

SERVICE QUALITY IMPROVEMENT STRATEGY: COVID-19 PSYCHOLOGICAL REHABILITATION IN PSYCHOLOGY SECTION OF HUMAN RESOURCES BUREAU OF JAKARTA METROPOLITAN POLICE REGION

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Citation: Susmelawaty Rosya, Firman Hadi Rivai, Hamka, *Service Quality Improvement Strategy: Covid-19 Psychological Rehabilitation in Psychology Section of Human Resources Bureau of Jakarta Metropolitan Police Region*, Management Technology and Security International Journal, pages: 574-590, <http://doi.prg/10.47490/mtsij.v3.i2.574590>

Received on 1 June 2021, Accepted on 6 December 2021, Published on 30 May 2022

ABSTRACT

Covid-19 pandemic has influenced not only economic, social and health aspects but also psychological aspect. The medical personnel of Indonesian National Police as one of the state apparatus has acted as the frontline officers in handling and recovering Covid-19 impacts and are vulnerable to psychological impacts generated by Covid-19. The high percentage of psychological problems of Jakarta Metropolitan Police Region personnel during Covid-19 pandemic, in semester 2 of 2020 as many as 12,698 personnel are advised and required to undergo counselling (78%, in semester 1 of 2021 as many as 9,341 people with results suggested and required to undergo counselling (42%). Based on data collected by the Task Force IV for the rehabilitation of Covid-19, there has been an increase in the number of personnel who have been affected and died every month during 2020 and it was also listed as the second police region with the most personnel affected by Covid-19 in Indonesia in 2021. The research aims at analysing how the quality of the implementation of Covid-19 psychological rehabilitation services in various aspects of resource (human, infrastructure, supervision and control) carried out through counselling activities, finding out the supporting and inhibiting factors are as well as providing new strategic ideas in improving the quality of Covid-19 psychological rehabilitation services in the Psychology Section of the Human Resources Bureau of Jakarta Metropolitan Police Region. The study employs the exploratory qualitative approach through both internal and external interviews, observation and collection of supporting documents as well as carrying out Focus Group Discussions with related functional officers and experts in the field of psychology. The results reveal that there are five strategies to improve the service quality, namely core, consequence, customer, supervision and cultural strategies.

Keywords: *counselling, rehabilitation services, strategies*

1. INTRODUCTION

1.1 Background

Data taken from Worldometers and Cluster on Covid-19 states that Indonesia is ranked 19th world and 1st in Asia -

(<https://kabar24.bisnis.com/read/20210126/15/1348149>). The accumulation of data during 2020 to the number of cases of Covid-19 in Indonesia has the number of cases of positive Covid-19 by 1,012,350, the number of patients who are declared cured 820,356, and the

number of patients who died from Covid-19 is by 28,468 casualties.

Covid-19 pandemic has made the socio-economic conditions of the people of Indonesia decreased. In addition, the influence of the pandemic Covid-19 not only includes the issue of medical or economical, but its impact extends to the aspect of social, cultural and psychological. This is told by a psychologist of the University of Indonesia, Hamdi Muluk stating that the government should be looking closely at the psychological impacts of the pandemic. Social and economic changes in the community as well as the abundance of news about the disease of Covid-19 affects the psychological condition of a society where people become upset, fear, stress, and even depression (<https://nasional.kompas.com/read/ahlipsikologi-political-conditions-psychological-impact-the-handling-of-covid-19>).

It goes without saying, such condition is a challenge for Indonesian National Police, also known as Polri, because Covid-19 also affects the condition of police personnel. Polri as the instrument of the state plays prominent roles in enforcing laws, protecting and serving people as mandated by Law No. 2/2002 and is also one of government agencies acting as the frontline in the prevention, treatment and recovery of Covid-19 in Indonesia. Consequently, its personnel is vulnerable to exposure to Covid-19 because in the execution of their duties day-to-day, they have to deal with directly with the community in the field.

