

## Effectiveness Of Reception Services For North Maluku Regional Police Post Moving To Sofifi City

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Article Info	ABSTRACT
<p><b>Keywords:</b> effectiveness Regional Police, Post Moving, Sofifi City</p>	<p>The move of the North Maluku Regional Police from Ternate City to Sofifi City is a significant change that has an impact on the National Police NCO recruitment service. The background to this research is based on the need to understand how moving locations affects the effectiveness of police services. The aim of this research is to evaluate the impact of the North Maluku Regional Police's move to Sofifi City on the National Police NCO recruitment service. This research focuses on how displacement affects selection processes, infrastructure, coordination, and responsiveness to community needs. The method used in this research is a qualitative method with a continuous analysis approach. Data was collected through in-depth interviews, field observations, and document analysis. Interviews were conducted with informants who had knowledge of the process of recruiting National Police NCOs and changing Polda locations. Observations were used to assess the condition of facilities and infrastructure at the Sofifi Regional Police Headquarters, while document analysis provided context for the policies and procedures implemented. The research results showed that the move of the North Maluku Regional Police to Sofifi City had an impact on several aspects of the National Police NCO reception service. Limited facilities and infrastructure at the Sofifi Regional Police Headquarters are the main challenges, which affect the efficiency and effectiveness of the selection process. Coordination between the Regional Police in Ternate and Sofifi also showed obstacles, which could cause delays and logistical difficulties. However, this move also offers opportunities for innovation and improvement, with the application of technology and new ideas that can improve the quality of service. In conclusion, to ensure the effectiveness of the National Police NCO recruitment service, efforts are needed to improve facilities, strengthen coordination, and make optimal use of technology . It is hoped that the recommendations from this research will help the North Maluku Regional Police in facing challenges and improving the effectiveness of services after moving to Sofifi City.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Dodi Tri Wahyudi Administrasi Publik <a href="mailto:anindhita0411@gmail.com">anindhita0411@gmail.com</a></p>

### INTRODUCTION

Service effectiveness is a crucial aspect in every organization, including the police. One measure of police effectiveness is the recruitment of National Police NCOs (Rohmat, 2019). The effectiveness of this recruitment measures the extent to which the recruitment process

can achieve its goals and provide the best service to the community(Sugiono and Iskandarmanto, 2023). When a public agency such as the North Maluku Regional Police decides to move locations, this has various consequences, especially related to service effectiveness.

Moving the location of public agencies, especially the police, is often accompanied by various problems and challenges(Markus, Frans and Hutubessy, 2024). One of them is the limited facilities and infrastructure at the new location which can affect the selection process for accepting National Police NCOs(Ibrahim and Junaidi, 2022). Inadequate facilities can impact the efficiency and quality of the selection process, so special attention needs to be paid to ensuring that moving locations does not hinder the implementation of police duties.

Moving police agencies can be an important effort to improve the quality of public services. For example, the West Java Regional Police Headquarters, which was originally located on JL. Braga No.135 Bandung and was built in 1917 by Dutch architect CP Wolf Shoemaker, finally moving in June 1987 to JL. Soekarno-Hatta No. 749. This change is aimed at increasing operational capacity, overcoming space limitations, and increasing efficiency in services. This transfer process reflects the need for adaptation of police agencies to adapt to changing demands and developments in society (Yulian, 2007).

Location changes also occurred at other police agencies, such as the Kubu Raya Police. Previously, this Police used the facilities of the Pontianak Police Headquarters, which was inefficient because it served two different community groups: district residents and city residents. This condition creates operational burdens and accumulation of services in one location. Therefore, the construction of the Kubu Raya Police Headquarters is designed to increase efficiency, reduce congestion, and provide better access to the people of Kubu Raya Regency (Sanjaya, 2020).

Although relocation of police agencies is often aimed at improving services, several challenges must be overcome. In the case of moving the North Maluku Regional Police Headquarters (Malut Malu) from Ternate City to Sofifi City, there are important considerations related to the quality of facilities and coordination. Facilities at the Sofifi Regional Police Headquarters must be adequate to support the various stages of selection for the recruitment of National Police NCOs, while good coordination between the old and new locations is needed to avoid obstacles in service. This aspect requires an in-depth study to understand the supporting and inhibiting factors in the context of changing police agencies.

