gorontalo Province there is a Saber Extortion Task Force which is a combination of elements from the National Police, the Attorney General's Office, the Indonesian National Armed Forces, ASN Gorontalo Province. Basically the Saber Extortion Task Force is a form of regional leadership communication forum service activity by anticipating government service activities that conflict with applicable regulations by asking for compensation in the form of money by forcing someone who is the target object. This kind of collaboration in the policy-making process is very good in anticipating unwanted things. Besides that, it can be a good collaboration between elements of law enforcement, both the Gorontalo Regional Police and the Joint Prosecutor's Office with the local government to supervise each other and oversee the policy process of all types of policies. Ilyas (2021) described that along with technological advances accompanied by an increase in the growth of road users, there will be greater public expectations for the effectiveness of Police services to facilitate the processing of community Driving Permits. This must be followed up by providing effective services, one of which is through the application of an electronic service system.

³² In carrying out its duties and responsibilities in the service of Driving Permits, the Gorontalo Police Traffic Directorate provides services to the public in accordance with service operational standards, namely the Chief of Police Regulation Number 5 of 2021, concerning Issuance and Marking of Driving Permits or SIMs. In the Perpol, one of the rules regarding the marking or classification of SIMs is stated. This means that vehicle users, both motorbikes and cars, will have a SIM that adjusts the specifications or volume of their vehicle. Officers in serving the community cooperate with one another, cooperation is carried out by officers in making SIMs starting from the registration process, identification, theoretical exams, practical exams to SIM issuance.

Problems with long queues, information on making SIMs that are not detailed and standard operational service procedures that are inconsistent are common complaints among the public. This problem was also found in the mobile SIM service for the Gorontalo Police, which is a new breakthrough for the police in providing services. But these efforts are sometimes not matched by adequate facilities, so it seems that there is no difference between SIM services at the office and mobile SIM services. For example time efficiency, people still complain about service time that is not in accordance with standard operating procedures. The time required for the mobile SIM service is 25 minutes. In practice, people have to wait ¹⁹ to three hours for service. The results of this policy have implications for public perceptions based on the results of interviews with researchers saying that for matters of extending a SIM they have to provide 3-4 hours of time by sacrificing their working time at the office for a lice²⁹ to extend a SIM. The context of this problem is in line with the results of a survey by the Ombudsman of the Republic of Indonesia Representative for Gorontalo which will be released in 2022 as illustrated below:



Historical Timeline

- Kepercayaan publik terhadap Polri menurun drastis (LSI 59 %, dari 72 % per 18 Oktober 2022)
- Respon publik terhadap penegakan hukum (37.7 % Indikator Politik Indonesia, Agustus 2022, turun 14 %)
- Pelayanan dalam hal ini fungsi pencegahan dan penindakan (mitigasi) dianggap publik belum optimal (Kemitraan, 2019)
- Integritas dan kompetensi serta kultur (gaya hidup) perlu diselaraskan dengan konteks kekinian dan keinginan publik (Presiden RI, Oktober 2022)

Data Source: *Ombudsman of the Republic of Indonesia Gorontalo Representative in 2022*

From the observation of the data above it is clear that public trust in the Gorontalo Regional Police will decrease in 2022. In principle, policy oversight is an action so that a policy can achieve its goals. To see the results of the policy, Nugroho (2020). offers two choices of steps, namely: (1) directly implementing in the form of programs; (2) through derivative policy reforms or derivatives of these public policies. Nugroho R's statement (2020) above indicates that the SIM service policy must be applied in the form of programs. This has been fulfilled by the Gorontalo Regional Police, because there are at least 3 types of SIM management or extension services including: (1) coming directly to the Gorontalo City Police Satpas; (2) Mobile SIM extension services at several points, for example at Gorontalo City Park; or (3) through the Sinar Presisi Polri application.

Suananta & Wijaya (2015) Policy oversight is a real embodiment of (contents/objectives) of public policy, so implementation activities must be carried out carefully. Whereas there are indeed policies that are self-executing in nature, namely those that can be implemented immediately but have no effect on developing the implementation process, because from the results of this implementation the performance of the government can be assessed. From the obstacles that researchers encountered in the field related to the type of SIM service at the Gorontalo Regional Police, it tends to lead to unsatisfactory responses to the community in general. So that in the future the authors hope that the ranks of the Gorontalo Regional Police can pay attention to the components that support the implementation of this policy. Because implementors should know what they are doing. Policy decisions and implementing regulations, must be transmitted to the appropriate personnel according to policy objectives and directions.

