Marketing Strategy, Opening and Quality Of Service on HR's Decision to Become TNI AD Soldiers

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Abstract;   The objectives of the research are: to analyze and describe: The targets of Indonesian National Army-Army land (TNI-AD) bureaucratic reform, TNI-AD bureaucratic reform strategy, and Evaluation of TNI-AD bureaucratic reform at the Hasanuddin Military Command Jaya/Jayakarta. This research is classified as phenomenological research and the research approach used is descriptive qualitative. It is intended to be able to provide a systematic, factual and actual description of the object under study. The results showed that (1) The targets of the TNI-AD bureaucratic reform at Hasanuddin Military Command Jaya/Jayakarta, as measured by the indicators: (a) The appearance of the TNI as clean & free of KKN was realized through a clean military court, free of KKN, improving the quality of public services, and being transparent in making decisions. every case involving TNI units, and (b) Increasing the capacity of bureaucratic performance to find accountability for the realization of the obligation to be responsible for the implementation of bureaucratic reform at the Hasanuddin Military Command Jaya/Jayakarta, (2) The strategy for bureaucratic reform of the TNI-AD Kodam Jaya/Jayakarta, which is assessed by indicators: (a) The TNI AD macro regulatory framework is reflected in the regulation of the main military courts and is guided by the Supreme Court regulatory framework in realizing the vision and mission as well as the TNI AD goals and objectives, and (b) The TNI AD micro program framework is seen in carrying out the main tasks and functions of the TNI. AD is related to defense and technical fields as well as in the field of support for security and technical, and (3) bureaucratic reform of the TNI-AD Kodam Jaya/Jayakarta, as measured by the indicators: (a) The policy content of the areaof change is the defense enforcement and service program aimed at carrying out the main tasks and functions (mandatory) of the TNI-AD Kodam Jaya/Jayakarta, in a simple, transparent, fast and accountable manner to create publictrust in defense services, and (b) The process of implementing the change area shows the process of developing an Integrity zone following

the declaration of an integrity zone that focuses on implementing change management programs, structuring management, structuring management Human Resources, strengthening supervision, strengthening performance accountability, and improving the quality of concrete public services.

Keywords: Policy Evaluation, Bureaucratic Reform, and TNI Integrity.

INTRODUCTION

The study of military organizations is unique compared to other organizations. Its uniqueness lies in the background to which the organization was formed. The early history of the formation of military organizations originates from a group of social groups in the hunting community who chose physical strength and skill in using weapons to hunt and defend themselves. In line with the rise of civilization, these social groups have, and are given by society through a social contract, obligations and powers to protect their tribe, village, kingdom or country from attacks by other groups (Keesing, 1964). The development of civilization has also made this class of society increasingly have a neater and more orderly form. The neatness and orderliness of military organizations is carried out in several areas, such as regulating relations between members of the organization (relationship between superiors and subordinates), administrative distribution of war spoils, as well as payment for years of service (currently called salaries) and the pattern of determining leaders in the organization. In history, the Romans were a nation known for having the strongest, best, most orderly and disciplined military organization compared to other nations of their time. The high level of discipline of the Roman military was the result of good leadership. Due to the leadership of the nation's military organization which ran well and followed established rules, the Roman Empire controlled many countries stretching from Europe,

Africa, the Mediterranean region and Central Asia for approximately 1000 years. This is proof that good leadership will strengthen the organization and ultimately help the existence and growth of the organization. The military, wherever it is, has a number of uniform attributes. In terms of leadership they have the same characteristics. In fact, there is no essential difference between military leadership in one country and another.

Military leadership itself starts from determining a number of values. Values will result in a number of principles. This principle ultimately produces and shapes leadership and/or leadership style.

Military leadership in a country will be in harmony with the philosophy and ideology of the nation and state adhered to by that nation.

Military organizations have generally accepted values. These values are based on several basic similarities that can be found in all militaries in all countries. These universally applicable values are considered to be value-free from the influence of the philosophy adopted by a nation or momentary political views. These values are: (1) Loyalty, (2) Duty, (3) Respect, (4) SelflessService, (5) Honour, (6). Integral, and (7) Personal courage. (Soemanagora, 2003:21).