Evaluation of the effectiveness of police agency transfers requires a comprehensive approach. In the context of the North Maluku Regional Police's move to Sofifi City, analysis of facilities, infrastructure and coordination is key to ensuring police services remain effective. This research aims to investigate how this transfer affects the recruitment of National Police NCOs and police services as a whole. It is hoped that the results of this research will provide useful insights for police agencies and the government in facing the challenges that arise from agency transfers and help formulate recommendations to improve the effectiveness of police services after the transfer (Simpson, 2019; Widjanarko *et al.*, 2020; Ibrahim, Hermanto and ..., 2023; Tjan, Basalamah and Sirat, 2023).

Apart from facility issues, moving the location of a public agency can also affect coordination between the old and new locations. Complex coordination often poses logistical and communication challenges. For example, the move of the North Maluku Regional Police from Ternate City to Sofifi City could affect coordination between the two locations, which in turn could disrupt the smoothness and quality of the selection process for recruiting National Police NCOs (Raratu, 2020).

The effect of moving locations on the quality of police services is an important aspect that needs to be evaluated. The move to Sofifi City may affect the overall quality of police services, including maintaining security and public order. This research aims to evaluate the impact of the move on public services in the North Maluku region and how this affects security and social stability.

A performance comparison between the old Regional Police in Ternate and the new Regional Police in Sofifi is also an important part of this research. This evaluation provides important information about differences in service effectiveness between the two locations, which can help the police and government in making strategic decisions. By understanding these differences, it can be identified which areas require improvement to improve services to the community (Umiati and Hamka, 2023).

Coordination and infrastructure are two key factors that can influence service effectiveness (Moktar et al., 2024). Good coordination between the old and new locations is essential to ensure the admissions process runs smoothly. Adequate infrastructure at the Sofifi Regional Police Headquarters also determines whether the change of location can support the implementation of police duties properly.

This research aims to analyze the conditions of the National Police NCO reception service after the North Maluku Regional Police moved to Sofifi City. By focusing on aspects of quality, efficiency, responsiveness, relevance and innovation, this research is expected to provide insight into how to improve police services after the move. The results of this research can also be a basis for making strategic policies to support police effectiveness in the future.

Donnelly's (1996) theory provides a strong conceptual framework for assessing effectiveness in various contexts, including the recruitment of National Police NCOs after the move to Kota Sofifi. Quality analysis in this assessment measures whether services are able to reach the standards set by the police institution. These qualities relate to accuracy, reliability, and the ability to maintain security during the acceptance process. Efficiency, on the other hand, focuses on how well resources, such as time, energy, and equipment, are used to achieve stated goals. The level of efficiency also reflects whether the agency is able to minimize the costs and time required to provide services.

Responsiveness is an important dimension that describes the speed and accuracy of response to customer needs. In the context of recruiting National Police NCOs, this means how quickly the service responds to questions, handles complaints, and provides information needed by prospective participants. Relevance shows whether the services provided are in line with the expectations and needs of customers, in this case prospective NCOs and the general public. Lastly, innovation refers to efforts to bring about change and improvement through new ideas or the latest technology. With an emphasis on these aspects, research

using Donnelly's theory can provide greater insight into how location moves impact service effectiveness and help identify areas for improvement. This can lead to strategic recommendations to improve the quality and efficiency of National Police NCO recruitment services, while ensuring responsiveness and innovation in police services.

With this approach, the research seeks to understand the factors that influence the effectiveness of recruiting National Police NCOs after moving to Sofifi City. These efforts can provide the information needed to develop more effective strategies for improving police services and ensure that relocation provides optimal benefits for the community and the police organization.

## METHODS

Research methods are a systematic approach to collecting, analyzing, and interpreting data. In this research, the method used is a qualitative method with a continuous analysis approach (Rahman, 2020). The qualitative method was chosen because this research focuses on an in-depth understanding of the phenomenon of the North Maluku Regional Police moving to Sofifi City and its impact on the National Police NCO recruitment service. This approach allows researchers to explore information in depth through interviews, observations, and document analysis, to capture the complexity of phenomena and gain more holistic insights.

