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The Role of Bureaucratic Reform in Improving the Performance of the Gayungan Surabaya Police Sector

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Abstract: Effective and responsive bureaucracy is an important factor in achieving efficiency and professionalism within police institutions. This research identifies the problems faced by the Gayungan Surabaya Sector Police regarding bureaucratic reform to evaluate the impact of bureaucratic reform on institutional performance. This study uses a qualitative approach in its research, involving the use of data collection methods such as participant observation, in-depth interviews, documentation, and focus group discussions. The informants in this research are members of the Gayungan Surabaya Sector Police who are actively involved in HR management. Data were analyzed using qualitative data analysis methods. This research is expected to be able to identify problems that arise in the bureaucratic reform process and evaluate the impact of the reform. In addition, this research aims to provide policy recommendations that can improve the performance of police institutions in terms of efficiency, responsiveness and professionalism. The contribution of this research is to provide a deeper understanding of the importance of bureaucratic reform in improving the performance of police institutions, as well as contributing to the development of human resource management theories, such as change management and Strategic Human Resource Management (SHRM), which emphasizes the integration of HR policy with strategy organization.

Keywords: bureaucratic reform, institutional performance, police

BACKGROUND

Bureaucratic reform is a crucial step undertaken by various government institutions, including the police, with the aim of improving effectiveness, efficiency, and responsiveness in public service (BPS, 2020). In developing countries like Indonesia, bureaucratic reform is considered urgent and has become a primary focus of the government. In Indonesia, bureaucratic reform entered a new phase after the government launched a grand plan for national bureaucratic reform through Presidential Decree No. 81 of 2010, ensuring that reform efforts are conducted systematically and sustainably. According to Nindi Zeilla Fa Zuhri (2023), the size of the bureaucracy is acknowledged to be large without a clear linkage between functions and structure. Moreover, the harmonization of laws and regulations progresses slowly, resulting in overlaps and even conflicts between sectoral regulations. This creates opportunities for criminal acts such as corruption due to gaps in procedures and institutions that can be exploited. Human resource management in the government sector, which is still far from the expected level of professionalism, requires quality improvements in line with quantity increases, and this is also a major issue within Indonesia's bureaucratic structure.

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In this era of reform, local government institutions are responsible for reporting their performance to the central government (vertical accountability) and also to the public (horizontal accountability) through regional representative councils. Performance measurement is an illustration of the extent to which ⁴ the implementation of a program, activity, or policy has succeeded in achieving the goals, objectives, vision, and mission of the organization, all of which are outlined in the organization's strategic planning (Sulistiyowati et al., 2019). Amid rapid technological advancements and increasingly complex public demands, the police, as an institution responsible for maintaining public security and order, must continuously adapt to changes (Ministry of Home Affairs, 2019). Indonesia's current technological progress is rapidly increasing. Social networks and the internet facilitate easier communication between individuals (Khoirun Annissa & Sulistiyowati, 2021). Thus, in performing their daily tasks and functions through effective communication, the Indonesian National Police has a higher level of direct interaction with the public. Therefore, the image of the Indonesian National Police greatly depends on their performance in meeting public expectations and satisfaction in providing services. The public generally believes that people have the ability to handle problems, as long as they put in more effort in facing these obstacles (Kistyanto et al., 2020).

Performance can be measured using three indicators that reflect a subjective assessment of the level of success. These three indicators are (1) "My performance is disappointing" (a negative indicator), (2) "My performance meets expectations," and (3) "My performance is better than competitors" (Sanaji, 2023). In the context of police performance, public expectations should be taken as input to be managed appropriately to produce outcomes for the improvement and enhancement of public service quality. This is relevant in the context of the Gayungan Surabaya Sector Police, located amid the dynamic development of Surabaya as one of the major cities in Indonesia, where the importance of changes in police management is increasing. The goal is to ensure that police services can provide an effective and adequate response to various existing security challenges (Ditjen Otonomi Daerah, 2022).