All the values above are the essence of several other values that exist and have been valid for thousands of years in the class of society "masters of weapons," namely the military. And several values such as loyalty, duty, respect and integrity is an inseparable part of the organization.

Military principles are basically the same. Between one military and another there are no fundamental differences. Some leadership principles are: (1) Lead by example. (2) Know

yourself and seeh self-improvement. (3) Live the anny values. (4) Motivate the soldiers. (5) Give direction to their movements, (6) Oversee the completion of the mission. (7) Train the soldiers as a team.

(8) Train for war. (9) Develop a sense of responsibility in subordinates. (10) Ensure that each task is understood, supervised and completed (11) Know your soldiers and look out for their well-being. (12) Become technically and tactically proficient, and (13) Seek responsibility and take your responsibility for your actions. (Soemanagora, 2003:21).

All the principles stated above are considered universally applicable in military circles. An interesting thing that deserves attention is, if you compare the principles that are the basis for leadership in military organizations with Henry Fayol's 14 general principles of management, you will find similarities between the principles of military organizations and the principles of military organization. Fayol (2016).

Nowadays, an individual's goal of working is not only to earn money, but to fulfill other needs such as the need to be appreciated, form social ties and feel competent in work life. Quality of work life (QWL) is an interesting issue that is a challenge for organizations in structuring their work environment.

According to Dessler (in Mifriadi, 2006) quality of work life is defined as a situation where members of an organization can fulfill their important needs by working within the organization, and the ability to do this depends on whether there is fair treatment, adequate compensation and opportunities for organizational members to develop themselves in an organization.

The Indonesian National Army (abbreviated as TNI AD) is an integral part of the TNI, which has the main task of upholding state sovereignty and the territorial integrity of the Indonesian state. This is based on Pancasila and the 1945 Constitution in order to protect the entire Indonesian nation from threats and disturbances to the integrity of the nation. It is hoped that it can become a pillar and spearhead in maintaining the integrity of the values of national unity and integrity.

One of the TNI AD's duties is to deal directly with the community to carry out its main tasks. The success of the TNI AD's duties cannot be separated from the support of the community. The relationship between the Indonesian Army and the community has led to cooperation, one of which is the United Army to Build Villages (TMMD) program. In the current era of globalization, awareness has emerged regarding the importance of existence, including in the TNI AD institution regarding the importance of public support for existence. The presence of a tag line which states that: "The public is the determinant of the sustainability of an organization" is a new thought in organizational management. According to Bill Canton in (Soleh Soemirat, et al, 2010: 111) states that image is the public's impression, feeling, self-image of company; an impression deliberately created of an object, person or company. This means that the image deliberately needs to be created so that it has positive value. The image itself is one of the most important assets of an institution, company or organization. Public relations (abbreviated as public relations) aims to uphold and develop a favorable image for the agency. Public Relations seeks to synergize with the public to provide public services and maintain good communication. Bertrand R. Canfield (Ruslan, 1995:42), stated that the main elements in the function of public relations are serving the public interest, maintaining good communication and emphasizing good morals and behavior. Information for Kodam Jaya/Jayakarta is the spearhead of information and liaison between external and internal. Because the function of the Jaya/Jayakarta Regional Military Command itself is to support the success of work programs to realize the agency's goals in general, which will be very closely related to issues of an external relations nature. Kodam Jaya/Jayakarta itself functions as public relations for Kodam Jaya/Jayakarta. First, the