Data collection using qualitative methods involves various sources, such as in-depth interviews with informants who have knowledge about the process of recruiting National Police NCOs and changing Polda locations (Randolph, 2019). Observations were also carried out to see directly the conditions at the research location and how the selection process took place. Additionally, document analysis provides additional context about the policies and procedures implemented. The use of these multiple sources helps ensure the validity and validity of the data obtained.

Data analysis is carried out continuously, meaning that researchers analyze data in parallel with data collection (Rahman, 2020). This approach allows researchers to adjust data collection strategies according to initial findings and identify areas that require further emphasis. This method also allows researchers to develop a better understanding of the relationships between various factors, such as coordination, infrastructure, and service effectiveness. The results of this analysis will be used to formulate recommendations that can help improve the effectiveness of the National Police NCO recruitment service and overcome the challenges that arise as a result of the North Maluku Regional Police's relocation to Sofifi City.

## RESULTS AND DISCUSSION

### **A brief description of the National Police Non-Commissioned Officer Reception Facilities at the North Maluku Regional Police**

The National Police NCO reception facility at the North Maluku Police Command Headquarters (Mako) in Sofifi City consists of various elements that support police activities and the reception process. Office buildings are equipped with work spaces, meeting rooms,

hallways and lobbies that support administrative activities. The guard post is equipped with security equipment such as long-barreled and short-barreled weapons, as well as other basic facilities such as changing rooms and toilets. The hall or meeting room is equipped with a projector screen and audio-visual equipment, and the apple court has a control room, flagpole and black court.

Facilities at the North Maluku Regional Police also include a large parking area for various types of vehicles, including official vehicles and supporting operational vehicles. There is also housing for the Regional Police Chief, Deputy Regional Police Chief, main officers and middle-ranking officers, although most of the personnel in Ternate live in rented houses. Although this facility represents a fairly complete infrastructure, there are still some areas that require improvement. For example, the health facilities at Sofifi Regional Police Headquarters are still in the certification stage, and the computer laboratory shows limitations in terms of internet connectivity and computer equipment.

Several facilities at the North Maluku Regional Police Headquarters require modernization and technological improvements. For example, guard posts may not have modern security systems such as CCTV or electronic access control. Facilities for personnel training and development, such as halls and meeting rooms, need to be equipped with advanced technology to support effective training sessions. Additionally, computer labs that use only portable modems indicate that the network infrastructure requires upgrades to support efficient testing and communications. With the right investment and regular evaluation, Infrastructure and Infrastructure at the North Maluku Regional Police can be optimized to support police functions effectively and improve the quality of service to the community.

After the North Maluku Regional Police moved from Ternate City to Sofifi City, the conditions of the National Police NCO reception service experienced various changes. By moving location to the new provincial capital, the admission process must adapt to the facilities and infrastructure available in Sofifi. This change has a direct impact on the efficiency and effectiveness of services, because the new North Maluku Regional Police Headquarters may not be fully ready to accommodate various selection activities.

The facilities in Sofifi City are different from those in Ternate City. Newly built buildings and facilities in Sofifi are often incomplete, and this affects the recruitment stages for National Police NCOs. For example, space for administrative examinations, health facilities, and computer laboratories may still be under development, so the selection process may be hampered or take longer to complete. These limited facilities pose challenges for organizers and potential selection participants.

This move also has an impact on police personnel. Most of the personnel who are still based in Ternate have to travel to Sofifi to support the selection process. This can affect the availability of personnel and result in a decrease in service effectiveness. Apart from that, moving to Sofifi City requires adaptation for personnel who were previously accustomed to the infrastructure in Ternate City.

From an operational perspective, this move creates logistical challenges. Because the new North Maluku Regional Police Headquarters is not yet fully equipped, some selection

processes may have to be carried out in different locations, such as in Ternate City. This adds complexity to coordination and increases the risk of delays in the selection process. Coordination between the two cities is crucial to ensure smooth service and avoid unwanted disruptions.