Change management is a contemporary phenomenon. Change management involves a series of processes, tools, and mechanisms designed to ensure that when a company implements changes, these changes remain controlled and related issues—such as employee rebellion or financial losses that the company cannot bear—can be avoided. Thus, change management is a way to implement significant changes while keeping those changes controlled (Wijayati et al., 2022). Most ¹⁶ organizations today are making changes to their activities and organizational culture because the latest technological advances, changes in production techniques, changes

in human resource behavior, economic changes, and changes in business world activities push organizations to make changes to their activities. Changes can occur in the organizational structure, organizational employees, company technology, production techniques, administration or management. Change management has proven successful in various organizations that have adapted successfully.

Lewin's change management theory is a classic theory that has been recognized as a guide for organizations in implementing, managing, and evaluating changes. Lewin's model consists of three stages: unfreezing, change, and refreezing. This model is built on the principle that human behavior is the result of a balance of forces operating within a social system. This model describes a structured approach to understanding how changes can be applied in an organization or social environment (Ekonomi Berkelanjutan et al., 2022)..

The unfreezing stage is the initial step in the change process. Here, the goal is to create awareness that change is necessary. This involves challenging the status quo and addressing dissatisfaction with the current way of working. Lewin emphasizes the importance of reducing the forces that maintain old behaviors or processes so that individuals or groups are open to the possibility of change.

The changing stage is the phase where the actual change is implemented. In the context of an organization, this could mean introducing new processes, technologies, or ways of working. This stage requires guidance and support, as individuals learn and adapt to new behaviors and ways of working. During this stage, the importance of effective communication becomes highly significant to ensure a clear understanding of the change and its consequences.

The final stage is refreezing, where the changes that have been implemented become the new accepted norm. This stage involves reinforcing new behaviors and ensuring that the change is accepted and maintained in the long term. It often involves developing policies, procedures, and support structures to ensure that the new changes are fully integrated into the organization's daily operations.

The process of change in the Gayungan Surabaya Sector Police cannot be viewed as a simple matter. Effective bureaucratic reform requires comprehensive planning, implementation, and evaluation (Haryanto, 2020). This process involves various aspects, from internal policies to human resource management (Sudarmanto, 2021). Firstly, changes in police bureaucratic governance require a deep understanding of the existing problems within the old system (Kusuma, 2019). Next, the change process involves the formulation of strategies, policies, and programs designed to improve the performance and responsiveness of the police institution (Rianto, 2020). This also includes the implementation of training and human

resource development programs, the adoption of information technology, and the enhancement of internal and external communication (Sulistyo, 2021).

Additionally, the change process requires periodic evaluations to measure the effectiveness of the steps taken (Widodo, 2022). Evaluations can be conducted using various methods, such as ¹⁸ data collection through participatory observation, in-depth interviews, document analysis, and focused group discussions (Kurniawan, 2021). Thus, the change process is not merely the implementation of new policies but also involves continuous learning, adaptation, and ongoing improvement (Hakim, 2020).

At the Gayungan Surabaya Sector Police, there are SOPs that can support bureaucratic reform efforts to improve the institution's performance. SOPs are a set of standardized written instructions regarding the implementation processes of activities within an organization, including details on how, when, where, and by whom they are to be carried out by the authorized parties. The purpose of SOPs is to enhance the effectiveness and efficiency of organizational management by establishing orderly and measurable governance. The content regulated in the Gayungsari Sector Police regulations includes administrative SOPs in the form of workflow charts for the execution of tasks in each field/mechanism of working relationships within the police sector. The established SOPs are formulated based on applicable legal foundations, such as the Laws of the Republic of Indonesia, Government Regulations, and Regulations of the Head of the National Police.