Meanwhile Fadhillah (2016) in his research journal considers that supervision can also be seen from the appearance of officials in the ranks in maintaining a professional attitude and appearance. Professional attitude and appearance refer to two things, namely maintaining polite attitudes and speech and physical appearance. neat and pleasant is one of the benchmarks to see the output of policies in the field of SIM services. Politeness can be manifested by displaying facial expressions, gestures, and sweet words. When serving the public, always try to smile and greet, in our minds and views, that the community is the party we must serve as well as possible. Physical appearance is a reflection of a person's figure and self-image which

plays a very important role in other people's assessment of a person. owned. And proof of this appearance that occurred at the Gorontalo Police Traffic Directorate to realize the quality of service that is appropriate and good in the eyes of the public

Methods

⁷ The method used in this research is descriptive qualitative ⁷ method. This method refers to the identification or characteristics that distinguish groups of people, objects and events. Please (2018). Basically, descriptive qualitative involves the process of conceptualization and results in the formation of a classification scheme. The data used are secondary data sourced from publications, namely books, journals, newspapers, websites, and policy documents related to problems (Sugiyono, 2017).

¹³ Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis namely: (1) Data reduction; (2) Data Presentation; (3) Data Verification and Conclusion Drawing (Miles et al., 2018).

Results And Discussion

In writing this article the author discusses 3 main indicators which are the focus of research, namely: direct and indirect supervision, preventive and repressive supervision, and internal and external supervision. Furthermore, the authors translate these indicators into research descriptors and formulate questions to key informants and supporting informants in this article.

Forms of Direct and Indirect Supervision in the Field of Driving Permit Services

Indicators of the form of direct and indirect supervision consist of 2 descriptors including: (1) Studying reports received from executors, both oral and written; (2) Observing, researching, checking, periodically checking yourself at the service site

The key informants and supporting informants in this article are divided into 2 elements, namely the officers in the line of the Gorontalo Police Traffic Directorate, and the general public receiving services. Of the two elements of informants that the researcher interviewed, there were several points of findings in the study, including: (1) Based on the results of the author's interviews with informants, it was found that police ethics should also be supported by good supervision in order to prevent violations of the code of ethics by the police, which in turn cause harm to society. Such supervision can be in the form of oversight of abuse of authority and violations. This has a role in maintaining public security and order, enforcing the law, and providing protection, protection and service to the community in the context of maintaining internal security which is carried out by the Indonesian National Police in stages; (2) Based on the results of the author's interviews with informants, it was found that the Regional Supervision Inspectorate (Itwasda) of the Gorontalo Regional Police carries out supervisory duties and authorities in every area within the Regional Police structurally and at regional level units functionally. Likewise in terms of supervising the performance of personnel in carrying out SIM services. We carry out this monitoring periodically and together with the monitoring team at ²⁰ Polres level. Hierarchically, Itwasda is under the Regional Police Chief. This is as stated in the Chief of Police Regulation Number 9 of 2018 Concerning Procedures for Handling Public Complaints, government agencies or other parties are given the widest possible space ¹⁵ to submit constructive contributions of thoughts, ideas, complaints or complaints; (3) Based on the results of the author's interview with the informant, it was found