At Jakarta Metropolitan Police Region (JMPR), the

psychological impacts of the Covid-19 pandemic are reflected in the mental health conditions of personnel taken from the results of psychological mapping through the e-Mental Police application carried out by the Psychology Bureau of Polri HRD for two semesters, from June to December 2020 and January to June 2021 with a total number of police region personnel as many as 29,087 people. Regarding the psychological condition of JMPR personnel during the 2020 Covid-19 pandemic in second semester of 2020, there are 12,698 personnel that are recommended and required to have counselling, while in the first semester of 2021 there are 9,341 people that are recommended and required counselling. This data is categorized as quite high with the recommended percentage in the second semester of 2020 and mandatory counselling of 78% and in the first semester of 2021 the percentage of recommended and mandatory counselling is 42%.

Responding to the situation and conditions mentioned above, Polri as part of the government apparatus have made various efforts in the context of preventing and handling Covid-19. This is in line with government policy as instructed by President Joko Widodo that handling Covid-19 is the government's top priority. One of the follow-ups to the government's policies that have been decided in Presidential Decree Number 7/2020 concerning the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19) as amended by Presidential Decree Number 9/2020 concerning the Amendments to Presidential Decree Number 7/2020 regarding the Task Force for the Acceleration of Handling the 2019 Covid-19 Corona Virus Disease, the program for the Formation of the Covid-19 Rehabilitation Team has been implemented in various work units and ranks within the internal police. The follow-up to the prevention and treatment

of Covid-19 is also in line with the current priority program of Polri Chief, General Listyo Sigit Prabowo, who has set sixteen priority programs, one of which is Police Support Strengthening Program in Handling Covid-19.

Considering that the quality and quantity of HR are determining factors for the success of carrying out the main tasks of Polri in the field, therefore HR as an important asset for the organization (human capital) need to be treated, especially for Polri personnel affected by Covid-19 in the form of support for psychological rehabilitation services so that they remain safe. The condition is maintained both physically and mentally so that the performance of Polri in the field can still be maintained and improved in order to realize superior and professional Polri personnel in the future.

Data collected by the Task Force IV for the Rehabilitation of Covid-19 led by the head of HR Bureau of JMPR reveals that there has been an increase in the number of personnel, both ODP, PDP, positive for Covid-19 and who passed away every month during 2020, starting from April to December 2020. The data shows that personnel affected by Covid-19 and dying are increasing, which means that their psychological conditions will also decrease. In addition, from the accumulation of data updates dated July 31, 2021 by the Polri Headquarters Health Centre, JMPR has been stated the second highest police region having Covid-19 cases (active cases, recovered and died) out of 34 police regions throughout

Indonesia. The data reveals that 4,521 JMPR personnel are declared suspects or positive for Covid-19 and 1434 personnel are active cases.

In this case, the Psychology Department of the JMPR HR Bureau as one of the bearers of the psychological function and also a part of the Task Force IV Rehabilitation Team has made various efforts to prevent stress on Polri personnel affected by Covid-19 by providing psychological rehabilitation services. Psychological rehabilitation activities carried out include post-traumatic mentoring and counselling activities. Based on the initial data obtained from the Psychology Section of JMPR HR Bureau, the implementation of psychological rehabilitation services for personnel affected by Covid-19 at JMPR has not been able to be carried out optimally because:

- a. In the implementation of Covid-19 psychological rehabilitation services. Based on initial survey data, it is known that the implementation of psychological rehabilitation services provided through counselling for both Covid-19 sufferers and for families exposed to Covid-19 is still not optimal due to the low percentage of psychological rehabilitation for Polri personnel exposed to Covid-19 at JMPR (12.1%).
- b. The quantity and quality of human resources that manpower the Covid-19 psychological rehabilitation service is still not optimal because the number of officers is still small and not sufficient to carry out service activities for all JMPR personnel affected by Covid-19 as well as their competencies. There are still some personnel working in psychology section who do not yet have psychological

competence background and have not received counsellor training.

- c. Infrastructure in supporting Covid-19 psychological rehabilitation services is still not optimal because various supporting facilities have not been adequately accommodated in the implementation of the said activities.
- d. Control in the psychological rehabilitation of Covid-19 at JMPR is still not optimal because supervision, analysis and evaluation and monitoring have not been implemented in the psychological services for the rehabilitation of Covid-19 in Psychology Section of JMPR HR Bureau.