One example of the Gayungan Sector Police SOP in the process of receiving detainees includes checking the administrative requirements for the acceptance of detainees, receiving detainees from investigators/other agencies along with their administration, checking belongings and conducting body searches of detainees, inspecting the capacity of the detention room/cell facilities, recording the newly arrived detainees, reporting the acceptance of detainees and the latest condition of the number of detainees, as well as receiving and reading detainee acceptance reports. The principles in the formulation of regulations and SOPs of the Gayungan Sector Police aim to achieve order and procedures, legality, transparency, proportionality, accountability, as well as effectiveness and efficiency.

The problem statements in this research include the following: (1) How effective is the implementation of bureaucratic reform at the Gayungan Sector Police in improving service quality and responsiveness to the needs of the community? (2) What are the challenges or obstacles faced in the process of bureaucratic reform at the Gayungan Sector Police, and what efforts are being made to overcome these obstacles?..

THEORETICAL REVIEW

Bureaucratic Reform

Bureaucratic reform can be understood as efforts undertaken by the government to create quality public services. This is based on the fact that the current conditions demand changes in the bureaucratic system while still maintaining the existing basic structure (Sholihah & Mulianingsih, 2023). Drawing from Max Weber's thoughts, bureaucratic reform is a series of strategic efforts to reorganize the ongoing bureaucratic system according to fundamental principles in bureaucratic theory, such as span of control, division of labor, line and staff structure, rules and regulations, and professional staff.

Performance

Performance can be defined as the product of human efforts dedicated to carrying out assigned tasks, influenced by levels of competence, experience, dedication, and the available time allocation (Fanisius Gorang et al., 2022). Most organizations acknowledge that the individual performance of employees is a key factor determining the overall success of the organization.

Manajemen Perubahan

Change management is one branch of management science that seeks to address fundamental questions related to organizational transformation, such as: why companies need to change, when changes should be made, what needs to be changed, how to effectively implement changes, and who should be involved in the change process. Essentially, change management is a systematic effort undertaken by companies or individuals to move from the current state towards a better future state (Rizal et al., 2023). The main goal of change management within an organization is to sustain the company's survival, both in the short term and the long term.

Kurt Lewin, a prominent social psychologist, developed a management theory known as "Lewin's Change Theory." This theory has become a crucial foundation in change management and has been widely applied in various organizations to help them adapt and grow. Lewin's theory provides a systematic view of how change occurs and how to effectively manage this process. The theory is divided into three main stages, namely:

1. Unfreezing

The first stage in Lewin's Change Theory is "Unfreezing." In this stage, the main focus is on preparing the organization or individuals for change. Many individuals and organizations feel comfortable with the status quo and may exhibit resistance to change. Therefore, an important part of this stage is overcoming that resistance. This can be done

through effective communication, demonstrating the benefits of change, and involving all stakeholders in the change process.

2. Changing

After the unfreezing stage is completed, the organization or individual is ready to enter the "Changing" stage. This is the core of the change process, where actual changes are implemented. In this stage, organizations begin to shift from old ways to new ways. It's a transitional phase that can be filled with challenges. People have to learn new skills, adopt new attitudes, and let go of their old habits. To ensure success in this stage, it's crucial to provide adequate training and support.

3. Refreezing

The final stage in Lewin's Change Theory is "Refreezing." After the changes have been successfully implemented, the next step is to ensure that these changes become a permanent part of the organizational culture. In this stage, the implemented changes need to be reinforced and stabilized. The goal is for the new habits or work patterns introduced to become the norm and accepted by all members of the organization.

To achieve this, ongoing evaluation and adjustment are crucial. Organizations must continuously monitor the outcomes of the implemented changes and make adjustments as necessary. This ensures that the changes remain relevant and effective in the long term. Additionally, recognition and acknowledgment of success are also important to motivate people to continue implementing these changes.

RESEARCH METHODOLOGY

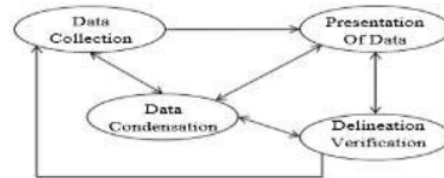
This research adopts a qualitative approach using a case study research design. According to John W. Creswell (2013), a qualitative approach can be defined as a research method aimed at gaining a comprehensive and in-depth understanding of a specific social context or phenomenon. This approach emphasizes descriptive and interpretive data collection, with the goal of exploring meanings, patterns, and dynamics inherent in the research context.