However, the move to Sofifi also brings opportunities for innovation and improvement. North Maluku Regional Police can take advantage of this opportunity to improve service quality and apply new technology in the selection process. By focusing on innovation, Polda can reduce obstacles caused by limited facilities and improve work flows to increase efficiency. Initiatives such as digitizing the selection process and improving network infrastructure can help improve service quality.

Transfers also affect customer satisfaction, which in this case are prospective selection participants and people who need police services. If transfers cause inconvenience or delays in the selection process, this can have a negative impact on the public's perception of the police. Therefore, efforts need to be made to increase communication and transparency during the selection process so that the public remains informed and feels well served.

It is also important to consider security and order aspects in the context of this movement. The North Maluku Regional Police must ensure that the transfer of activities to Sofifi City does not disrupt security and stability in the area. By maintaining good coordination between old and new locations, as well as with local communities, Polda can reduce the risk of security disturbances that may occur during the adaptation process.

Overall, the condition of the National Police NCO reception services after the move to Sofifi City reflects new challenges and opportunities for the North Maluku Regional Police. By overcoming challenges related to facilities and coordination, and by taking advantage of opportunities for innovation and technological improvements, Polda can create a more efficient and responsive environment for the selection process. These steps will help improve the quality of service and ensure that the move to Sofifi City provides positive benefits for the police force and the local community.

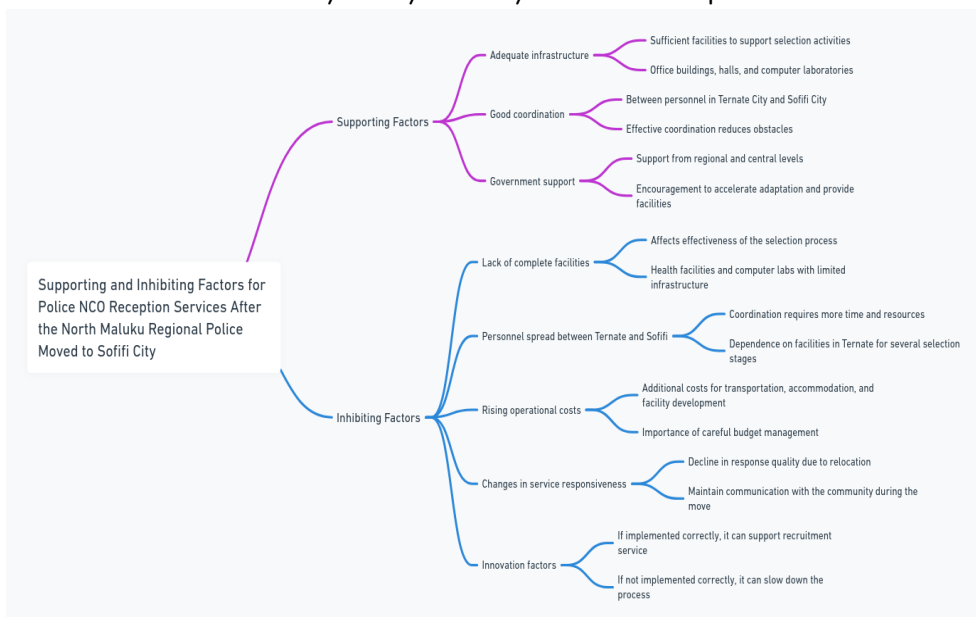
### **Supporting and Inhibiting Factors for Police NCO Reception Services After the North Maluku Regional Police Moved to Sofifi City**

After the North Maluku Regional Police moved to Sofifi City, there were various supporting and inhibiting factors in the recruitment service for National Police NCOs. Supporting factors involve adequate infrastructure, good coordination, and government support. Infrastructure at the North Maluku Regional Police Headquarters in Sofifi City is an important aspect because the facilities are sufficient to support various selection activities. With office buildings and supporting facilities such as halls and computer laboratories, the process of recruiting National Police NCOs can run more smoothly.

