

EFFECTIVENESS OF THE BANDUNG COMMAND CENTER NTPD 112 SERVICE PROGRAM (SINGLE NUMBER FOR EMERGENCY CALLS) AT THE BANDUNG CITY COMMUNICATION AND INFORMATION SERVICE

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Received: 18-09-2024, Accepted: 28-12-2024; Published Online: 31-12-2024

Abstract

The use of the Emergency Call Single Number 112, which is used as a call center method to report emergencies that occur in the city of Bandung, is still ineffective. This is in the background because there are still many prank calls and ghost calls that enter NTPD 112. This study aims to determine the effectiveness of the Bandung Command Center NTPD 112 service program in emergency calls in the city of Bandung. This study applies the theory of effectiveness based on the view of M. Ricard Steers (1985:8), who argues that to measure efficacy can be through 4 (four) barometers: organizational characteristics, environmental characteristics, worker characteristics, policy characteristics, and management practices. The method applied in this study is descriptive with a qualitative approach. Based on the results of the research, the Bandung Command Center NTPD 112 service program, which is associated with four criteria, namely organizational characteristics, environment, workers, and characteristics of management policies and practice, is considered not entirely adequate. The main problems include the existence of double jobs in the dispatcher division, poor coordination with agencies, low-performance ties, the lack of achievement of strategic goals, and the lack of innovation, which resulted in the number of unauthorized calls in 2024 from January to July at 12,129 incoming calls.

Keywords: Effectiveness, *Command Center*, NTPD 112, Emergencies

INTRODUCTION

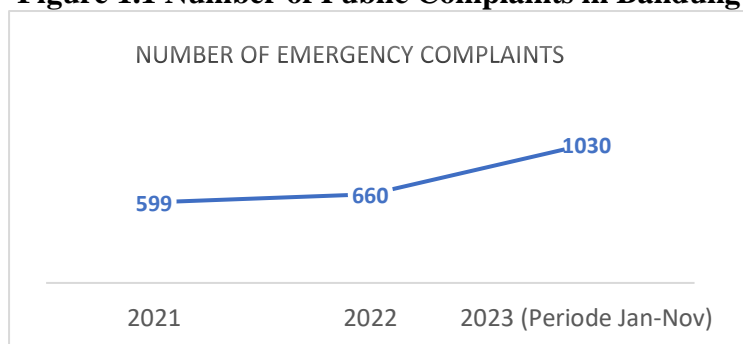
The rapid development in the era of the Industrial Revolution 4.0 has had a significant impact on changes in the bureaucratic structure in Indonesia. Over time, the changes focused more on fulfilling the civil rights of the community related to goods, services, and administrative services provided by the government. This principle has been explained in the Constitution, which mandates the government to ensure the welfare of every citizen through the provision of effective services. Therefore, the efficiency of the government system is greatly influenced by the quality of public service delivery (Simbolon, 2018). Local governments are taking steps in bureaucratic reform to respond to challenges and issues that arise due to technological advances in this era of digitalization. Information technology-based services, or e-government, are an essential innovation for the government to improve the

quality of public services. The use of e-government is one of the tools for the government to improve services to the community as well as various means of interactive communication between government agencies (Efni, 2022).

Therefore, currently there have been many regulations launched regarding the application of information technology-based services in public services to facilitate the implementation of e-government. In an effort to create optimal services, the Bandung City Informatics Communication Office has developed the Bandung Command Center as one of the implementations of e-government. Bandung Command Center (BCC) began to be built in 2014 and officially operated on January 19, 2015. The primary purpose of the BCC is to improve the public services provided to the community, as well as to facilitate decision-making management in the government. This is based on the Bandung City Mayor Regulation (PERWALI) Number. 20 of 2022 concerning command center governance, which functions as, first, a decision support system, which is for leadership decision-making; second, a crisis center, which is administrative control to overcome critical problems that cross-regional apparatus and institutions in the city; and third, monitoring activities (event monitoring), which include revenue monitoring, planning, monitoring of one-stop integrated licensing services, public facility monitoring systems, and handling public incidents, is for the management of control of handling or preventing disturbances in public security and order.

In its use, the information system adopts advanced technology to integrate public services. The public services provided by BCC are three superior services. Namely, CCTV spread throughout the city of Bandung, LAPOR (People's Online Application and Complaint Service), and NTPD 112 (Ningsih, 2018). These three services from BCC are very innovative and attention-grabbing, including the NTPD 112 (Single Number Emergency Call) service. This service can be used in emergencies such as accidents, fires, or natural and non-natural disasters. In an emergency, a person can call the 112 call center without using credit data packages, even without a phone network. This makes it easier for people who are feeling in an emergency and need quick help.