In the context of qualitative data analysis related to Kurt Lewin's change management theory, the model used can be developed based on three main concepts proposed by Lewin: Unfreezing, Changing, and Refreezing. This model is often used in qualitative research to understand how an organization or individual transitions from one state to another, particularly in the context of change.

This study uses primary data obtained through observation, in-depth interviews, and documentation as its data sources. The research sample consists of 13 members of the Gayungan Surabaya sector police (Polsek) who serve as informants to provide insights into the

role of bureaucratic reform in improving police performance. The selection of informants as interviewees in this study is based on competency assessments by the researcher in their respective fields..

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The data analysis method in this research follows the approach proposed by Huberman (2014), which includes the following steps: (1) summarizing data, (2) presenting data, and (3) verifying data and drawing conclusions from findings.



Source: *Qualitative Data Analysis a Methods Sourcebook*, 2014
Figure 1. Interactive Analysis Model

The independent variable in this study is bureaucratic reform, which refers to restoring an imagined ideal state from the past; replacing a previously corrupt situation with a new, purer situation; moral, spiritual, and/or institutional programs to eradicate faults and misconduct within an individual or an organization; calls (usually of an apocalyptic nature) to reorganize government and society; and various changes that are not overly significant or value-laden (Hardy, 2022). 34
The dependent variable in this study is the performance of the Polsek organization, referring to the achievement of organizational performance in relation to set goals and targets (Almatrooshi et al., 2016). 8

RESULTS AND DISCUSSION

Change management is a series of processes and activities carried out to manage changes within an organization. These changes can include structural, procedural, technological, policy, cultural, or other changes that can affect organizational performance and effectiveness. On the other hand, bureaucratic reform is a systematic effort to improve the effectiveness, efficiency, and responsiveness of bureaucracy in providing services to the public. When change management is based on Bureaucratic Reform, the focus is on transforming bureaucracy to be more responsive, transparent, and efficient in delivering public services.



Figure 2. Data Collection in Gayungan
Sector Police



Figure 3. Interview at Gayungan Sector
Police



Figure 4. Data Collection Related to
Policy Reform



Figure 5. Interview with Informants

Through ¹⁸ observation, in-depth interviews, and document analysis conducted by the researcher, several findings related to bureaucratic reform in the police force were discovered, including the following.

1. Bureaucratic reform in the police force should focus on developing investigative skills, ensuring fair law enforcement, and effective case handling to improve law enforcement performance.
2. Bureaucratic reform measures should prioritize transparency in operational processes and decision-making, as well as increase police officers' accountability to the communities they serve.
3. The implementation of advanced information technology and innovative work methods in the police force can improve efficiency, responsiveness, and the quality of services to the public.

Bureaucratic reform in the police force should involve active participation of the community in law enforcement processes, as well as building strong collaboration between the police, government, and other institutions to improve overall performance and public safety.

Police Bureaucracy Reform Based on LEWIN Theory

The following is an explanation for police bureaucratic reform based on Lewin's Theory.

1. Unfreezing Stage

This stage ³⁷ refers to the process of preparing the organization (in this case, the police force) to accept change. Unfreezing involves changing attitudes, values and beliefs that have been embedded in the culture and structure of the organization. At the unfreezing stage, it is important to make all members of the police force aware of the need and urgency of change. This can be done through socialization, clear communication of the reasons for change, and identifying incompatibilities or problems that need to be resolved. Strategies at this stage include workshops, training, open discussions on the purpose and benefits of reform, and in-depth analysis of the barriers that may arise when changing mindsets and behaviors.