Based on the background that contains the expectations and realities above, a more in-depth study is carried out on the efforts of Polri in improving public services in order to foster the care of Polri's personnel, especially for Polri personnel affected by Covid-19 so that their condition is maintained both physically and mentally so that professional and excellent Polri personnel can be realized.

1.2 Research Purposes

- a. Analysing the quality of Covid-19 psychological rehabilitation services in Psychology Section of the JMPR HR Bureau
- b. Finding out supporting and inhibiting factors in the implementation of the Covid-19 psychological rehabilitation service in Psychology Section of JMPR HR Bureau.
- c. Providing ideas for strategies to improve the quality of

psychological rehabilitation services for Covid-19 in Psychology Section of JMPR HR Bureau.

2. METHODS

The research employs the qualitative approach. Data is collected through observations, interviews and document reviews. The qualitative data are in the forms of descriptions of words, behaviours, and documents obtained either directly visiting Psychology Section of MJPR HR Bureau or its website. Besides, researchers also use exploratory research designs because researchers do not only describe the object of research but also take an exploratory approach, where researchers try to explore and develop data analysis by conducting Focus Group Discussions (FGD) with various related parties such as functional psychology officers at Polri Headquarters, experts and resource persons from the external side of Polri regarding the data that has been collected by the authors.

The location of the research is Psychology Section of MJPR HR Bureau at Jalan Jend Sudirman No.55 HR Bureau Building of JMPR, RT 01/RW 001, South Jakarta, Jakarta. Based on the findings in the field, the authors will formulate how the quality of the Covid-19 rehabilitation psychology service in Psychology Section of MJPR HR Bureau and explain the factors that affect the service and describe how the strategy is to improve service quality with how to improve the quality of the Covid-19 rehabilitation psychology services.

3. LITERATURE REVIEW

3.1 Dimensions of Service Quality

Parasuraman (2013) defines service quality as how far the difference between the reality and the expectations of customers for the

services they receive. Meanwhile, Wyckoff (2010) states that service quality is the expected level of excellence and control over the level of excellence to meet customers' desires. Based on the above definitions, it can be said that service quality is everything that focuses on efforts to meet the needs and desires of consumers, accompanied by accuracy in delivering them so as to create a balanced conformity with consumers' expectations. Quality of service is closely related to customers' or community's satisfaction.

In order to determine public's perception on the quality of services provided, several indicators are needed to measure the extent to which the quality of services provided is able to meet customers' desires. Here are some measurement indicators revealed by Zithamal, Parasuraman, and Berry (1988), namely:

- a. Tangibles (direct evidence) in the form of means office physical, computerized administration, waiting room, information area.
- b. Reliability) relates to the ability and reliability to provide reliable services.
- c. Responsiveness) refers to the ability to help and provide services quickly and accurately, and responsive to consumer desires.
- d. Assurance refers to the ability and friendliness and courtesy of employees in ensuring consumer trust.
- e. Empathy relates to firm but attentive attitude of employees towards consumers.

3.2 Strategy to improve the quality of public services

According to Osborne and Patrick in Sedarmayanti (2009), there are five strategies for implementing public services that can be applied to government organizations in order to improve service quality which is then referred to as the "Five Cs" as follows:

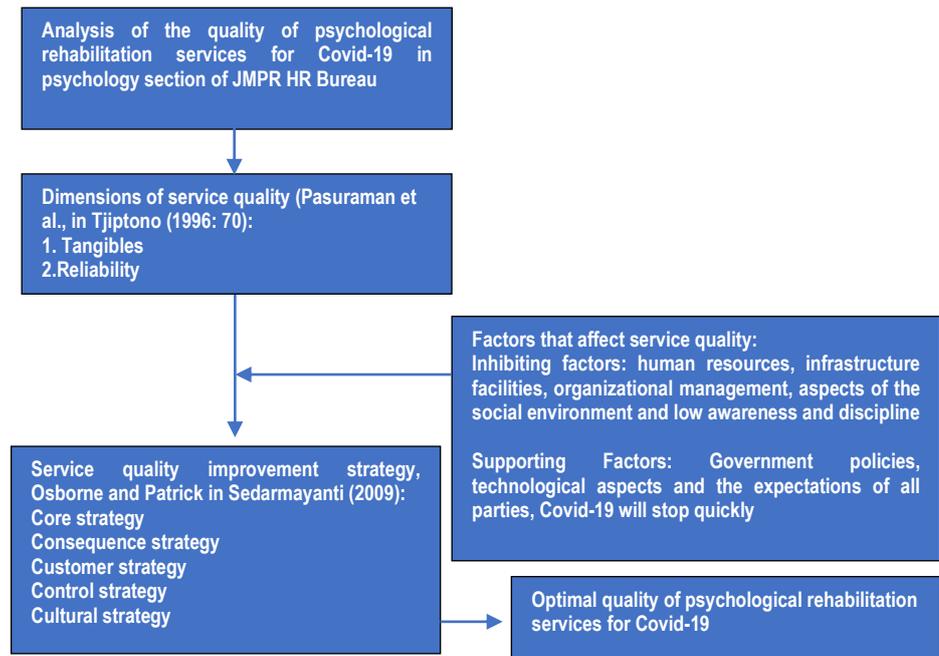
- a. Core Strategy—it is related to the strategy that describes the objectives. The goal is to become the main booster because it is related to the core function of government, namely the steering function. The core strategy is measured based on three indicators, namely clarity of purpose, clarity of roles and clarity of direction.
- b. Consequence Strategy—it defines a government incentive system that converts incentives into consequences for the resulting performance. The main driver is incentives. The consequence strategy is measured based on three indicators, namely controlled competition, business management and performance management.
- c. Customer Strategy—it focuses on accountability, that is, to whom the government should be accountable. The main booster is accountability, where the government is responsible to the community (the public) as customers of public services (customers). Customer strategy is measured based on three indicators, namely customer choice, competitive choice and service quality assurance.
- d. Control Strategy—it determines where the decision-making power lies. Power becomes the main driver, where decision-making shifts from a hierarchical nature to a shared mission. The

control strategy is measured based on three indicators, namely organizational empowerment, employee empowerment and community empowerment.

- e. Cultural Strategy—it becomes a critical part of the system that

determines values, norms, attitudes and expectations. Culture is determined by other lever elements, namely goals, incentives, accountability, and power. Changing the lever elements means changing the culture too.

3.3 Theoretical framework



4. RESULTS & DISCUSSIONS

4.1 Quality of psychological rehabilitation services at JMPR HR Bureau

There are two dimensions that are analysed for this discussion because they are related to the research problems as follows:

a. Tangibles (manifest)

This dimension is in the form of the ability of personnel from the psychological rehabilitation section of the Covid-19 of JMPR HR Bureau in supporting the performance of services provided to counselees. Based on the interview data, it can be stated that the services on the

tangible dimension is still less than optimal. This is related to the indicators that affect this dimension.

According to Pararusman et al., in Tjiptono (1996: 70), tangibles dimension includes physical environment, such as the exterior and interior of the building and the appearance of neat and attractive personnel when providing services. Tangible or physical appearance is one of the dimensions of service quality that is easy to measure because the indicators include something tangible and visible to the eye. Its form is in the form of a physical appearance consisting of a service room, the availability of a service

information board, and the appearance of an officer.

1) **Physical**

facilities/supporting

facilities—the availability of supporting facilities for physical infrastructure in the Covid-19 rehabilitation psychology services at JMPR HR Bureau is still categorized limited as described as follows:

- Service rooms at JMPR HR Bureau cannot be categorized as good enough because the available rooms can still be used together. Currently there are three rooms available in the service section and are used for counselling activities, CAT selection and meeting rooms. There is a possibility of disruption during the implementation of service activities because the room has not been designated separately for Covid-19 rehabilitation psychological counselling activities.
- There is already an internet network available, but its memory (internet connection) is still frequently interrupted (slow loading, disconnected), so that computers connected to the centre (server) to Covid-19 rehabilitation psychology department of JMPR HR Bureau is also disrupted, which

resulted in the Covid-19 rehabilitation psychology service not being carried out optimally.