Jaya/Jayakarta Regional Military Command aims to gain trust and support from the community. Second, professionally, objectively and wisely, try to be a mediator in order to "advocate" against various unreasonable negative opinions from outside. The parameters used to assess success are if a real situation of public understanding, public confidence, public support and public cooperation is developed in the field. So that existence is truly accepted by various elements of society. Jaya/Jayakarta Regional Military Command in carrying out its duties as one of the institutions in the ranks of the Jaya/Jayakarta Regional Military Command is to convey information correctly and professionally. Provide a sympathetic response when there is information that is deemed to be detrimental to the positive image of Kodam Jaya/Jayakarta. Apart from that, as an institution which is also an information agent, it is tasked with processing information, managing information, both for internal and external parties and all of this is aimed at supporting the main tasks of the Jaya/Jayakarta Regional Military Command. The success of Kodam Jaya/Jayakarta in providing information to the public has resulted in many people supporting Kodam Jaya/Jayakarta's programs. Like the Manunggal Army to Build Villages (TMMD), the community can benefit from this program. So that the community supports the program. This is where Kodam Jaya/Jayakarta publications work and a positive image is formed. Incessant good reporting, but still professional. The public is getting wider access to information, from mass media reporting related to the 6 roles dedicated to the public. This will strengthen the bonds of mutual understanding and public trust.

The work life of organizational members is influenced by the surrounding environment. Quality of work life will produce a more humane work environment and strive to meet all the needs of organizational members, because the concept of quality of work life expresses the importance of respect for humans in the work environment. A pleasant work life, creates a positive attitude and provides encouragement for work more diligently and better. On the other hand, if the work life situation is unpleasant it will cause dissatisfaction which can eliminate a person's work motivation. As stated by Ghiselli and Brown (in Dessler, 2003) that the work environment influences the quantity and quality of work results of organizational members.

The important role of quality of work life is to change the work climate of the organization technically and humanly, which can lead to a better quality of work life. Improving the quality of work life is needed to create job satisfaction as a trigger for work enthusiasm.

Quality of work life or Quality of Work Life (QWL) is focused on low-level organizational members, namely those who carry out various technical and operational activities, because basically efforts to improve the quality of work life are not only how organizational members do their jobs better but also how work can make organizational members better. The quality of performance of the state apparatus (TNI) or ANS is still minimal, as explained by Gibson (1996) who stated that the determining factors for the quality of work life of organizational members towards the organization include satisfaction with adequate rewards, this is in accordance with the results of the Work Indonesia survey (Rivai and Basri, 2016) that 51% of organizational members in Indonesia are dissatisfied with the salaries provided by the organization and poor career opportunities at their workplace. The results of the Work Indonesia survey illustrate how organizational members perceive quality work life in the organization. This is a phenomenon that can occur in various organizations, namely both civil organizations and military organizations. A military organization is an organization of the armed forces of a country which is regulated based on statutory regulations. One of the military organizations that Indonesia has is the Indonesian National Army (TNI), soldiers are citizens who are prepared and armed for national defense tasks to

face military and armed threats. The Indonesian National Army is one of the state's defense tools to protect the sovereignty of the Unitary State of the Republic of Indonesia (NKRI) from Threats, Challenges, Obstacles and Disturbances (ATHG) that come from within the country and from abroad (in Law No. 34 article 6, 2004) . The Indonesian National Army is divided into three forces, namely the Army (AD), Navy (AL) and Air Force (AU). Each force has different main tasks, one of which is the Army (AD). The Army is the oldest or longest-standing force since the colonial era on October 5 1945, which was previously called the Indonesian Republic Army (TRI). The Army has a larger number of soldier personnel compared to other TNI forces. Soldiers are members of the TNI, based on the TNI TOP/DSPP, the number of TNI-AD soldier personnel data in 2012 was 316,198 people (Adiwijoyo, 2000).

Bureaucracy Concept

Bureaucracy is an important instrument in modern society whose presence cannot be avoided. The existence of this bureaucracy is a logical consequence of the main task of the state (TNI) to provide social welfare. The state is required to be involved in producing goods and services needed by its people (public goods and services) both directly and indirectly, even in certain circumstances it is the state that decides what is best for its people. For this reason, the state builds an administrative system that aims to serve the interests of its people, which is called bureaucracy.