2. *Changing Stage*

This stage is concerned with implementing the changes planned and socialized in the unfreezing stage. This process involves the introduction and implementation of new strategies, changes in organizational structure, policies, and work practices. At this stage, bureaucratic reform in the police force is actively implemented. It includes changes in hierarchical structures, improvement of work processes, introduction of new technologies, and changes in law enforcement policies. Implementation of special training programs for employees, implementation of new technologies such as police information systems, introduction of new, more efficient working methods, and continuous evaluation of the progress and impact of the changes.

3. *Refreezing Stage*

This stage refers to consolidating the changes that have been implemented so that they become a stable part of the organization's culture and routines. Refreezing involves strengthening and sustaining the changes so that they become new habits and norms. At this stage, the changes that have been implemented must be maintained and reinforced so that they do not revert to pre-reform conditions. This involves establishing support systems, recognizing the roles and contributions of police officers, and fostering an organizational culture that supports change. This involves establishing a system of rewards and recognition for performance that supports change, establishing teams or working groups to maintain and improve change, and fostering a collaborative and responsive work culture.

Bureaucratic Reform Needs

Bureaucratic reform in the police sector is driven by corruption, collusion, and nepotism (KKN) practices that still occur in various fields, as well as the low quality of public services that have not been able to meet public expectations. Efficiency, effectiveness, and productivity in the areas of institutions, human resources, governance, and supervision are also not optimal. The main challenge faced before reform was the dominance of the political elite, which placed Polri under the president, making Polri part of the power regime and reducing the capacity of community control.

Human Resources Apparatus

Police bureaucratic reform aims to improve the professionalism of the Human Resources performance of the apparatus with the following objectives.

1. There is an improvement in the level of compliance with HRM, with a focus on compliance with established procedures and policies.

2. Transparency and accountability in the management of human resources have improved, involving clear and accountable disclosure of information to all relevant parties.
3. Increased discipline of human resource apparatus, emphasizing adherence to rules, responsibilities, and obligations given.
4. The effectiveness of human resource management has increased, with an emphasis on optimal utilization of resources to achieve organizational goals.
5. Increased professionalism of human resources apparatus, which includes improving the quality, competence, and services provided by police employees.

Based on the findings of interviews with police implementers, the following are the things that have been done in the implementation of the police bureaucratic reform program which aims to improve the professionalism of the performance of human resources of the apparatus.

1. Development of a Structured HR Management System. Police implementers have developed a structured system to manage the Human Resources (HR) of the apparatus more efficiently and effectively. This includes a review of administrative procedures, integrated personnel data management, and regular monitoring of employee performance.
2. Training and Competency Development. The program also includes training and competency development for police officers. Police implementers have organized various training programs to improve investigative skills, law enforcement, conflict management, and other interpersonal skills that support professionalism in public service.
3. Implementation of Performance Evaluation System. Police implementers have implemented an objective and measurable performance evaluation system. This includes setting clear performance indicators, measuring target achievement, and providing constructive feedback to employees to improve their performance.
4. Use of Technology and Innovation. To improve the effectiveness of HR management, police implementers have used technology and innovation in the work process. Examples include the use of an integrated police information system to facilitate data management and reporting, as well as the utilization of digital technology in the implementation of daily tasks.
5. Ethics and Discipline Development. This program also includes fostering the ethics and discipline of police employees. Police implementors have conducted ongoing coaching on the values of professionalism, integrity and responsibility in carrying out police duties.

By implementing these steps, police implementers aim to create a work environment that is more professional, efficient, and responsive to community needs, in line with the goals of police bureaucratic reform.

Accountability

Performance accountability in the police is the implementation of the responsibilities of a government agency in being accountable for the results of programs and activities carried out ⁴¹ to achieve the mission and objectives of the organization. This program aims to improve the capacity and accountability of police performance. Meanwhile, there are a number of targets to be achieved through this program, including:

1. Police performance has improved in carrying out its duties and responsibilities.
2. The level of police accountability increases in implementing established programs and activities.