- In front of the service room there is already the availability of information on services in the forms of standing banners and for IT devices such as cell phones, laptops and computers there are also available but still limited in number. The number of internet devices and the number of computers as much as 1 unit can be said to be less if it must be used for online meeting media and used for other purposes such as for system operators and others. The use of infrastructure, which sometimes uses private property such as cell phones and laptops, also makes this activity less than optimal.
 - Special operational areas are not yet available, so they cannot apply the pick-up system (conducting counselling) to each police resorts and sectors.
- 2) **Human resources aspects**—another aspect that is of concern to the tangible dimension is human resources who function as officers in the psychological service for the rehabilitation of the Covid-19. However, its implementation is still very limited as explained by the following facts:
- The number of personnel in the psychological service division is 16 people, but five people are specifically ordered to serve personnel

affected by Covid-19. This is very limited compared to the number of Polri personnel of JMPR in 2021, namely 934 people are affected by Covid-19. Meanwhile, according to the SOP stated in Polri HR Assistant Regulation Number 12/2018, that the implementation of rehabilitation service activities through counselling activities provided by psychologists and counsellors to personnel affected by Covid-19 should ideally be carried out at least in 3 stages, so that the percentage of Psychology Section service officers only carried out counselling as many as 12 % to personnel affected by Covid-19.

3) **For the appearance of officers and discipline**—it is considered good enough with the appearance of neat officers and wearing official uniforms when carrying out counselling and no one arriving late in the assignment of office activities.

b. **Reliability**—it is the ability of personnel of the Psychological Rehabilitation Section of Covid-19 of JMPR HR Bureau to provide the promised services quickly, accurately and satisfactorily. The assessment to measure the reliability of the Covid-19

rehabilitation service is seen through two elements: (i) the existence of supporting policies from the government and other rules in the implementation of services (SOP) as well as the commitment of implementing officers to carry out to provide optimal services to their customers, namely personnel affected by Covid-19 at JMPR and (ii) the reliability of officers and technological sophistication which is explained as follows:

1) There is a government policy as instructed by President Joko Widodo that handling Covid-19 is the government's top priority. One of the follow-ups to the government's policies that have been decided in the Presidential Decree Number 7/2020 concerning the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19) as amended by the Presidential Decree Number 9/2020 concerning Amendments to Presidential Decree Number 7/2020 regarding the Task Force for the Acceleration of Handling the 2019 Covid-19 Corona Virus Disease, the program for the formation of the Covid-19 Rehabilitation Team has been implemented in various work units and ranks within the internal police.

2) The existence of an SOP (Standard Operating Procedure) set by JMPR HR Bureau as a reference in providing services to its personnel provides certainty and clear standards in providing the best service to counselees. The existence of

various government rules and policies in the implementation of the task of psychological rehabilitation services for Covid-19, such as the assignment sprint of the Task Force for the Rehabilitation Team and the regulations Polri for HRD in carrying out counselling activities are a strong legal basis and an umbrella for personnel to have a high commitment in carrying out their duties related to psychological rehabilitation services. However, the implementation of the active implementation in accordance with the SOP has not been maximally implemented where in accordance with the SOP members of Polri who are counselling their family members must also be given counselling at least three times counselling services. This has not been done optimally so that it can be concluded that this dimension or in terms of reliability is still not optimal enough.

- 3) From the results of interviews with researchers in the field, there are already psychologists and psychology graduates, but the number is still limited. In terms of the quality or competency of the personnel who oversee psychological service activities, out of the 16 number of implementing officers in the service

division, there are only two psychologists and seven psychology graduates as counselling implementers, while there are still seven executives from non-profits psychology in charge of this section. Most of the counselling staff, both graduates of psychology and non-psychology degrees have also not received counsellor training. From the results of the interview, it is also found that there is already collaboration with police resorts for the use of additional counsellors, but some of the counsellors at police resorts have not received counsellor training and this collaboration has not been developed for cooperation with HIMSI or educational institutions such as staff at several universities in Jakarta. This reflects that the competence of personnel is not yet fully optimal to support information technology-based psychological services, both in terms of knowledge, skills and attitudes and behaviour.