that the driving license service still has the potential to be abused by unscrupulous officials. For this reason, the Polda has a tiered mechanism as anticipatory steps, including the public being able to report directly to the community complaint service center at Propam Polda directly. Meanwhile, indirectly we are also open to communication via electronics by complaining via applications or correspondence; (4) Based on the results of the author's interviews with informants, it was found that even though the government had drafted laws and regulations regarding procedures that must be obeyed by all parties, it turned out that this had not been able to overcome the problems that occurred. Some of these problems are caused by the lack of supervision, the lack of a strict performance control system for officers and so on. One effort that can be done is to increase the government's role in overseeing the implementation of public services in the field of making driving licenses and supported by applying the principle of transparency so that the systems and procedures for providing these services can be known by all levels of society; (5) Based on the results of the author's interview with the informant, it was found that the Gorontalo Police Traffic Directorate was aware that there were still various complaints that were commonly voiced, such as convoluted services, extortion, lack of certainty about costs, time and other service requirements. One of the indicators is in terms of service, which is what determines the success of government administrators in terms of the level of community satisfaction, even though realizing overall satisfaction is not easy. This refers to the quality of service for making a driving license to improve the quality of public services in Gorontalo Province. be an interesting thing to research. More details regarding service procedures, which are formed by several indicators, including: Clarity of service information, Disclosure of service fees, Timeliness of service and the service process from the ranks of the Polda Ditlantas to the security guard level; (6) Based on the results of the author's interviews with informants, it was found that inconsistencies between rules and implementation have the potential to encourage officers to exercise "discretion" which can lead to abuse of authority. This also happened because of strong encouragement from the public who tried to influence officers to commit malpractice in carrying out the SIM application process under various pretexts, including being busy and so on, which is one of the things that can lead to abuse of authority by officers. Abuse of authority is carried out for various purposes, including maintaining social relations or avoiding public complaints regarding the convoluted handling of the police. In addition, weak supervision is not based on information technology in an integrated manner and there are still interventions, both internal and external, which have the potential to result in sub-optimal services.

Forms of preventive and repressive supervision in the field of driver's license services

The form of preventive and repressive supervision consists of 2 descriptors including: (1) Ensuring the flow of services is in accordance with the SOP; (2) Supervision of service preparation, work plans, budget plans, plans for the use of manpower and other resources. The key informants and supporting informants in this article are divided into 2 elements, namely officials at the Traffic Directorate of the Gorontalo Police, and the general public who receive services. From the two informants that the researchers interviewed, there were several findings in the study, including; (1) Based on the results of the author's interview with the informant, it was found that there were still many irregularities in the delivery of services in the field of making this SIM. As an illustration during the theory exam, there is still the potential that the one doing the questions is not the SIM applicant concerned. During the practical exam, there is still a possibility that a SIM applicant who does not pass will pass because there are no technological sensors to give a signal, for example if a SIM applicant hits traffic jam. The practical exam assessment is carried out by two officers without the support and integration of information technology, so there is a potential for objectivity in the assessment; (2) Based on the results of the author's interviews with informants, it was found that the potential for

extortion was, among others, caused by: Service procedure SOPs that were not applied consistently, abuse of authority, economic factors, technology used in services was not integrated and supervision tendencies were not based on information technology in an integrated manner; (3) Based on the results of the author's interviews with informants, it was found that community resistance which led to negative things related to SIM services was caused by the community's lack of understanding regarding service mechanisms. The SIM application cannot be represented because the applicant's (public) driving competence is being tested. So if someone thinks that they can use the services of a broker, they are misguided. Because the exam is equipped with a camera, and the test takers will be photographed. As for administrative arrangements, it is not prohibited to be represented by another person as long as a power of attorney is used.

Forms of internal and external supervision in the field of driving license services

The sub-focus of internal and external supervision consists of 2 descriptors including: (1) Follow-up of all forms of violations in service; (2) Supervision by the community. The key informants and supporting informants in this article are divided into 2 elements, namely officials at the Traffic Directorate of the Gorontalo Police, and the general public who receive services. From the two informants that the researchers interviewed, there were several findings in the study, including:

From the eleven elements of the informants interviewed by the researchers, there were several findings in the study, including; (1) Based on the results of interviews with informants, it was found that the Bhayangkara Corps consists of internal and external supervisors. Internally it can be Bidpropam, it can also be the inspectorate (Itwasda). But in the course of his journey there was no collision of authority there. The Regional Supervision Inspectorate (Itwasda) is tasked with carrying out internal supervision within the Regional Police and is also tasked with receiving public complaints, namely in the form of information, complaints, dissatisfaction and/or deviations from the performance of the Regional Police in order to obtain settlement and legal certainty. the Oversight element is carried out by the Regional Supervision Inspectorate (Itwasda) based on Article 1 of Perpol Number 14 of 2018 Concerning the Organizational Structure and Working Procedures of the Regional Police. Therefore Itwasda carries out supervisory duties and authorities in every area within the Polda structurally and functionally at regional level units. Itwasda is under Kapolda; (2) Based on the results of interviews between researchers and informants, it was found that there were many external police monitoring agencies, including: Commission 3 DPR-RI, Coordinating Minister for Political, Legal and Security Affairs, Kompolnas Financial Audit Board, Komnas HAM, Ombudsman, and the community. They are the Institutions that carry out the external oversight function. What's more, at this time the National Police Chief, with the precise tagline, has 4 transformations carried out by the National Police, namely organizational transformation, operational transformation, public service transformation and supervision transformation.