Figure 1.1 Number of Public Complaints in Bandung City

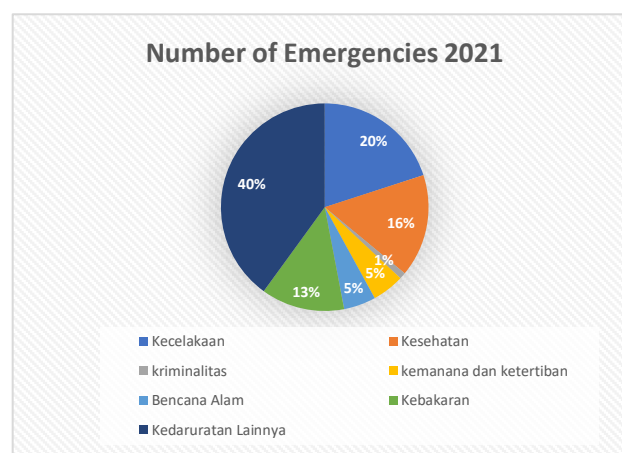


Source: Bandung City Communication and Information Service

From the picture above, it can be seen very clearly that the problem of complaints from the people of Bandung City is relatively high. In 2021, emergency complaints were 599 calls to NTPD 112. In 2022, there were 660 calls, and in 2023, from January to the end of November, 1,030 calls were received. This must be an important point because a large number of complaints from the public as service recipients dramatically affect the quality of public services (Simbolon, 2018).

This becomes even more significant when looking at the data on complaints from the people of Bandung City, where several incidents such as fires, accidents, natural disasters, and traffic incidents continue to fluctuate.

Figure 1.4 Number of Emergencies by Type



Source: Bandung City Communication and Information Service

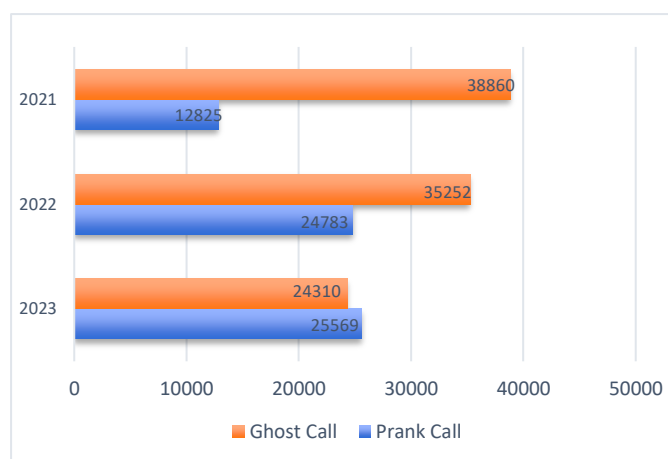
The figure above explains that the data in 2021 related to the high number of emergency incidents, especially related to accidents, fires, health, crime, security, natural disasters, animal rescue, and other emergencies, shows the need for more effective handling. However, the community faces difficulties because of the existence of various call center numbers spread across various agencies, Regional Apparatus Work Units (SKPD) or Regional Apparatus Organizations (OPD), such as the Police (110), PLN (002-123), Fire Department (022-113), PMI Bandung City (022-20542781), Ministry of Health (022-119), and Natural Disaster Post (022-129) and other OPDs have their call numbers. This creates obstacles in getting quick assistance and causes inefficiencies in handling emergencies in the city of Bandung.

Seeing the phenomenon of emergency numbers that are partially distributed into several Regional Apparatus Work Units (SKPD), NTPD 112 was formed, which is managed by BCC under the auspices of the Communication and Information Service based on the Mayor Regulation (PERWALI) of the City of Bandung Number 104 of 2021 in order to encourage the creation of an electronic-based government system (e-government) in the city of Bandung.

NTPD 112 is integrated with many Regional Apparatus Work Units (SKPD), including the Fire Department, Police, Health Office, *Satpol PP*, Transportation Office, Regional Disaster Management Agency, Indonesian Red Cross (PMI), PLN, and various other institutions and agencies. Its presence has a significant impact on society because it is easy to remember and affordable. The implementation of the NTPD 112 system is expected to be an innovative step that facilitates and increases satisfaction with government services to public complaints.

However, every electronic-based government system does not always run as expected. Based on the initial interview, in every public service activity, of course, there are still some obstacles. The obstacles that occur often come from people who do not understand how to use the 112 call center service. NTPD 112, managed by Bandung Command Center, often receives calls from the public that are just a prank to report incidents that are not in accordance with the situation (prank call) or just to confirm whether the number can really be directly connected to the operator or not, receiving a call from a reporter who only wants to vent about him. Some calls have no answer or response from the reporter (ghost call). This happens because NTPD 112 is easily accessible without credit and applies to all operators.

