

Effect of Implementation Strategy against the Achievement of Criminal Investigation Unit Performance by using Balanced Scorecard Approach (Study on the Police Resort Malang City and Police Resort Batu)

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Abstract

The purpose of this study is to analyze the influence of the implementation strategy conducted by Satreskrim resort police against the achievement of performance Satreskrim Police Resort using balanced scorecard approach and to know whether there is a significant difference regarding the influence of the implementation strategy against the achievement of performance between the object different research. This study is using quantitative methods. This study is the research survey of this type of research explanation (explanatory research). The research object is 2 Satreskrim Police Resort, namely: Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu. The results showed that the implementation strategy conducted by Satreskrim Police Resort Malang City and Batu significant effect on the achievement of performance Satreskrim Police Resort Malang City and Batu with the approach balanced scorecard. The better implementation strategy is done can improve the achievement of performance Satreskrim Police Resort Malang City and Batu. The results also showed there were no significant differences regarding the influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu. Effect of the implementation strategy against the achievement of Satreskrim Police Resort Malang City performance is greater than Satreskrim Police Resort Batu.

Keywords: Strategy Implementation, Performance achievement, Balanced Scorecard, Public sector organization

1. Introduction

1.1 Background of Problem

The era of reform gave birth to new paradigm in the governance system of government today. Paradigm is basically load correction of the old order and improvement towards the order of the new Indonesia better include: the rule of law, Human Rights (HAM), democratization, transparency and accountability. This makes the public spotlight many parties, especially concerning the performance of government agencies. Government apparatus is a person mandated by the state and the people to manage the government to improve prosperity and social welfare. Indonesian National Police (Police) is one of the sub system of state government that is running some government functions or countries.

Today the implementation of public services fast, right, easy, cheap, not discriminatory, transparent and accountable is no longer a wishful thinking or hope, but is already a absolute necessity to be met by all the organizers of public service. Satreskrim required to be able to improve services in order to meet and even exceed expectations of people who always demanding service performance of the most high (excellent). To support activities Satreskrim in carrying out its function as the state apparatus in charge of implementing the investigation, the investigation and supervision of criminal investigations, Satreskrim need to draw up and implement management strategy appropriately. According to Bounds (1994: 211), strategic management is a process used by the manager and employees to formulate and implement strategies in the provision of customer value best to realize the organizational vision as well as is an effort management and employees to build the future organization

Public currently not only watch but also demanded an increase in repair services in the agencies police. Community demands on the need to do performance improvement of public bureaucracy has been a public discourse to date. Title raised in this study is: "Effect of Implementation Strategy against Achievement of the Criminal Investigation Units Performance Using the Balanced Scorecard Approach (Study on the Police Resort Malang City and Police Resort Batu)

1.2 Formulation of Problem

Based on the description of the background research above, then the problem formulation in this research is:

- a. Is the implementation strategy conducted by Satreskrim Police Resort Malang Kota influence significantly to the achievement of Satreskrim Police Resort Malang City performance by using balanced scorecard approach?
- b. Is the implementation strategy conducted by Satreskrim Police Resort Batu significant effect on the

- achievement of Satreskrim Police Resort batu performance by using balanced scorecard approach?
- c. Is there is a significant difference regarding the influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang City with Satreskrim Police Resort Batu?

2. Literature Review

2.1 Overview about Strategic Management

Management strategic a stage of the latest developments in the evolution of planning used by the company to build his future. Type of planning used by the company has undergone rapid development. Originally many companies rely solely on the annual budget in making plans to realize the company's future. Now, in the time of information technology, the company has begun to implement his future (Mulyadi, 2002: 391). According to David (2011: 37) defines strategic management as: "the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives".

According to Siagian (1998: 15) strategic management is a series of the decision and actions fundamental made by the top management and implemented by the whole range of an organization in order to the achievement of the purpose of the organization. Meanwhile, according to Hariadi (2003: 3) strategic management is a process designed systematically by management to formulate strategies, run the strategies and evaluate strategies in order to provide the values of the best for all customers to realize the organizational vision. According to Wheelen and Hunger (2001: 8) strategic management are: that sets of managerial decisions and actions that determines the long- run performance of a corporation. Strategic management is managerial decisions are useful for long- term performance of the company.