Good coordination between personnel in Ternate City and Sofifi City is also a significant supporting factor. Because Regional Police transfers require operational adjustments, effective coordination helps reduce obstacles and ensures a smooth selection process. Government support, both at regional and central levels, also provides encouragement to accelerate adaptation and provide the necessary facilities.

Inhibitory factors also appear after the move. One of the main challenges is the lack of complete facilities at the Sofifi Regional Police Headquarters, which affects the effectiveness of the selection process. Health facilities that do not meet standards and computer laboratories with limited network infrastructure can cause delays in the selection process. These limitations require special attention so as not to affect the quality of police services.

Personnel spread between Ternate City and Sofifi City is another inhibiting factor. Coordination between the two locations requires more time and resources, which can reduce efficiency. Dependence on facilities in Ternate City for several selection stages also shows that Mako Polda Sofifi is not fully ready to carry out all the required functions.



**Figure 1.** the supporting and inhibiting factors for Police NCO reception services after the North Maluku Regional Police moved to Sofifi City

Rising operational costs have also become an obstacle in the recruitment service for National Police NCOs. Moving to Sofifi City requires additional costs for transportation, accommodation and facility development. If these operational costs are not managed well, this can cause problems in accountability and operational efficiency. Therefore, careful budget management is essential to overcome these inhibiting factors.

Changes in location can also affect the level of service responsiveness. If displacement results in a decline in the quality of response to community needs, this could impact the image of the police force. Therefore, it is important to maintain good communication with the community during the moving process and ensure services remain responsive to their complaints and needs.

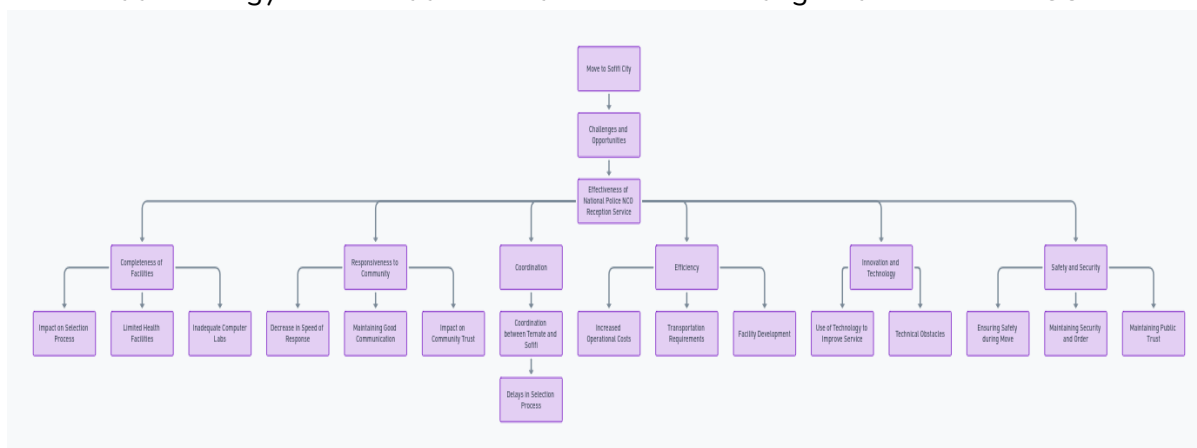
Innovation factors can be both supporting and inhibiting. If the move to Sofifi City encourages the implementation of new technology and more efficient ways of working, this will support the National Police NCO recruitment service. However, if innovation is not implemented correctly or encounters technical obstacles, this can slow down the process and reduce the quality of service. By overcoming inhibiting factors and utilizing supporting factors,

the North Maluku Regional Police can ensure that the National Police NCO recruitment service runs well after the move to Sofifi City.

### The Effectiveness of the National Police NCO Reception Service After the North Maluku Regional Police Moved to Sofifi City Judging from the Principles of Excellent Service to the Community

The move of the North Maluku Regional Police to Sofifi City raises various challenges and opportunities in terms of the effectiveness of the National Police NCO recruitment service. The principle of excellent service to the community is the benchmark for assessing whether this move has a positive or negative impact on service quality. Service effectiveness is assessed by the police's ability to carry out the selection process efficiently, provide timely responses, and maintain transparency.