Figure 1. 7 Number of Prank Calls and Ghost Calls



Source: Bandung City Communication and Information Service

The table above clearly shows that the number of prank calls and ghost calls entering NTPD 112 from year to year is still high. However, the effectiveness of the Bandung TPD 112 Command Center service program has not been optimal, as shown by the number of prank calls and ghost calls that come in every year. This is due to the lack of monitoring management carried out by the Bandung Command Center under the auspices of the Communication and Information Service to follow up on these prank calls and ghost calls.

Based on initial observations, it is mentioned by Steers (1985:8) that a barometer of the effectiveness of this program is related to organizational characteristics, environmental characteristics, worker characteristics, management policies, and practices. That way, the use

of NTPD 112 managed by the Bandung Command Center of Bandung City has not been effective because there are dimensions that have not been fulfilled, namely related to management policies and practices and the lack of program monitoring because there are still many prank calls and ghost calls. On this basis, the researcher is interested in conducting research that is indeed related to the Bandung Command Center NTPD 112 Bandung City program, which is still found to be an obstacle in its implementation. Therefore, the researcher wants to find out the extent of the effectiveness of the NTPD 112 system in handling and processing every public complaint report.

LITERATURE REVIEW

A. Public Administration

Pasolong (2019) states that public administration is the effective and efficient fulfillment of the needs of the general public by a series of people or public institutions in carrying out all government activities. Meanwhile, Nigro and Nigro (1980) said that public administration plays a crucial role in the formulation of state policies and therefore is part of the political process. Therefore, the administration is related to state policy, one of which is in-service matters.

In general, some of the frequently mentioned functions of public administration include:

1. Planning: It is the process of formulating goals, strategies, and policies to achieve desired results in public services.
2. Organization: Involves organizational structure, division of tasks, and allocation of resources to ensure efficiency and effectiveness in achieving organizational goals.
3. Implementation/Leadership: Involves human resource management and decision-making aimed at achieving predetermined goals.
4. Supervision/Evaluation: The process of monitoring and assessing the performance of an organization or program to ensure that goals are achieved efficiently and effectively.
5. Service Provision: Providing public services to the community reasonably and fairly.

B. Effectiveness

Effectiveness is the level of success of an activity or program in achieving the goals that have been set efficiently and appropriately. An effective program will be able to achieve the expected results by using the available resources optimally. In order for the implementation of the administration of activities or programs to achieve results as planned, achieve the set goals, and provide more optimal results, effectiveness is essential in its implementation (Tjokroamidjojo in Pasolong, 2010). Emerson's (Handayani, 2006) effectiveness is a

benchmark that can be interpreted as the achievement of a target that has been discussed comprehensively before.

Sutrisno (2007) stated that the effectiveness of a program can be assessed by measuring the extent to which the goal achieves success with the set goals.

The measures of effectiveness that were put forward (Steers, 1985), namely:

1. **Organizational Characteristics.** An organization consists of organizational structures and technologies that can affect certain aspects of effectiveness in a variety of ways. What is meant by structure is a relatively precise relationship, as found in an organization, in relation to the composition of human resources; the structure includes how the organization arranges its people to complete the work, while what is meant by technology is the mechanism of an organization to convert raw inputs into outputs.
2. **Environmental Characteristics.** The external and internal environment has also been stated to influence effectiveness. The success of the environmental organizational relationship depends on key variables, namely the level of predictability of the environmental situation, the accuracy of perception of the environmental situation, and the level of organizational rationalism. These three factors affect the accuracy of an organization's response to environmental changes.
3. **Worker Characteristics.** In fact, the members of the organization are the most important influencing factor because it is their behavior that, in the long run, will facilitate or hinder the achievement of organizational goals. Workers are resources that are directly related to the management of all resources in the organization. Therefore, worker behavior has a significant influence on the achievement of organizational goals. Therefore, worker behavior has a significant influence on the achievement of organizational goals. Workers are the principal capital in the organization, which will have a significant influence on effectiveness because even though the technology used is sophisticated and supported by a good structure, without workers, it is useless.
4. **Characteristics of Management Policies and Practices.** With the increasing complexity of technological processes and the development of the environment, the role of management in coordinating people and processes for the success of the organization is increasingly difficult. Management policies and practices can affect the achievement of goals. In this case, the leader is responsible for the workers and the organization.