2.2 Basic Concepts of Strategy Implementation

Implementation strategy is the process where the strategies and wisdom run through the construction of the structure, development programs, and budget also implementation procedures. Implementation is a stage of the most difficult in the process management strategy given a lot of factors that can affect the implementation in the field and may not in accordance with the original estimate (Hariadi, 2003: 12). According to Mulyadi (2002: 405) in the implementation phase of this plan, management and employees carry out plan yangtercantum in the budget into concrete activities. Therefore the budget is part of the program, and programs is the translation of the initiative strategic selected to realize the target strategic, as well as the initiative strategic been voted translation strategy formulated, then in the implementation plan, management and employees must always aware of close links between the implementation, budget, the program, the initiative, strategic objectives strategic and strategies. Awareness will thus maintain detailed steps carried out in the implementation phase remains in order to the chosen strategy to realize the organizational vision

2.3 Indonesian Police

Indonesian National Police in implementing the role and police functions include the entire territory of the Republic of Indonesia. In order to the implementation of the role and police functions, Indonesian territory is divided into the law according to the interests of the implementation of the task of the Indonesian National Police. Indonesian National Police are under the President and led by police chief who in the implementation of their duties are responsible to the President in accordance legislation (Momo, 2007: 67 69).

2.4 The Balanced Scorecard

According to Kaplan and Norton in Sony's (2007:71) balanced scorecard is:

" ... A set of measures that gives top managers a fast but comprehensive, view of thebusiness ... includes financial measures that tell the results of actions already taken ... complements the financial measure with the operational measure on customer satisfaction, internal processes, and the organization's innovation and improvement activities-operational measures that are the drivers of future financial performance. "

Robert S. Kaplan and David P. Norton (2000: 2) discuss the concept of the balanced scorecard with emphasis on business perspective. However, in its development, the concept of the balanced scorecard has begun to be implemented into the sector of public organizations. Indonesian National Police is one of the public organizations in charge to protect, nurturing and serve society as well as the stability security. Balanced scorecard is not only as a measuring performance of business organizations or profit, but in the long run its application dapatdigunakan on the public organizations, in terms of financial and in terms of non finance. Although the public organizations do not aims to look for profit, this organization can measure effectiveness and efficiency in providing public service.

3. Research Method

3.1 Type of Research

This research is the research survey of the type of research explanation(explanatory research) the emphasis placed on research relational, which is studying the relationship variables. This study carried out to obtain data show description of the implementation strategy as well as the influence on the achievement of

performance on Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu approach to the balanced scorecard.

3.2 Location of Research

Research is done in Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu. The selection of the study site is based on the consideration that the location is possible to obtain data or accurate information and relevant to the research problems.

3.3 Population and Samples

The population is the entire personnel Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu. Total population Satreskrim Police Resort Malang City of a number of 96 personnel and total population Satreskrim Police Resort Batu number of 54 personnel. To determine the number of a representative sample then used techniques sampling based on the formula Slovin.

From the calculation is using the formula Slovin, obtained number of the sample in the study in Satreskrim Police Resort Malang City of a number of 49 personnel and in Satreskrim Police Resort Batu sample number of 36 personnel. Sampling is using the probability sampling, so that each member of the population likely to selected as the sample population. Sample unit in this study is a member Satreskrim Police Resort. Due to do not the whole population studied, then selected for use the study sample (random sampling).

3.4 Procedure of Data Collection

Data in this study is the internal data derived from within the organization and external data derived from outside the organization. It also use the primary data obtained through the field survey by using data collection methods. Data collection methods in this study obtained from the data collection preliminary include: organizational information, policies, the program and budget as well as to obtain information from the literature.