The effectiveness of services is influenced by the completeness of the facilities and infrastructure at the Sofifi Regional Police Headquarters. Although this move provides an opportunity to build a more modern facility, limited facilities may hinder the selection process. For example, inadequate health facilities or computer laboratories that are not equipped with sufficient technology can affect the effectiveness of recruiting National Police NCOs.



**Figure 2.** effectiveness of the National Police NCO reception service after the North Maluku Regional Police moved to Sofifi City,

Responsiveness to the community is also key in assessing service effectiveness. If the move to Sofifi City causes a decrease in the speed and quality of response to community needs, this could reduce the level of community trust in the police. Therefore, maintaining good communication and being responsive to questions and complaints is important to ensure excellent service.

Coordination between the old Regional Police in Ternate and the new Regional Police in Sofifi is also an important factor in assessing service effectiveness. If coordination does not run smoothly, this can cause delays in the selection process and impact the quality of service. Therefore, ensuring good coordination between the two locations is an important step to achieve service effectiveness.

In terms of efficiency, this move can increase operational costs due to transportation requirements and facility development. If these costs are not managed well, this could disrupt



efficiency and transparency in financial accountability. To ensure excellent service, the North Maluku Regional Police must manage the budget carefully and ensure optimal use of resources.

Innovation and the use of technology are also important parts of the principle of excellent service. By utilizing technology and new ideas, Regional Police can improve the quality and efficiency of services. However, if technology is not used properly or encounters technical obstacles, this can hinder the selection process and reduce the effectiveness of services.

In the context of excellent service to the community, safety and security aspects must also be considered. The North Maluku Regional Police must ensure that the move to Sofifi City does not affect their ability to maintain security and order. By ensuring consistent security and transparency in services, Polda can maintain public trust and increase service effectiveness.

The effectiveness of the National Police NCO reception service after moving to Sofifi City is determined by a combination of various factors, including completeness of facilities, coordination, responsiveness, efficiency and innovation. By overcoming challenges and taking advantage of existing opportunities, the North Maluku Regional Police can increase the effectiveness of services and ensure the implementation of the principles of excellent service to the community.

### **Analysis of Effectiveness Theory in the Displacement Dynamics of the North Maluku Regional Police**

The effectiveness theory analysis of the service conditions for the recruitment of National Police NCOs after the North Maluku Regional Police moved to Sofifi City includes several key dimensions. Service quality is the main factor which includes transparency, objectivity and accuracy in the selection process. Efficiency, especially through innovations such as online registration, can improve process efficiency and save resources.

Service responsiveness is very important in the implementation of public services. How well the organizers respond to the needs, hopes and feedback of the community is a reflection of the extent to which the service is responsive to the needs of the community (Wibowo and Windari, 2019; Muksin, 2023). Community participation in providing feedback can be a supporting factor for better responsiveness, because with feedback from the community, organizers can better understand the community's needs and expectations in providing public services.

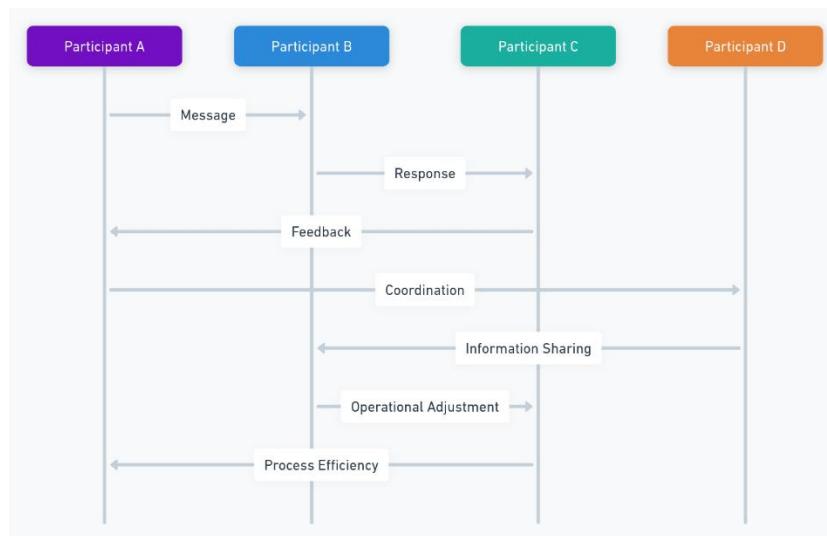
Service relevance is also very necessary in the implementation of public services. Regarding the suitability of the selection stages to job demands in the Sofifi area, service relevance ensures that the selection process reflects local context and needs. This is very important, because with the relevance of services, the selection process can ensure that the selected workforce truly suits the job needs in the Sofifi area.