C. Public Service

Chapman and Cowdel (1998) stated that public service is a service that is run by a public institution, established and assessed by the government, for the benefit of the state through the state process, and its goals are determined politically by the state.

Farnham and Horton (1993) explained that the concept of public service generally refers to organizations in the public sector whose operational financing and investment are sourced from tax revenue, not from increasing revenue through the sale of services to individuals or companies.

There are three main reasons why public services must be prioritized in strategic focus in the context of development and the implementation of good governance in Indonesia: (a) So far, public services are an area in which a country, when interacting with non-governmental organizations through the government can increase population support for the quality of public services offered by the bureaucracy. (b) Services to the public are places where many factors of clean and good governance can be explained easily. (c) Services to the public participate in the interests of all elements of governance, including government, community members, and market ecosystems (Dewi & Suparno, 2022).

D. Command Center

A command center is a control center that can control circumstances in a specific scope. It is a control room that can observe the city/district. In fact, regional leaders can make decisions in the centralized control room with a real-time database. In general, a command center is a room that provides commands, coordination, and decision-making in response to important events.

E. NTPD 112 (Emergency Call Single Number)

NTPD 112 (Single Number for Emergency Call) is a service launched by the Ministry of Communication and Information Technology that can be contacted in an emergency by the public to get assistance from related parties or agencies such as the fire department, Bandung Ambulance Transport (BAT), police, Fire and Disaster Management Service, PMI, PLN and so on

METHODOLOGY

The research method used was a descriptive analysis using a qualitative approach. This study used a qualitative approach because it was based on the respondent's detailed views on a problem raised so that the research runs naturally according to the straight-forward story of the respondent. Qualitative research is a research approach method that examines phenomena in the natural environment as opposed to experiments. In line with what Sugiyono (2020) stated, the qualitative research method was a research approach used to study the condition of objects naturally, with the researcher as the main instrument. Data collection was carried out through data triangulation techniques, namely a combination of observation, interviews, and

documentation. Data analysis was inductive, while the results of qualitative research focus on the meaning of the information found, not on generalizations.

RESULTS AND DISCUSSION

Based on the description of the results of the research then obtained from observations, interviews, and documentation studies. We can analyze the effectiveness of the BCC NTPD service program at the Bandung City Communication and Information Service and find that the NTPD 112 service program has not necessarily run optimally. Referring to the observations, interviews, and analyses conducted by the researcher, it is known that the Bandung NTPD 112 Command Center strives for various ways to achieve effectiveness and efficiency in handling all emergencies that occur in the city of Bandung. One of these efforts is to make it easier for the 112 Call Center system to be accessed by anyone and free of charge. However, in reality, he still faces many more obstacles. The following researcher tries to see from the theoretical concept put forward by Steers (1985) the dimensions of organizational characteristics, environmental characteristics, worker characteristics, and characteristics of management policies and practices. The following is a description of each of these measurements:

A. Characteristics of the Bandung Command Center Organization in the NTPD 112 Service Program

This dimension examines structural variations and their influence on individual behavior and organizational success. Then, it will be related to the role of technology in determining the structure and effectiveness of the organization. The influence of the interaction of these variables is also considered, which will later determine the success and failure of the organization that is already running (Steers, 1985). Two factors affect the assessment of the effectiveness of the characteristics in the Bandung Command Center NTPD 112 organization, namely:

1. Organizational structure

The first assessment, specialization, can be measured in various ways, including the number of divisions in an organization and the number of specialized sections in each division (Hall, 1972). The researcher sees that the specialization in the Bandung Command Center NTPD 112 is relatively straightforward and reasonable with the division of duties and functions. The researcher sees the organizational structure of BCC NTPD 112 under the auspices of the Bandung City Communication and Information Office, which is led by the Head of the Public Information Disclosure Strengthening Section as the chairman of coordination. In the structure of BCC NTPD 112, there is a special division with a number of divisions according to their

expertise, namely three dispatchers/supervisors and 12 call takers/operators. However, the researcher saw that there was one division that was not in accordance with its functions and duties that had been set, where the dispatcher's task was supposed to only follow up on reports from the call taker regarding emergencies. However, in fact the dispatcher was also tasked with serving emergency reports from the community, which should have been carried out by the call taker only.

Researchers assess that the occurrence of double jobs is due to the small number of workers in the shift division, which only contains three call takers and one dispatcher in each shift. This is, as Taylor (1911) viewed it, the main determining factor of the success of an organization is the ability of the organization to divide its work functions into very special activities. The occurrence of good specialization will increase the effectiveness of an organization's products. In line with Steers' (1985) opinion that specialization will result in increased effectiveness, because specialization allows each worker to achieve expertise in a particular field so that he can make maximum contribution to activities towards the goal.