Based on the results of the researcher interviews, the implementers of this program have taken several actions, including:

1. Transparency of reporting system. The police develop a public reporting platform that is easily accessible to the community. These can be mobile apps, official websites or other communication channels that allow individuals to report incidents or provide information to the police. The police also publish an annual report that presents data on the number of reports received, the type of incident, and the action taken. ⁴³ These reports are made publicly available and can be evaluated by independent parties to ensure the consistency and reliability of the information provided.
2. Regular internal and external audits. The police establish an independent internal audit team to evaluate various aspects of police operations, including compliance with procedures and regulations, use of budget, and efficiency and effectiveness of police programs. The results of audits, both internal and external, are used as a basis for making improvements and changes in police operational policies and practices. Recommendations from audits are proactively implemented to improve police effectiveness and accountability.

Effective monitoring mechanism. The police use technology and information systems to conduct data-driven internal oversight. This includes monitoring officer performance, analyzing crime trends, and identifying patterns that require further action. The police conduct training and development for internal and external oversight personnel. ⁷ They have the necessary knowledge and skills to carry out supervisory duties effectively and efficiently.

Public Service Innovation

¹⁹ Improving the quality of public services in the police involves continuous efforts to improve innovation and service quality in accordance with the demands and expectations of the community. These actions aim to build public trust in public service delivery, with the ultimate goal of improving community welfare. In order to achieve this goal, public complaints are used as an instrument to improve public services. Some of the objectives to be achieved through the public service quality improvement program include the following.

1. There have been significant improvements in the quality of public services in the police, including improved speed, cost efficiency, security, and better accessibility.
2. The number of service units in the police force that meet international standards has increased, demonstrating a commitment to improving public service standards.
3. There has been a significant increase in the public satisfaction index related to the delivery of public services by the police, reflecting successful efforts ¹ to meet the expectations and needs of the community.

Based on the findings of the researchers' interviews, implementers have taken a series of steps in running the public service innovation program in the police, which include:

1. Development of a mobile application to facilitate the community in reporting criminal incidents and obtaining police-related information.
2. Regular training for police officers in the utilization of information technology to speed up the case handling process and provide more efficient services to the community.
3. Initiating the implementation of an online complaints platform that can be accessed directly by the public to provide criticism and feedback regarding the services provided by the police.
4. Providing transparent public information services, including police statistics and information related to the legal process for the public.
5. Implementation of a public evaluation and feedback system to continuously improve the quality of services provided by the police.

Reform Expectations and Strategies

Bureaucratic reform is expected to improve police performance by paying attention to applicable rules and standards in accordance with SOPs, so that transparency to the public increases. In addition, increasing the ability of human resources along with technological developments ¹⁹ is expected to improve the quality of public services. The strategies applied include building the urgency of change, ²⁵ forming a change team, creating a vision of change,

communicating the vision, removing obstacles, producing wins, consolidating results, and embedding change as a work culture.

Policy Changes and Daily Practices

Key policy changes in reform include accelerating community service, accommodating complaints, providing rewards and punishments to members, and prioritizing coordination with related agencies. Legal services are carried out using a restorative justice approach and improving the skills and piety of police officers through mental and spiritual development. Policy reforms have brought police officers closer to the community, improved service quality, and eliminated the impression of arrogant police. The public has become more open to coordinating and reporting problems to the police.

Reform Impact and Challenges

Bureaucratic reforms have improved the quality of services provided to the public, eliminated police arrogance, and strengthened the relationship between Polri and the community. However, challenges remain, including differences in response rates and acceptance of personnel's understanding due to age or individual workloads. Although not yet fully integrated into police operations, efforts are ongoing to ensure the sustainability of changes through continuous internal evaluation and supervision.