Regarding the effectiveness of driving license services, the author quotes the opinion of Zaenal Mukarom (2015) saying that public service policies should require various forms of supervision. The forms of supervision consist of: (1) Direct supervision and indirect supervision, namely supervision carried out personally by the leader or supervisor by observing, researching, inspecting, checking himself "on the spot" at the service site and receiving reports directly. Meanwhile, direct supervision is carried out by studying reports received from executors, both verbally and in writing, studying public opinion and without supervision; (2) Preventive and repressive supervision, namely supervision related to the time of execution of the work. This form of preventive oversight relates to the passing of certain

regulations. As long as the approval has not been obtained, the regulation is not yet valid. For example, conducting supervision over the preparation of services, work plans, budget plans, plans for the use of manpower and other resources. Meanwhile, the form of repressive supervision can be in the form of suspension or cancellation of policies. A policy that has been in force and has binding power can be suspended or canceled if it is contrary to the public interest or laws and regulations of a higher level; (3) Internal supervision and external supervision. Namely supervision carried out by officials within the organization. While external supervision is supervision carried out by officials outside the government.

The next author discusses it in more depth based on 3 indicators as follows:

Forms of direct and indirect supervision in the field of driving license services

The indicators of the form of direct and indirect supervision in the field of driving license services aim to see the performance of the regional inspectorate of supervision at the Gorontalo Regional Police in receiving various forms of information and complaints from the public regarding driving license services. This direct supervision can take the form of various forms of information, complaints, suggestions, criticism, or irregularities that may occur in the process of servicing a driving license within the Gorontalo Regional Police in order to obtain legal certainty.

Fatimah (2017) in an article published in a journal said that supervision) can be carried out using the following methods: (1) Direct supervision, carried out by managers when activities are ongoing. Direct supervision can take the form of: (a) Direct inspection; (b) Observation on the spot; (c) On-site reports, which also mean delivery of decisions on the spot when necessary due to the increasing complexity of a manager's duties, direct supervision cannot always be carried out and instead it is often carried out with indirect supervision; (2) Indirect supervision. This supervision is remote supervision through reports submitted by subordinates. This report can be in the form of: (a) Oral report, b) Written report. The weakness of this form of supervision is that in the reports only good reports are made which are expected to please the superiors. A good manager will ask for reports on both good and bad things. Because if the reports are different from the reality, it will cause the manager to give a different impression and also make the wrong decision.

From the opinion of Fatimah (2017) above, it is also appropriate that supervision at the Gorontalo Regional Police regarding the service of driving licenses is supported by good supervision in order to prevent violations of the code of ethics by the police, which in turn cause losses to society. Such supervision can be in the form of oversight of abuse of authority and violations. This has a role in maintaining public security and order, enforcing the law, and providing protection, protection and service to the community in the context of maintaining internal security which is carried out by the Indonesian National Police in stages. Based on the researcher's interview with the Regional Supervision Inspectorate (Itwasda) of the Gorontalo Regional Police regarding supervision, he said that: "Based on Article 1 of Perpol Number 14 of 2018 Concerning the Organizational Structure and Work Procedures of the Regional Police, the Supervision element is carried out by the Regional Supervision Inspectorate. Therefore Itwasda carries out supervisory duties and authorities in every area within the Polda structurally and functionally at regional level units. Likewise in terms of supervising the performance of personnel in carrying out SIM services. We carry out this monitoring periodically and together with the monitoring team at the Polres level. Hierarchically, Itwasda is under the Regional Police Chief.