This study is using the individual respondents, so that the primary data in this study obtained through interviews and the questionnaire. It is in accordance with the opinion having now (2006: 60) that the primary data refers to the information obtained from the first hand by researchers associated with variable for the purpose of specific studies. Interview conducted to obtain information on the issue under study and questionnaires used to obtain the relevant data in accordance with the research purposes

3.5 Method of Data Analysis

Data obtained from the research were analyzed using empiric normative analysis which is variability and reliability testing, simple linier regression and classic assumption testing by using SPSS 17 program software.

4. Discussion and Analysis

4.1 Analysis Statistic

Results of regression analyzes to determine the effect of the implementation of the strategy on the achievement of performance Satreskrim Malang City Police are shown in Table 5:21 and 5:22 the following:

a. Coefficient of Determination and Partial Test (t-test)

The coefficient of determination is used to determine how well the regression model represents the data in the study. The test results are listed in table coefficient of determination 5:22 below:

Tabel 5.22

Coefficient of Determination Satreskrim Malang City Police Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .793 ^a | .629 | .621 | 6.810 |

Predictors: (Constant), Strategic Implementation

Dependent Variable: Performance achievement

Source: Processed Data, 2013

Table 5.22 shows the determination coefficient (R²) between the variable implementation strategy with the achievement of performance Satreskrim Police Resort Malang City of 0, 629. Value R² high enough (more than 0 5), or can be said that the regression model formed can represent the influence of variable X (Implementation Strategy) to the variable Y(Achievement of the performance) of 62, 9%. It shows that the implementation strategy conducted by Satreskrim Police Resort Malang City effect on the achievement of performance Satreskrim Police Resort Malang City. The test results influence of partial use t test listed in Table 5.23 below:

Tabel 5.23
Partial test (t test) Satreskrim Police Resort Malang City
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 57.773 | 7.968 | | 7.251 | .000 |
| Implementasi Strategi | 1.254 | .140 | .793 | 8.932 | .000 |

Dependent Variable: Performance achievement

Source: Processed Data, 2013

Based on table 5.23 can be seen that t value for the variable implementation strategy with a probability of 8.932 (Sig.) of 0.000. Kmudian on ttable with $\alpha = 0.05$ and degrees obtained free = 47 ttable is 2,011 value. Comparison can be done and known values of t (8.932) is greater than t table (2,011) and probability (Sig.) of 0.000 is less than $\alpha = 0.05$, so it can be concluded that the variables Implementation Strategy has significant impact on the achievement of performance Satreskrim Malang City Police.

Based on the Standardized Coefficients (β) Implementation Strategy for the variable obtained a value of 0.793. B value indicates the magnitude of the effect of variable Implementation Strategies to Achieving Performance. Influence of Implementation Strategy to Performance Achievement is positive (0.793), or it can be said, the better implementation strategy applied, then the Performance Achievement Satreskrim Malang City Police will get better.

1. Regression Analysis between Implementation Strategy to Performance Achievement Police Satreskrim Batu

Results of regression analyze to determine effect of implementation of the strategy on the achievement of performance Satreskrim Police Batu listed in the following Table 5:24 and 5:25:

a) Coefficient of Determination and Partial Test (t-test)

The test results are listed in table coefficient of determination 5:24:

Tabel 5.24
Determination Coefficient of Satreskrim Police Resort Batu
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .466 ^a | .218 | .195 | 9.118 |

Predictors: (Constant), Strategic Implementation

Dependent Variable: Performance achievement

Source: Processed Data, 2013

Table 5.24 shows the determination coefficient (R²) between the variable implementation strategy with the achievement of performance Satreskrim Police Resort Batu of 0, 218. Value R² here quite low(less than 0 5), or can be said that the regression model formed can represent the influence of X(Implementation Strategy) to the Y(Achievement of the performance) of 21, 8%. The test results influence of partial use t test listed in Table 5.25 below:

Tabel 5.25
Partial test (t test) Satreskrim Police Resort Batu
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 73.703 | 26.972 | | 2.733 | .010 |
| Implementasi Strategi | 1.307 | .425 | .466 | 3.075 | .004 |

Dependent Variable: Performance achievement

Source: Processed Data, 2013

Based on the table 5.25 can be seen that the value of t for the variable implementation of the strategy with probability 3.075 (Sig.) of 0.004. Then in ttable with $\alpha = 0.05$ and degrees obtained free = 34 ttable 2,032 value. Comparison can be done and known values of t (3.075) is greater than t table (2.032) and the probability (Sig.) of 0.004 is less than $\alpha = 0.05$, so it can be concluded that the variables Implementation Strategy has

significant impact on the achievement of performance Satreskrim Police Batu.