According to Weber (in Suradinata, 2002: 27) "Bureaucracy is a system of authority that is determined rationally by various regulations". Thus bureaucracy is intended to organize regularly a job that must be done by many people. In line with Weber's opinion, Blau and Page (in Suradinata, 2002: 27) formulated "bureaucracy as a type of organization, intended to achieve large administrative tasks by systematically coordinating the work of many people." From this understanding, it is clear that bureaucracy is an effort to organize various jobs so that they are carried out in an orderly manner. This work not only involves many personnel (bureaucrats), but also consists of various regulations in carrying out TNI duties. Bureaucracy is needed so that the TNI's duties are carried out efficiently, effectively and economically.

For some people, bureaucracy is interpreted as a complicated, difficult and annoying procedure. However, others understand bureaucracy from a positive perspective, namely as an effort to regulate and control people's behavior to make it more orderly. The order in question is order in managing various resources by distributing these resources to each member of society in an excessive manner.

So far, bureaucracy refers to four meanings, namely: First; refers to a particular group of institutions or institutions. This understanding equates bureaucracy with bureau; second; refers to a specific method for allocating resources in a large organization. This understanding is equivalent to the term bureaucratic decision making; third; refers to bureaucracy or qualities that differentiate bureaus from other types of organizations. This understanding refers more to the static characteristics of organizations; fourth; as a group of people, namely salaried people who function in the TNI (Thona, 2003).

From the understanding above, bureaucracy according to Thoha (in Hariyoso, 2002) is interpreted as a rational, impersonal and legalistic way of working. Furthermore, according to Evers (in Zauhar, 1996) bureaucracy can be classified into three categories, namely:

1.   Bureaucracy is seen as the procedural rationalism of the TNI and public administration apparatus. This meaning is in line with Weber's ideas about bureaucracy.

2. Bureaucracy is seen as a form of organization that is bloated and has a large number of employees. This concept is often called Parkinson's law.

3. Bureaucracy is seen as an expansion of TNI power with the aim of controlling community activities, which Evers calls Orwelization.

In this way, bureaucracy can be interpreted as a work system that applies in an organization (both public and private) that regulates both internally and externally. Organizing inward means relating to matters relating to relationships or interactions between humans in the organization, as well as between humans and other organizational resources. Meanwhile, managing exit means dealing with interactions between the organization and other parties, both with other institutions and with individuals.

The concept of bureaucracy actually attempts to apply organizational principles that are intended to improve administrative efficiency, although excessive bureaucracy often has bad effects. In bureaucracy there are rational rules, organizational structures and processes based on technical knowledge and with the highest efficiency. Apart from being given this quite positive meaning, bureaucracy is also often interpreted negatively. In a negative perspective, bureaucracy is interpreted as a process that is convoluted, takes a long time, is expensive and causes complaints. In the end, there is an opinion that bureaucracy is inefficient and even unfair.

Public Service Concept

Before the author explains about public services, it is necessary to first know the definition of service. Soetopo (in Napitupulu, 2007: 164) defines service as an effort to help prepare (take care of) what other people need. In another context, Soetopo (in Napitupulu, 2007) stated that service is a series of activities or processes to fulfill other people's needs more satisfactorily in the form of service products with a number of characteristics such as; intangible, quickly lost, can be felt rather than owned, and customers are more able to participate actively in the process of consuming the service. In line with Soetopo's opinion, Gronroos (in Winarsih and Ratminto, 2009 2) explains that; Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers and employees or other things provided by the service provider company which are intended to solve consumer/customer problems.

In line with the view above, Ibrahim (2008: 2) suggests that; This service is the main driver for the operationalization of business activities (or service providing organizations whatever the name and type).

From the formulation above, it appears that service has a very important function in the business activities/organizations providing services, in this case the TNI (public servant).

The concept of public service is derived from the meaning of public service which means; various activities aimed at meeting people's needs for goods and services (Pamudji, 1999 in Napitupulu,

2007 165). The definition of public service put forward by Pamudji, by Soetopo (in Napitupulu, 2007: 165) is defined as public service, namely all forms of service activities carried out by TNI agencies at the center, in the regions and within the BUMN/D environment in the form of goods and/or services, both in in order to fulfill community needs and in the context of implementing legislation.