Besides that, based on the provisions of the Chief of Police Regulation Number 9 of 2018 Concerning Procedures for Handling Public Complaints within the Police, public complaints are a form of implementing community supervision submitted directly by the public, government agencies or other parties to the Police in the form of contributions of thoughts, ideas, complaints or complaints of a nature build. With regard to the driver's license service, the researcher then questioned how the synergy between the Regional Supervision Inspectorate (Itwasda) and the community related to the possibility of abuse of authority by unscrupulous officials in the field. This was later confirmed by Itwasda Polda Gorontalo who said that: "It is undeniable that this type of SIM service has the potential to be misused by unscrupulous officials. For this reason, we have a tiered mechanism as anticipatory steps, including the public being able to report directly to the community complaint service center at Propam Polda. That's directly. Meanwhile, indirectly we are also open to communication via electronics by complaining via applications or correspondence.

Meanwhile, according to Faisal (2020) in his dissertation published in the Journal, said that the weakness of indirect supervision is that subordinates often only report positive things. In other words, these subordinates have a tendency to only report things that they suspect will please the leadership, even though a good leader will require his subordinates to report both positive and negative things. Because if only positive things are reported, then the leader cannot know the real situation, as a result the leader will draw the wrong conclusions and decisions towards his subordinates. While Noviani & Astuti (2017) defines indirect supervision as "supervision carried out by studying reports received from executors both orally and in writing, studying community opinions and so on without on-the-spot supervision. "From the several definitions put forward, it can be concluded that indirect supervision is supervision carried out by the leadership by not directly overseeing the work of the executor, but studying reports, both oral and written reports submitted by the executor of the work.

From the two expert opinions above, if drawn into the locus of the article at the Gorontalo Regional Police, supervision should also relate to the qualifications of each apparatus whether he is considered competent in handling SIM services. At the Gorontalo Regional Police, in fact a special certification is also applied for SIM service personnel, but in the process there is a rotation of officers so that officers who already have certification do not guarantee that they will be permanently assigned to the Gorontalo Police Traffic Directorate. This is as stated by the Traffic Director of the Gorontalo Police who said that: "Officers in the Gorontalo Police Traffic Directorate have passed the eligibility certification to carry out their duties in the traffic sector. The only problem is when they are transferred to other fields and replaced by new personnel. So we have to start again from the beginning for technical guidance and so on until we get certification again."

Based on information from informants which was later supported by various expert opinions and previous researchers' thoughts in the journal publication above, the researcher concludes that although the government has drafted laws and regulations related to driving license service procedures, in practice it is often collided with the capacity and competence of the apparatus in understand the main tasks and functions as personnel in the Gorontalo Police Traffic ranks. Apart from that, personnel rotations or mutations often occur, so officers who have just been assigned to SIM services must take time to learn and adapt to the working environment and how SIM services work. For this reason, researchers are of the opinion that the transfer of personnel must go through many considerations, one of which is to assess the intellectual ability of the officers stationed at the Gorontalo Police traffic. In addition, internal and external supervision has been running optimally at the Gorontalo Police. The presence of

the Regional Supervision Inspectorate (Itwasda) and the Propam Sector reflects that internal supervision of personnel at the Gorontalo Police Traffic Directorate is going well. While external supervision is an initiative from the community or other interest groups so that the implementation of driving license services will continue to experience renewal for the better.

Forms of preventive and repressive supervision in the field of driving license services

The indicators for the form of preventive and repressive supervision consist of 2 descriptors including: (1) Ensuring that the flow of services is in accordance with the SOP; (2) Supervision of service preparation, work plans, budget plans, plans for the use of manpower and other resources.

The importance of preventive and repressive supervision is related to the urgency of social phenomena that arise in the minds of the public that the practice of illegal levies (Pungli) in Indonesia is a challenge that the current government must address, including in matters of obtaining a driver's license. There are a number of facts that have caused the rampant practice of extortion, especially in the service for making SIMs, namely that several SIM Satpas are still soft ground for extortion. Some of the potential for extortion, among others, are caused by: Service procedure SOPs that are not consistently applied, abuse of authority, economic factors, the technology used in services is not integrated and the tendency for supervision not to be based on information technology in an integrated manner.