- 4) There is already an internet network and applications in the form of WA and zoom that are used to carry out counselling activities. During Covid-19, the counselling method carried out is online or online with counselees, but for some time it was still constrained by slow networks and poor signals so that zooming and video calling activities are still not optimal.

4.2 Factors influencing the quality of psychological rehabilitation services at JMPR HR Bureau

Based on the results of the research, there are several factors that influence the implementation of Covid-19 rehabilitation psychology services which are grouped into two factors, namely inhibiting factors and supporting factors with the following explanation:

a. Inhibiting factors

- 1) Lack of availability of human resources, both in quantity and quality which refer to the competence of the officers who provide the services.
- 2) Inadequate availability of infrastructure—the availability of supporting facilities and infrastructure in Psychology Service Section of the Rehabilitation of Covid-9 of JMPR HR Bureau is still not fully adequate because there is no special room for service activities, internet network connections are still slow, the number of computers is limited and HP devices are still using personal facilities and there is no service operational car that will facilitate service activities between police resorts.
- 3) Organizational management that has not been optimal—Optimal supervision and control have not been implemented which includes supervision, analysis and evaluation activities as well as working relationships between functional units. Forms of control and supervision in Covid-19 rehabilitation psychology service activities at JMPR HR Bureau so far

only carried out in the form of ordinary daily reports as a form of control by the leadership, sent to the Chairperson of Ops Aman Nusa II.

- 4) There is no synergy between agencies. The involvement of stakeholders such as the DKI Jakarta Himpsi is not yet optimal and the synergy of good cooperation with other institutions and educational institutions such as universities to support psychological rehabilitation services at JMPR, especially in supporting the efforts to implement a technology-based psychological rehabilitation system.
- 5) There is a change in the social environment. There is an increase in the number of personnel affected by Covid-19. The number of JMPR personnel affected by Covid-19 during 2020 has increased, both from ODP, PDP, and personnel who have tested positive for Covid-19.
- 6) Lack of personnel awareness and discipline in maintaining personal safety such as not being disciplined in implementing the Covid-19 protocol and there is still a reluctance to be vaccinated.

b. Supporting factors

- 1) The existence of government policies—the existence of several government policies and regulations at internal Polri in supporting the improvement of psychological services for Covid-19 rehabilitation at Polri has become a basis and legal umbrella and commitment for Polri to improve the quality of psychological rehabilitation

services for Covid-19, especially at JMPR.

- 2) Social Media and Online Technology Development—the development of social media and online technology that supports the implementation of rehabilitation with an online system or online counselling which has proven to be good enough to reduce psychological disorders and is also economical and can cut operational costs and is effectively carried out amid increasing government spending due to Covid-19 pandemic. Optimal use of information technology will have an impact on improving the quality of this Covid-19 rehabilitation psychology services.
- 3) There is enthusiasm and hope from Polri personnel and the community and all parties so that Covid-19 can stop quickly.

4.3 Strategies to improving the quality of psychological rehabilitation services for JMPR HR Bureau

Based on the results of the research and related theories and concepts, there are five strategies that can be applied by the Psychology Section of JMPR HR Bureau to improve the quality of psychological rehabilitation services for Covid-19. According to Osborne in Sedarmayanti (2009), they are:

1. **Core Strategy**—this strategy prioritizes organizational goals based on the

organization's vision and mission by clarifying the roles of leaders in the organization, and clarifying the direction and goals of the organization. Every Polri personnel must understand the vision and mission of the organization as well as the goals of the organization because they are important points in the organization. In addition to describing the goals of the organization, the vision and mission are also designed to coordinate steps for each member so as not to deviate from the path that has been set by the organization.