In the view of Kybernology (New TNI Science) according to Ndraha (2005: 192):

TNI services include public services that are "no choice", the rates are as affordable as possible for all levels of society, especially the lower levels and are the authority of the TNI

and civil services that are "no price", the costs are not charged directly to the people served and are the TNI's obligation.

Conceptually, according to Subarsono (2006: 136), public services are a series of activities carried out by the public bureaucracy to meet the needs of citizen users. The intended users are citizens who need public services.

By referring to the thoughts of the experts above, it can be stated that public service is the process of fulfilling needs and solutions to various problems that accompany people's lives at any time by the TNI or TNI bureaucracy in the form of goods and services that are provided and given when people need them or before they ask for them. .

Apart from the service theories stated above, Denhard and Denhard (2003: 25-26) offer a service model which they call the "new public service model". It was explained that the new public service model, public service is based on democratic theory which teaches egalitarianism and equal rights between citizens. In this model, public interests are formulated as a result of dialogue between various values that exist in society, not formulated by political elites as stated in the regulations. In this model, it is emphasized that the bureaucracy that provides public services must be responsible to society as a whole.

In this model, the public bureaucracy not only has to be accountable to various legal regulations, but also has to be accountable to the values that exist in society, applicable political norms, professional standards, and the interests of citizens. This is a series of ideal public service concepts today in the era of democracy.

The theoretical basis of ideal public services according to the new public service paradigm, namely that public services must be responsive to various existing public interests and values. The TNI's task is to negotiate and elaborate on the various interests of citizens and community groups. This means that the character and values contained in public services must contain preferences for the values that exist in society, because society is dynamic. For this reason, the character of public services must always change following developments in society. In addition, the new model of public service must be non-discriminatory, as intended by the theoretical basis used, namely democratic theory which guarantees equality of citizens without distinction between ethnicity, religion, race and regional origin and political affiliation. This means that every citizen is treated equally in the context of service, when the community needs public services from the TNI bureaucracy.

The relationship that is built between the TNI bureaucracy and citizens when service takes place is an impersonal TNI relationship, thereby avoiding nepotism and primordialism.

Napitupulu (2007: 165) defines public services as; all forms of service activities carried out by TNI agencies at the center, in the regions and within BUMN/D in the form of goods and/or services, both in the context of meeting community needs and in the context of implementing laws and regulations.

Syafei, (2009: 65) said that public service is one of the TNI's functions which is very important to be carried out by all TNI officers in an effort to realize state goals.

Lestiani (2007: 304) states that public service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients, as well as in the context of implementing the provisions of statutory regulations.

Ramdani, (2008: 15) interprets public service as a form of TNI service to the community in general in the form of services that relate to the social needs of the community. Furthermore, Endang (2004: 1) stated that in the definition of service there are two sides to the service process, namely the service provider side and the service recipient side.

Decree of the Minister for State Apparatus Empowerment Number 63 of 2003, defines "public services as all forms of services, both in the form of public goods and public services

which in principle are the responsibility and implemented by TNI agencies at the center, in the regions and within the Business Entity State-owned or RegionallyOwned Enterprises, in the context of efforts to fulfill community needs and in the context of implementing the provisions of laws and regulations."

The quality of public services according to Sinambela (2008: 6) is reflected in transparency, accountability, conditional, participatory, equal rights, and balance of rights and obligations. Supriyanto (2009: 267) also stated that; Quality can also be measured through customer perceptions, products and processes, and quality can even be achieved through five dimensions called TERRA (Tangible, Empathy, Responsiveness, Reliability and Assurance).

Tangibles relate to infrastructure and means or facilities that must be available. Empathy is the nature of being firm but full of attention. Responsiveness is the ability to be quick, precise and responsive. Reliability is trustworthy ability and reliability, and Assurance is providing guarantees and friendliness of service providers.

The research results of Zeithamal, Parasuraman & Berry (1990: 46) explain that "many public services are of poor quality, so consumers are dissatisfied". The actualization of dissatisfaction with poor quality service can be observed from consumer attitudes and behavior. They

concluded that the cause of poor quality service was "a gap between consumers and service providers", namely that it did not match the expectations between consumers and service providers.