Based on the Standardized Coefficients (β) for Implementation Strategies variables obtained value is 0.466. B value indicates the magnitude of the effect of variable Implementation Strategies to Achieving Performance. Influence of Implementation Strategy to Performance Achievement is positive (0.466), or it can be said, the better implementation strategy applied, then the Performance Achievement in Satreskrim Police Batu is also getting better, and vice versa.

4.2 Results of Hypothesis Testing

a) Hypothesis Tests 1

Hypothesis 1 states that: The better implementation strategy conducted by Satreskrim Police Resort Malang City will be able to improve the achievement of performance Satreskrim Police Resort Malang City. The results of the linear regression analysis showed that the hypothesis 1 is accepted. Determination coefficient (R^2) between the variable implementation strategy and the achievement of Satreskrim Police Resort Malang City performance is 0,629. Value R^2 high enough (more than 0,5), or can be said that the regression model formed can represent the influence of variable X (Implementation Strategy) to the variable Y (Achievement of the performance) of 62,9%. It shows that the implementation strategy conducted by Satreskrim Police Resort Malang City effect on the achievement of performance Satreskrim Police Resort Malang City.

The results of comparison done and can be known value t count(8,932) greater than ttable(2,011) and the probability(Sig.) of 0,000 smaller than $\alpha = 0,05$, so it can be concluded that the variable Implementation Strategy provides a significant influence Achievement of the performance on Satreskrim Police Resort Malang City

Based on the value of the Standardized Coefficients (beta) for the variable Implementation Strategy obtained value of 0,793. Value β shows the amount of the influence of variable Implementation Strategy against the achievement of performance. The influence of Implementation Strategy against the achievement of performance is worth a positive(0,793), or can be said, the better Implementation Strategy adopted, the achievement of performance Satreskrim Police Resort Malang City of the better.

b) Hypothesis Test 2

Hypothesis 2 states that: The better implementation strategy conducted by Satreskrim Police Resort Batu will be able to improve the achievement of performance Satreskrim Police Resort Batu. The test results linear regression analysis showed that the hypothesis 2 is accepted. Table 5.23 shows the determination coefficient (R^2) between the variable implementation strategy with the achievement of performance Satreskrim Police Resort Batu of 0,218. Value R^2 here quite low(less than 0,5), or can be said that the regression model formed can represent the influence of X(Implementation Strategy) to the Y(Achievement of the performance) of 21,8%

Based on the test the influence of partial by using t test listed in the table 5.24, can be known that the value t count for variable strategy implementation by 3,075 with probability (Sig.) of 0,004. Then in ttable with $\alpha = 0,05$ and the degree of free = 34 obtained value table 2,032. Comparison done and can be known value t count(3,075) greater than ttable(2,032) and the probability(Sig.) of 0,004 smaller than $\alpha = 0,05$, so it can be concluded that the variable Implementation Strategy provides a significant influence Achievement of the performance on Satreskrim Police Resort Batu.

Based on the value of the Standardized Coefficients (beta) for the variable Implementation Strategy obtained value of 0,466. Value β show the amount of the influence of variable Implementation Strategy against the achievement of performance. The influence of Implementation Strategy against the achievement of performance is worth a positive(0,466), or can be said, the better Implementation Strategy adopted, the achievement of performance in Satreskrim Police Resort Batu also the better.

c) Hypothesis Test 3

Hypothesis 3 states that was no significant difference influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang with Satreskrim Police Resort Batu. The test results linear regression analysis showed that the hypothesis 3 received. Table 5.26 below illustrates how the influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang City with Satreskrim Police Resort Batu.