Providing responsive and relevant public services is very important in efforts to improve the quality of services to the community. With these two things, people can feel the real benefits of providing comprehensive public services that suit their needs. Therefore,

organizers must continue to strive to increase the responsiveness and relevance of their services, so that the public can experience maximum benefits from public services.

In terms of service responsiveness, community participation is very necessary. By having community participation in providing feedback, organizers can better understand what the community wants and expects. This will make it easier for organizers to better respond to community needs and expectations.

Apart from community participation, the organizers must also always be open to input and criticism from the community. With this openness, organizers will be more sensitive to various problems and needs of the community, so that they can respond appropriately and effectively.



**Figure.3.** Analysis of effectiveness theory in the displacement dynamics of the North Maluku Regional Police

Service relevance also plays an important role in the overall implementation of public services. By ensuring that the service selection and implementation process truly reflects the local context and needs, providers can ensure that the services provided truly meet the needs of the people in the area.

In the Sofifi context, service relevance also ensures that workforce selection is also carried out in accordance with job needs in the area. With this relevance, it is hoped that the selected workforce will truly be able to provide maximum contribution in meeting work needs in the Sofifi area. Therefore, the relevance of service must not be ignored in the delivery of public services.

Supporting factors for service effectiveness involve active community participation in providing input and feedback, as well as implementing innovations that can increase process efficiency. Leadership support, transparency of information, and involvement of local communities can be the main supporting factors.

On the other hand, inhibiting factors include potential resistance to change, lack of understanding or socialization regarding innovation, and lack of support from internal parties.

Procedural disinformation, less than optimal coordination, or information uncertainty can also be obstacles to providing effective services.

In the context of the principle of excellent service to the community, the effectiveness of post-transfer services for the recruitment of National Police NCOs can be assessed in terms of compliance with these principles. Increasing transparency, community participation, and evaluating social impacts can be steps to increase service effectiveness, following the principles of excellent service.

Overall, the effectiveness of the National Police NCO recruitment service after the North Maluku Regional Police moved to Sofifi City can be strengthened by considering effectiveness theory, supporting and inhibiting factors, as well as the principles of excellent service to the community. Overall, this creates a foundation for continuous improvement and development in providing optimal services and in accordance with the needs of local communities.

## CONCLUSION

The conclusion of this research shows that the move of the North Maluku Regional Police to Sofifi City has had a significant impact on the recruitment service for National Police NCOs. While this move offers an opportunity to upgrade facilities and infrastructure, several challenges must be overcome. Limited infrastructure at the Sofifi Regional Police Headquarters, such as health facilities and computer laboratories, has an impact on the efficiency and effectiveness of the selection process. Therefore, improving facilities and coordination is a priority to ensure smooth service. Coordination between the Regional Police in Ternate and Sofifi is an important aspect that influences the effectiveness of services. If coordination does not run smoothly, this can cause delays and disruptions in the admissions process. Therefore, a structured approach and good communication are essential to overcome these challenges. Another factor that influences effectiveness is government support and appropriate budget allocation. If operational costs increase without good management, this can hinder excellent service to the community. Apart from that, innovation and the use of technology play a major role in determining service effectiveness. The application of technology and new ideas can improve the quality and efficiency of services, but must be managed carefully to avoid technical obstacles. By overcoming challenges and utilizing supporting factors, the North Maluku Regional Police can improve the quality of service and ensure that the recruitment of National Police NCOs after the move to Sofifi City takes place smoothly, transparently and responsively to community needs.

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