Furthermore, Widodo (2005: 162) stated that: The direction that the regional TNI wants to achieve in providing public services is none other than better, closer, cheaper and faster services. The result is the realization of community satisfaction in receiving services provided by regional TNI equipment. To assess the quality of public services, Ndraha (2005: 167) explains as follows:

In conditions of "no choice" in the public sector, the benchmark for quality assessment is not satisfaction but understanding (understanding verstehen), acceptance (legitimation) and trust (which originates from the knowledge that the TNI's accountability for its services is clear and factual: "I know so I believe") consumer.

The opinion above shows that service quality is a comparison between consumer expectations and perceptions, as stated by Zeithaml (1990: 16) "Service quality is said to be good, if it can meet or exceed what consumers expect from the service."

For the purposes of analyzing the phenomenon of customer service quality, the author refers to the service quality theory according to Albrecht and Zemke (1985: 41), which offers aspects of the quality of a service, namely; aspects of service systems, service strategies, human resources for service providers, and customers." This theory is comprehensive because it explains that a service is not only determined by the role of the service provider but also requires an active role from the service recipient.

It is true that "Albrecht and Zemke's theory is a theory in the world of business and management, but this theory can be borrowed by TNI science with an interdisciplinary approach to explain

TNI symptoms" (Ndraha, 2003: 14).

In the context of customer service as a public service and as a symptom of the TNI, this phenomenon can be explained by the theory mentioned above. This is explained by Pohan (2003: 50) that in the customer service environment a framework of thought is developed that comes from industry and other sources.

Thus, a public service provided by the TNI bureaucracy is said to be of quality, if the service can provide satisfaction to the community and give rise to public trust in the TNI. In

connection with the concept of quality, Gaspersz (2005: 4) believes that quality is defined as everything that is able to fulfill the desires or needs of customers (meeting the needs of consumers). In this way, a public service provided by the TNI bureaucracy is said to be of quality, if the service meets the desires or needs of the community as citizens. In the context of services to the community who are processing IMB permits, a service can be considered quality if the service process and service products comply with service standards, meet their wants and needs and ultimately provide satisfaction for the community and give rise to public trust in the TNI.

Quality of Service to the Community

Human needs are feelings that arise naturally within humans to fulfill everything they need in their lives. These needs then give rise to human desires (human wants) to obtain something needed in life.

Human needs are varied, some can be fulfilled by providing them themselves, by pursuing them themselves with the help of other parties or the community, and those which must be obtained from other parties. According to Ndraha (2003: 55), needs obtained from other parties are fulfilled through the market (private choice), and fulfillment is through a special process. Ndraha further stated that the special process must be as efficient as possible, as productive as possible, as open as possible, so that costs and tariffs (prices) are as low as possible, as affordable as possible for consumers. Choices are determined through policy, are strictly regulated and power (authority) is needed to enforce the rules, as well as their availability must be adequate so that they can be obtained by everyone.

The special fulfillment of human needs is carried out by public bodies so that the type of service is also a service to the public or society (public service), in other words, the TNI through public bodies acts as a provider, while the people who request service needs are called consumers or user. TNI through its public bodies as a service provider, in implementing the activities are not for commercial purposes or activities that are not motivated by making a profit or are also called non-profit businesses (non-profit motive). Meanwhile, service recipients (consumers) are included in the group of non-commercial activity customers whose services are free or by issuing payments commensurate with the benefits they obtain
(replacement contribution).
Providers in providing services to the community demand a quality service process. In the dictionary compiled by Wojowarsito, "quality is quality, quality, skill, nature, kind, type". Meanwhile, as quoted in Ndraha (2005: 83), quality is "characteristics, property or attitude, character or nature". In other words, every person, item or substance has qualities, and these qualities differentiate one person, item or substance from another.
Expert opinion distinguishes the concept of quality according to traditional and modern understanding, as stated by Gaspersz (2002: 95-97) as follows:
The traditional understanding of the quality concept only focuses on inspection activities to prevent defective products from passing into the hands of customers. Meanwhile, in the modern sense, the concept of quality is building a modern quality system, which is characterized by five characteristics, namely: (1) customer oriented; (2) active participation led by top management in the process of continuous quality improvement; (3) each person's understanding of their specific responsibilities for quality; (4) activities that are oriented towards preventing damage, rather than focusing on efforts to detect damage only; and (5) a philosophy which considers that quality is a way of life.