Table 5.26

Comparison Effect of Implementation Strategy Against the achievement of performance Satreskrim Police Resort Malang City with Satreskrim Police Resort Batu

| Working Unit | Strategic Implementation | Regression coefficient | t _{test} | Sig. |
|--------------------------------------|-----------------------------|------------------------|-------------------|-------|
| Satreskrim Police Resort Malang City | Program, Fund And procedure | 0,793 | 8,932 | 0,000 |
| Satreskrim Police Resort Batu | Program, Fund And procedure | 0,466 | 3,075 | 0,004 |

Source: Processed Data, 2013

Based on the table 5:26 it can be seen that after statistical testing using the t test, wherein each of t greater than t table and significance (Sig.) is smaller than 0.05, it can be concluded that the implementation of the strategy has significant impact on the achievement of performance each Satreskrim, both in Malang City Police and Police Batu.

To view of the influence of the implementation strategy can be seen in the table 5.26 on the regression coefficient. Regression coefficient here shows the size of the influence of variable implementation strategy, for later than its influence on each Satreskrim. Regression coefficients for implementation strategy on Satreskrim Police Resort Malang City of 0, 793, while for the Police Resort Batu of 0, 466. Shows that the regression coefficient of the implementation strategy on Satreskrim Police Resort Malang City (0, 793) have a value greater than Satreskrim Police Resort Batu(0, 466). So based on the comparison of the amount of the regression coefficients can be seen that were statistically, the influence of variable strategy implementation of the achievement of performance on Satreskrim Police Resort Malang City higher than Satreskrim Police Resort Batu. These results also showed that was no significant difference regarding the influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang with Satreskrim Police Resort Batu.

5. Enclosed

5.1 Conclusion

From these results can be concluded as follows:

- a. Implementation strategy can be achieved through various administrative tool that in the end concerning the implementation of the real strategic plan company that can help maximize the organizational performance. Implementation strategy management help realize the strategy to achieve goals. Implementation strategy is a process where the management realizes the strategies and its policy in action through the development programs, budget and procedures. Implementation strategy conducted by Satreskrim Police Resort Malang City significant effect on the achievement of performance Satreskrim Police Resort Malang City approach to the balanced scorecard. The better implementation strategy is done can improve the achievement of performance Satreskrim Police Resort Malang City.
- b. Implementation strategy conducted by Satreskrim Police Resort Malang City significant effect on the achievement of performance Satreskrim Police Resort Malang City approach to the balanced scorecard. The better implementation strategy is done can improve the achievement of performance Satreskrim Police Resort Malang City Batu.
- c. There are significant differences regarding the influence of the implementation strategy against the achievement of performance between Satreskrim Police Resort Malang City and Satreskrim Police Resort Batu. Effect of the implementation strategy against the achievement of performance Satreskrim Police Resort Malang City greater than Satreskrim Police Resort Batu

6.2 Suggestion

- a. For Satreskrim need to make improvements consistently in terms of program formulation, budget allocation and execution of the work function according to existing procedures. Satreskrim success in the implementation of the strategy is expected to improve the performance of increasingly primed to improve public confidence in the Satreskrim in particular and the Indonesian National Police in general.
- b. Need to conduct a study on the performance of not only the work function Satreskrim, but also can make comparisons with similar functions in other work areas in order to find out the advantages and disadvantages Satreskrim Satreskrim than in other regions. This is expected to provide motivation for the personnel to continue to increase toward better performance.
- c. Routine activities APP (Referrals Directive Chairman) held every Monday in the field Mapolres by collecting the entire personnel. Activities APP led by Police Chief Resort (police chief) to analyze and evaluate performance of personnel Police all functions. APP can be used as an overview of the performance of a week ago and picture of the task of personnel week to come. APP is expected to improve the performance of personnel as a whole so there is a synergy between the function as it gets the direction of the leadership for enhancing the quality public service.
- d. For researchers in the future, for measurement citizen perspective within the framework of the balanced scorecard can search for data obtained through the assessment of society directly to become additional information more objective for performance assessment Police in general.

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