To the Traffic Director of the Gorontalo Regional Police, the researcher then asked what preventive and repressive supervision was being carried out in the practice of driving license services, saying that: "First, you have to be able to distinguish if there are various kinds of traffic services, but what the public most often asks for is issuance services. driver's license and handling vehicle documents, in the two services we have to differentiate the issuance of a driver's license, it is the competency that is being measured, if competency cannot be represented it is impossible to use brokers. If you use a candidate, you have to be the person concerned for the practical exam because the Satpas exam is already equipped with a camera. And the camera will take pictures at any time without the test participants knowing. He will take pictures of the participants who are taking the exam so I can confirm that for a SIM, even if someone claims to be a broker, that is not true news. People don't want to be lied to, especially for SIMs because SIMs are competencies that must be carried out by the person concerned.

Rahayu (2015) said that preventive and repressive supervision are basically fully directed to avoid the possibility of misappropriation or deviation from the goals to be achieved. through supervision is expected to help carry out the policies that have been set to achieve the goals that have been planned effectively and efficiently. In fact, through preventive supervision an activity is created that is closely related to the determination or evaluation of how far the work has been carried out. Supervision can also detect the extent to which leadership policies are implemented and to what extent deviations occur in the implementation of the work.

Arini et al. (2017) Such preventive and repressive supervision actually shows that supervision is part of the management function, where supervision is considered as a form of inspection or control from a higher party to a lower party. In management science, preventive supervision is placed as the last stage of the management function. Rahayu (2015) in an article published in a journal said that from a managerial perspective, repressive supervision implies observation of the implementation of all organizational unit activities being examined to ensure that all work being carried out is in accordance with plans and regulations or an effort so that an work can be carried out in accordance with a predetermined plan, and with supervision it

can minimize the occurrence of obstacles, while obstacles that have occurred can be immediately identified which can then be corrected.

Regarding preventive and repressive supervision at the institutional level, the Regional Supervision Inspectorate (Itwasda) of the Gorontalo Police added that: "The results of this supervision must be able to show to what extent there are matches and incompatibilities and find the causes of incompatibilities that arise. In the context of building public government management characterized by good governance, supervision is an important aspect to keep government functions running as they should. In this context, supervision becomes as important as the implementation of good governance itself. In relation to public accountability, supervision is a way to build and maintain the legitimacy of citizens for government performance by creating an effective monitoring system, both internal control and external control. In addition to encouraging community supervision (social control).

Based on information from informants which was later supported by various expert opinions, the authors conclude that in principle supervision is something that is very essential and is very concerned by the Gorontalo Police to ensure that the activities carried out do not deviate from the plans that have been set. Organizational activities, no matter how small, will not work as expected if there is no supervision. With supervision, it will be known the advantages and disadvantages in the implementation of management which can be carried out with preventive supervision or repressive supervision.

Forms of internal and external supervision in the field of driving license services

The indicators for the form of internal and external supervision consist of 2 descriptors including: (1) Follow-up of all forms of violations in service; (2) Supervision by the community.

Various problems within the police throughout the year have resulted in many bad records in the performance of the police as law enforcement officers. the phenomenon of various acts of violence and abuse of authority by members of the police has created a bad image for the police. Oversight of the duties, functions and responsibilities of the National Police is contained in 2 monitoring systems, namely internal and external. The two internal and external monitoring systems are like two swords of swords for the National Police, whether they are at the Headquarters, Regional Police, Resort Police, up to the Polsek level. Institutionally, the Bhayangkara Corps continues to try to close the loopholes for ethical, professional, and criminal violations by unscrupulous members of the National Police. The Polri institution has prepared an internal oversight division in order to ensure that there are no internal violations within the POLRI. The Propam Division acts as an internal supervisor at the Headquarters level, and the Propam Division as a supervisor at the Polda level.

Tangke (2021) said that the violations of the professional code of ethics that occurred were also caused by the implied that discretionary powers were so broad, concerning the legal basis and its limitations, discretionary responsibilities both in positive and negative terms, elements of regulatory ambiguity, then finally what needs to be clarified is how the implementation of discretion must be monitored so that it does not deviate from the desired aims and objectives, and which is governed by legal provisions that are not yet very clear and the wisdom of the leaders who are instructed to their subordinates within the police as an investigative and investigative institution. The author sees that the Regional Supervision Inspectorate (Itwasda) of the Gorontalo Regional Police, the oversight and accountability functions have become one of the concerns of the Police in order to build public trust. For the

needs of this development, Polri pays attention to and requires a number of legal bases that not only provide legal boundaries or corridors, but also serve as a basis for the creation of policies.