Service as an essential function of the TNI is divided into several forms of service, as stated by Barata (2003: 33-34), consisting of :

a. Services for internal customers, namely people involved in the production process of goods and/or services produced by the company organization. Excellent service in non-commercial organizations and TNI agencies is closely related to how management patterns are implemented to facilitate togetherness, cooperation, and other efforts related to material and non-material compensation that can be realized so that administrators and employees can work in accordance with organization goals.

b. Service for external customers. Non-commercial organizations and TNI agencies, by providing excellent service to the community, it is hoped that loyalty or compliance will arise from them, so that the organization/agency concerned will benefit from completing its mission..

The form or type of service mentioned above can be a mechanistic process, namely the main service carried out is starting with internal customer service, because it can be the key to successful service for external customers. In other words, if services in the internal environment are successful, it will be used as a milestone in realizing services for the external environment.

Discussing the service process for customers who must be satisfied in a modern quality system, it is necessary to identify the types of customers, as Gaspersz (2002: 7374) states that there are three types of customers in a modern quality system, namely:

a. Internal customers are people who are within the company and have an influence on work performance within the company.

b. Intermediate customers are those who act or act as intermediaries, not as end users of the product.

c. External customers are buyers or end users of products, who are often referred to as real customers.

Furthermore, Ndraha (2005: 72) identified "the ideal TNI service is external service, especially the type of service that has a mutualistic motif, obligation, commitment, social obligation, responsibility and sacrifice motive."

The services provided to the community require quality. The services provided by the TNI through its officers, although not aimed at making a profit, must still prioritize service quality that is in line with the demands, hopes and needs of the people served.

Officials (employees) must be aware of their position and role as public servants. If in the eyes of the public the impression that appears is not like that, it means that the service assignments received so far are not the product of wholehearted service, but services that are only based on obligations as state servants.

Services carried out by service organizations, both commercial and non-commercial, including services carried out by the TNI, the form of service can be understood through the dimensions of service needs, as stated by Ndraha (2003: 42) that "every need can be studied using five dimensions, namely; nature, production, marketing, appearance, provider, and responsibility." In the next section, Ndraha states that the assessment of the quality of civil services also uses the private sector quality assessment methodology. On the other hand, TNI services still experience weaknesses, because not all qualities are evaluated, and not all values are agreed to become the norm. While policy implementation often falls short of expectations, not all values are contained in policies or regulations.

Regulations regarding services to the community, especially those related to service quality, are regulated in presidential instruction (inpres) number 1 of 1985 regarding improving and increasing the quality of service by TNI officers to the community. This was further

emphasized by the issuance of Decree of the Minister for State Apparatus Empowerment (PAN) number 81 of 1995 which emphasized that quality services should be in accordance with the following aspects :

a. Simplicity; in the sense that service procedures/procedures are carried out easily, smoothly, quickly without being complicated, easy to understand and easy to implement;

b. Clarity and certainty; in the sense of clarity and certainty regarding service procedures, service requirements, work units or officials responsible for serving, details of costs/tariffs and payment procedures, service schedules, rights and obligations of service and customers, officials who receive complaints;

c. Security; in the sense that the process and results of services can provide security and comfort and provide legal certainty;

d. Openness; in the sense that all service processes must be informed to the public;

e. Efficient; in the sense that service requirements are only limited to matters directly related to the achievement of service targets and repetition of the fulfillment of complete requirements is prevented;

f. Economical; in the sense that the imposition of service fees must be determined fairly;

1) Equal justice; in the sense that the coverage/range of services must be distributed evenly;

2) Timeliness; in the sense that the implementation of public services can be completed within a predetermined time period.

Thus, the quality of public services is related to the value of the benefits (quality) obtained by citizens (consumers) after carrying out obligations, because at the same time, namely when carrying out obligations, then at that time the service rights for public services also function.