Even though there are already some policies and rules from both the government and the internal Polri, but in the implementation of this activity it is still not fully able to run properly due to various limitations. In this case, several activities are needed in order to support the strategy to be implemented, namely:

- a. There is a need for an elaboration of the vision and mission and the formulation of planning in the activities to be carried out related to the Covid-19 rehabilitation psychology service activities in Psychology Section of JMPR HR Bureau.
- b. There is a need for a staff review or a study on the structure of Psychology Section of JMPR HR Bureau because of an imbalance between the personnel to be served and the number of officers who will serve.
- c. There is a need for socialization and psychoeducation related to the elaboration of the vision

and mission as well as the socialization of regulations and SOPs regarding the implementation of Covid-19 rehabilitation psychology services in JMPR, including at police resort and police sector levels so that the implementation of activities can be truly directed and in accordance with the expectations of the organization.

2. **Consequences Strategy**—it aims to create “healthy competition” in order to increase employees’ motivation and performance through the application of rewards and punishments by taking into account economic risks and giving rewards. In accordance with the problems that exist in the psychological rehabilitation service for Covid-19, where there is a lack of budget and limited facilities and infrastructure that sometimes still use personal facilities from officers, there are several efforts that must be made by the government. Psychology Division of JMPR HR Bureau implements the consequence strategy in order to provide good services for Polri personnel, including Polri personnel affected by Covid-19 as follows:
 - a. Providing rewards for officers who do the best that can be used in accelerating promotions and promotions in positions in the organization.
 - b. Providing talent scouting program in participating

in education for officers who do their best in carrying out Covid-19 rehabilitation psychology services.

- c. Creating a good relationship between leaders and subordinates in carrying out tasks so as to motivate officers to continue to have good performance in the rehabilitation psychology service section of JMPR HR Bureau.
3. **Customer Strategy**—the concept of customer strategy from David Osborne which aims to create a service delivery system carried out by bureaucrats is expected to be able to provide an optimal level of services for the customers served. This strategy gives customers choices about the organizations that provide services and sets the customer service standards that these organizations must meet. In this case, Psychology Department of JMPR HR Bureau also has several customer strategies, which have been found by researchers, namely an increase in service quality including online counselling rehabilitation psychology services.

However, this service innovation is still not optimal due to the weak signal received and internet network interference so that the implementation of activities is still disrupted and runs less than optimally. There are other problems in addition to the use of information technology that has not been optimal. There are also limited human resources both in quantity and quality and the minimum quantity of services received by customers so that several breakthroughs and supporting

innovations must be carried out in implementing customer strategies, including:

- a. Optimizing the use of information technology (telematics) is another supporting facility in the form of information and technology systems that make it easier for personnel or public to obtain services provided by Psychology Section of JMPR HR Bureau.
- b. Creating an application for police psychology services online on the basis, website, play store or appstore which contains some content of police psychology services.
- c. Creating a new method in counselling services, namely "Peer Counselling" which is the use of friends and co-workers as a place to vent and counsellor for personnel with problems.
- d. Establishing a policy and guide by activating the leaders and superiors as counsellors for subordinates who can monitor and pay attention on subordinates at any time and every day so that they can anticipate all problems and become a motivator for their subordinates in carrying out daily tasks in the office.
- e. Designing Mobile Counselling that can be operationalized to carry out ongoing counselling services by visiting Polri personnel.
- f. Carrying out various trainings to improve counsellors for Polri personnel who have not been trained in order to increase the competence of counsellors.
- g. Creating micro learning applications, namely self-learning learning in the field of police psychology in improving the ability of police psychology personnel in a flexible, dynamic manner without leaving the task.
- h. Cooperating with universities or educational institutions in the form of official scholarships to increase the quantity of human resources implementing Covid-19 rehabilitation psychology services.
- i. Cooperating with government or private agencies that have the same goals in terms of competency development.
- j. Cooperating with related parties in the formation of psychological staff (counsellors) outside Polri who can be utilized in tackling several contingent situations such as natural disasters, social conflicts, and others.