Lessons and the Future

The main lesson from the bureaucratic reform process is the increased understanding of the public and police personnel regarding the importance of the police's main tasks of protecting, nurturing and serving the community. The future of post-reform policing is expected to be better despite the challenges of complex social dynamics. Continuous evaluation and improvement will continue to ensure that bureaucratic reforms are effective and provide maximum benefits to the community. The advice for other institutions that want to reform is to improve their performance in safeguarding the rule of law and public services, and to cooperate with the community to create a fair and socially just situation. The message to the community is to support the development of Polri to be better in law enforcement and public services, and to avoid dropping or blaspheming attitudes, because Polri actually belongs to the community and is for the community.

Policy Recommendation for the Implementation of Bureaucratic Reform to Contribute to the Effectiveness of Police Performance

Based on the interview results, the following are some policy recommendations to ensure that the implementation of bureaucratic reform can make a significant contribution to the effectiveness of police performance.

1. Strengthening the Monitoring and Evaluation System. Implement a robust internal control system within the police institution to ensure compliance with reformed procedures and policies. Regular evaluation of police performance using clear and measurable performance indicators, such as response time, community satisfaction, and efficiency of resource use.
2. Personnel Skills and Competency Development. Regular training and skills development for police personnel in management, information technology and public service. Focus on developing effective leadership and managerial capabilities at all levels of the police organization.
3. Increased Transparency and Accountability. Promote openness in the decision-making process and allocation of resources in police institutions, including the transparent publication of budgets and performance reports. Incentivize police forces that are successful in creating a work environment of accountability and integrity.
4. Utilization of Technology for Operational Efficiency. The application of advanced information technology to improve police operational efficiency, such as integrated case management systems, predictive analysis of crime, and real-time performance monitoring.
5. Community Participation and Stakeholder Collaboration. Establish a strong mechanism for community participation in the planning and evaluation process of police policies. Strengthen synergies between the police, local government, non-governmental organizations, and the private sector in order to improve security and order in the community.

By implementing the above policy recommendations, it is expected that bureaucratic reform will contribute positively to the effectiveness of police performance, improve public services, and strengthen the relationship between the police and the community.

CONCLUSIONS AND SUGGESTIONS

This study aims to identify the problems faced by the Gayungan Surabaya Police Sector in bureaucratic reform, and evaluate the impact of the reform on institutional performance. Through a qualitative approach and data collection through participant observation, in-depth interviews, documentation, and focus group discussions, this study successfully identifies the problems that arise in the bureaucratic reform process and explains the importance of these reforms in improving the performance of the police institution.

In the context of Surabaya Gayungan Sector Police, changes in police management are becoming increasingly important to ensure effective service delivery and responsiveness to security challenges. Change management, as described in Lewin's theory, is an approach that can be used to implement change successfully. The unfreezing, changing, and refreezing stages

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in Lewin's model provide a structured framework for understanding and managing organizational change.

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Bureaucratic reform also plays an important role in improving the efficiency, responsiveness and professionalism of police institutions. In the context of this research, bureaucratic reform is expected to address issues such as the ineffectiveness of the bureaucratic structure, the slow harmonization of laws and regulations, and the lack of professionalism in human resource management.

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Based on the results of this study, several policy recommendations can be proposed to improve the performance of police institutions, especially the Gayungan Surabaya Police Sector:

1. Continue and strengthen bureaucratic reform. The government and police institutions need to continue bureaucratic reform efforts to improve efficiency and professionalism. Measures such as simplifying the bureaucratic structure, harmonizing laws and regulations, and improving human resource management should continue to be implemented.
2. Improve communication and participation. It is important to improve communication between the police and the community and involve the community in the decision-making process regarding police policies and programs. This will strengthen the relationship between the police and the community and increase the responsiveness of the institution to the needs and expectations of the community.
3. Improved training and development of human resources. Investing in human resource training and development in the Gayungan Surabaya Police Sector will help improve the professionalism of police officers. Training should include the change management and human resource management skills needed to manage organizational change.

Performance evaluation and monitoring. It is important to conduct regular evaluation and monitoring of the performance of the police institution. This evaluation should involve clear and measurable performance indicators to identify areas for improvement and ensure that the objectives of bureaucratic reform are achieved.

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