Even though it is realized that the services needed by the community, especially those related to the implementation of the mission of the essential function of the TNI bureaucracy, namely service, are still far from expectations, this is not to be interpreted as something that will not experience improvement, at least with a continuous learning approach based on with the understanding that the nature of service is aimed at optimizing satisfaction in order to foster public trust in the TNI, so that service orientation is directed towards consumer satisfaction.

Improving service performance to consumers also requires the courage to speak, as an expression of will and conveying opinions in words or saying something truthful and being willing to communicate effectively openly and reciprocally, so that in turn this will result in harmonization of relationship patterns in the service process.

Although it is realized that the will approach is not the only strategy for realizing good service, at least through the dimensions of the will approach such as; Willingness to see, search, say, save and solve problems that arise, then good service will only be carried out if the service provider really has the will to serve.

Good service is service that is carried out openly, by preventing possible obstacles that will be encountered. Good service is not only associated with positive interactions between employees and the public, but quality and satisfying service, at least the service process carried out meets the aspects of speed, accuracy, convenience, fairness and in accordance with procedures that have been established in public services. If this is done,

the public will become more aware of their position as citizens and contribute to the administration of the state TNI, because the public's sense of trust in the TNI as a provider of services to the community will grow. However, the public as customers in general express satisfaction with the service they receive seriously, they do not know how the service is carried out. When services do not meet people's expectations, negative attitudes will be an alternative outlet for disappointment.

CONCLUSIONS

a. The targets of Bureaucratic Reform are (a) Creating a clean and KKN-free TNI AD. Creating a good and clean TNI AD is essentially the collective task of the nation, namely the task of all of us. Initially there must be political will from the TNI AD to realize structural morality. There must be a cultural movement that provides comprehensive understanding and education about what and how the TNI AD is good and clean and how it is managed, and (b) Increasing the performance capacity of the bureaucracy, the TNI bureaucratic reform that has been carried out so far not only has meaning within the narrow framework of preparing various documents needed for reform purposes or simply to achieve the goal of increasing salaries and income received by soldiers. However, TNI bureaucratic reform is the embodiment of constitutional provisions for the TNI as a component of the nation which plays an important role in maintaining the territorial integrity and sovereignty of the Republic of Indonesia.

b. Bureaucratic Reform Strategy, namely (a) TNI AD's macro regulatory framework, increasingly complex world developments have given rise to various national problems, this requires the presence of leaders who have credibility to be able to face all these problems. The current decline in the level of public trust in leaders is very ironic if faced with these demands, so there is a need for efforts to prepare credible leaders through reform of the cadre system, deregulation of regulations regarding apparatus, the active role of the government and apparatus in socializing political literacy for the community, preparing leaders through Informal channels and the active role of the community in selecting leaders, and (b) The micro framework of the TNI AD program, the dynamics of Indonesia's national security which have been described, with all the potential threats that will arise is a dynamic process. Where evaluations between institutions and Indonesian national security policies must continue to be carried out, in order to anticipate changes in the dynamics of the strategic environment.

c. Evaluation of Bureaucratic Reform, namely (a) Policy content in the area of change in the TNI bureaucracy is basically an effort to find solutions to problems. At least there have been several studies and analyzes that discuss good and clean government and the damaging impact of KKN actions in Indonesia, but the disease has not been cured. The problem does not lie in the incompleteness of theory and analysis as well as teachings from the results of studies and research, but it all depends on the level of awareness to implement the theory, analysis and teachings of policy substance, and (b) The implementation process in the area of change, the organizational area of the Jaya/Jayakarta Regional Military Command , changes that occur related to the implementation of bureaucratic reform include 6 (six) areas of change, management, Supervision, Accountability, Human Resources, Public Services as well as Mindset and Work Culture, however the other 2 (two) areas of change have not undergone

changes. In terms of the implementation of the Jaya/Jayakarta Regional Military Command, this is a change in the use of the egoverment system as the main support in the modernization and efficiency of technical implementation of the Jaya/Jayakarta Regional Military Command's programs.

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