4. Control Strategy—through this supervisory strategy, it is hoped that it will create the ability and independence as well as the confidence of the counsellors of JMPR HR Bureau as a psychological rehabilitation service institution for Polri. Based on the results of the interview, the forms of control and supervision in Covid-19 rehabilitation psychological service activities at JMPR so far has only been carried out in the forms of ordinary daily reports as

a form of control by the leadership sent to the Chairperson of Aman Nusa II Operation. However, in the framework of the strategy to improve the quality of psychological rehabilitation services for Polri and JMPR, it is necessary to strengthen supervision and control in psychological rehabilitation services. Controls in Covid-19 psychological rehabilitation services at JMPR HR Bureau have been conducted in the forms of the following efforts:

- a. The delivery of reports accompanied by documentation and reporting of activities including obstacles that occur in psychological rehabilitation activities.
- b. The implementation of effective supervision by each head of function units of its personnel who are undergoing psychological rehabilitation for Covid-19.
- c. The development of an analysis and evaluation system on the results of the implementation of tasks and constraints on Covid-19 psychological rehabilitation services effectively and optimally in order to improve psychological services for personnel affected by Covid-19 in a month through document inspection and direct monitoring.
- d. The organization of gradual supervisions by the relevant work units and evaluate, monitor and supervise the implementation of Covid-19 rehabilitation

psychology service activities so that the activities can run according to the rules determined by the organization.

5. Culture Strategy—this strategy aims to change the culture that can hinder the direction of a change. In other words, a culture that is oriented to the status quo must be transformed into a culture that is open to change. In this research problem, based on the interview results, many personnel of the counselling are not open with the counsellor. Therefore, several efforts are needed in implementing the cultural strategies, including:

- a. Using counselling communication techniques both verbal and non-verbal techniques. Using verbal techniques, counsellors can hear and ask questions directly to members who are exposed by paying attention to the use of words, timing, and types of questions according to the expected response. Meanwhile, using non-verbal techniques, counsellors can use the right strategy to provoke counselling members to tell their problems by making them feel confident in the counsellor so that they can slowly open up.
- b. Increasing awareness and discipline of personnel. It is necessary to have socialization and psychoeducation related to the elaboration of the vision and mission as well as socialization of regulations and SOP regarding the implementation of psychological rehabilitation services for Covid-19 and

socialization about Covid-19 and its impacts on life carried out in the ranks of JMPR, including at police resort and police sector levels so that the activities can be carried out properly, directed and in accordance with the expectations of the organization.

5. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Based on the results of the research and discussions as well as the focus of the research on the analysis of the quality of psychological rehabilitation services at JMPR HR Bureau, the researchers conclude the following things

- a. The quality of service was still not optimal in terms of two dimensions of service: the quality of service in the tangible dimension and the availability of supporting facilities for physical infrastructure in Covid-19 rehabilitation psychology service section of JMPR HR Bureau is still categorized as limited.
- b. There are three reliability dimensions: (1) the reliability of supporting policies from the government and other rules in the implementation of services (SOP) as well as the commitment of implementing officers to provide optimal services to their customers, namely personnel affected by Covid-19 at JMPR HR Bureau; (2) the reliability of officers; and (3) the reliability

of sufficient technological sophistication.

- c. There are several factors that affect the quality of Covid-19 rehabilitation services at JMPR HR Bureau. They are divided into supporting factors (the existence of government policies, the development of supporting social/online media technology, and the enthusiasm and expectations of the personnel and inhibiting factors) and inhibiting factors (human resources, inadequate facilities and infrastructure, organizational management that has not been optimal, not yet established synergy between agencies, changes in the social environment, and lack of discipline of service officers).
- d. There are five strategies that can be used in improving the quality of Covid-19 rehabilitation services at JMPR HR Bureau (core, consequences, customer, supervision/control, and culture).

5.2 Recommendations

Based on the conclusions, the authors recommend the following things:

- a. Jakarta Metropolitan Police Region should increase its control on the implementation of rehabilitation service activities for personnel affected by Covid-19.
- b. Jakarta Metropolitan Police Region HR Bureau should improve the knowledge and science of the personnel of Psychology Section.
- c. Jakarta Metropolitan Police Region should upgrade the infrastructures of Psychology Section of HR Bureau.

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