¹³ Based on the results of the researcher's interview with a member of the Bidropam Polda Gorontalo regarding internal supervision, he said that: "We at the Polda level as internal supervisors are active members who, when they are suspected or reported by the public for violating the professional code of ethics, discipline up to crime, we will process the person that member. Regarding SIM services, it cannot be denied that there have been several public complaints regarding allegations of extortion. Especially usually mothers who report a lot of extortion. ³⁰ report comes in, our team collects evidence to be able to process whether it is true that it is a violation of the code of ethics or not.

Hutabarat (2019) emphasized that in general, the violations that are often committed by the police in Indonesia are that many police still use violence to obtain confessions or statements from suspects during investigations. The forms of violence perpetrated by investigators are physical, psychological and legal violence. Another example of violations by unscrupulous members of the National Police in general is extortion, namely by imposing unilateral fines for motorists who violate traffic rules. Meanwhile Indradewi (2015) Community complaints are a form of direct oversight submitted by the public, government agencies or other parties to the National Police in the form of contributions of thoughts, suggestions of ideas or constructive complaints/complaints. From the researcher's interviews with several informants, the community complaints were classified or grouped into two types, namely dumas submitted directly and dumas submitted indirectly. It wasda as one of the organizations in the Satker or Dumas Service Center plays a role in following up Dumas who were received indirectly by the Gorontalo Police.

Based on information from informants which was later supported by various expert opinions and previous researchers' thoughts in the journal publication above, the authors conclude that a weak oversight system does not occur in each sub-sector of supervision but from the psychology of its personnel who are weak and do not comply with the professional code of ethics. This is because from a series of interviews with several members of the National Police, they feel that they are less competent in carrying out their duties in a field after the transfer has been implemented. These members are of the opinion that the field in question is lacking or even not in accordance with their interests, talents and competencies. Member dissatisfaction with work placements has a significant impact both on the members themselves, on the organization and also on society. Psychologically, Polri members who are placed in fields that are not in accordance with their interests and competencies, including in driving license services, will certainly experience internal conflicts such as discomfort which will ultimately make these members feel pressured or stressed and feel burdened to the point of triggering frustration. Member performance becomes counter-productive due to decreased motivation caused by their inability to adapt, even continuing to the desire to withdraw or move from their field. With the existence of internal supervision and the competence of members of the Indonesian National Police, it is hoped that it can strengthen the relationship between superiors and subordinates to improve the performance of police officers in the Traffic Unit of the Gorontalo Police Traffic. This is because job satisfaction is one of the supporting factors that can affect life satisfaction because most of human time is spent at work.

Conclusion

Based on the results and discussion above, the authors formulate several conclusions as follows; (1) The forms of direct and indirect supervision, which include reports from policy executors, accuracy, observation, periodic checks at service points show that they are not optimal enough. Because the driving license service still has the potential to be abused by unscrupulous officials. The inconsistency between rules and implementation has the potential to encourage officers to exercise "discretion" which can lead to abuse of authority. For this reason, the Polda has a tiered mechanism as anticipatory steps, including the public being able to report directly at the Gorontalo Police community complaint service center; (2) The form of preventive and repressive supervision, which includes the flow of services in accordance with SOPs, supervision of service preparation, work plans, budget plans shows that they are not optimal enough. This is because the potential for extortion is caused by the abuse of authority by officials, and the technology used in the service is not integrated with the Regional Supervision Inspectorate of the Gorontalo Police; (3) The form of internal and external supervision, which includes following up on all forms of violations in service and supervision carried out by the community is not optimal enough, although there is an element of oversight in the internal organization, namely the Regional Supervision Inspectorate and externally, namely Kompolnas, Coordinating Minister for Political, Legal and Security Affairs, Commission 3 DPR RI, Komnas HAM, and the Ombudsman.

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