The second assessment, formalization at the Bandung Command Center NTPD 112, shows the limit of determining or regulating the work activities of employees through official procedures and regulations. The researcher saw that the regulations in the Bandung NTPD 112 Command Center, in addition to the SOP, the special regulations for NTPD 112 workers are not officially written but only verbally, such as not eating in the room, not falling asleep while working, and so on.

The existence of explicit and written regulations will affect the professionalism of member performance in the Bandung Command Center NTPD 112 service program. In line with Muskin's (2023) statement, the ability to work effectively by complying with all organizational rules is essential for organizations' success in achieving their goals. The greater the influence of regulations, arrangements, written work obligations, and so on that regulate workers' behavior, the greater the level of formalization for the effective implementation of the program.

The third assessment, the control range, can be concluded by the researcher after seeing observations in the field of the Bandung Command Center NTPD 112 on the number of subordinates that can be effectively managed and supervised directly by a leader in an organization. After the researcher analyzed, it can be seen that the control range carried out by the Bandung Command Center NTPD 112 is excellent. The existence of the leader shows this, sometimes going around to see and communicate with the members and the existence of CCTV connected to the leader's cellphone, making it easier for the leader to supervise remotely. Deputy leaders who are always on standby in the members' room to communicate about problems and supervise the performance of members in the Bandung Command Center NTPD

112 service program. The control range that occurs in the Bandung Command Center is one of the important elements needed to achieve the effectiveness of organizational structure and design. The span of management/span of control/span of the executive of authority is very necessary for organizing because it is related to the division of labor, coordination, and leadership (Malayu S.P. Hasibuan, 2006).

2. Technology

The Bandung Command Center NTPD 112 Service Program is an online complaint system that utilizes technology to facilitate disaster complaints, as in research conducted by Alif Fajarria Annisa Shodiqien (2018). This system is very beneficial for the community in making online complaints. With the application of this technology, it is able to shorten the reporting process carried out by the community, especially regarding natural disasters.

Hickson and colleagues (1969) assessed the technology category as follows: First, the research operation technology saw that the system used by the Bandung NTPD 112 command center program was very sophisticated and promising. It used third-party services such as Jasnita, a telecommunications company founded in 1996 specializing in IP-based calling cards and voice solutions. Jasnita is the primary key to the implementation of the Bandung Command Center NTPD 112 system program, such as the application that supports the sustainability of this service program.

Second, material technology focuses on the types of materials used in the Bandung Command Center NTPD 112 service program. Researchers see that it is complete where there is a Personal Computer (PC), a microphone headset, and a UPS. A UPS is a device that can turn on or keep the PC on even if the electrical power supply is stopped.

Third, knowledge technology for the existence, growth, and progress of the Bandung Command Center NTPD 112 organization through the existence of an organization's training program in improving performance electability. In his discovery, training for members of the Bandung Command Center NTPD 112 was carried out every few years, but it was only seen when there was a new system upgrade from Jasnita, which is a company that provides NTPD 112 services.

Then, there was training when other agencies invited the Bandung Command Center NTPD 112 regarding training in handling emergency services properly and correctly. Training to increase proficiency in NTPD 112 should be carried out regularly, and certainly do not just wait for other agencies in training so that later the growth and development of soft skills owned by NTPD 112 members will increase even more. The NTPD 112 service system is very focused on prioritizing speed in service supported by qualified call takers and supervisors. The quality of the operator is seen from the training carried out twice a month. So that in responding to

complaints about the NTPD 112 service system, it can be responsive and appropriate (Efni, 2022)

Therefore, it is still not successful if the three factors have not been fully implemented steadily and correctly. In line with what Harvey (1968) said, the more technologically stable an organization is, the higher the level of "structuring" (i.e., the level of specialization, centralization, task specifications, and so on).

B. Environmental Characteristics in the Bandung Command Center NTPD 112 Service Program

The environmental characteristics of the Bandung Command Center NTPD 112 measure the need for other agencies to cooperate and coordinate to make emergency handling NTPD 112 more effective and efficient. Cooperation with OPDs occurs because NTPD 112 is not a technical implementing unit that has its own fleet, so it is highly dependent on collaboration with these agencies.

Collaboration between the Bandung Command Center NTPD 112 and agencies and OPDs such as the Health Office, BAT (Bandung Ambulance Transport), PMI (Indonesian Red Cross), Social Service, Fire and Disaster Management Service, and PLN is an important factor in the effectiveness of emergency handling. In handling emergencies, the speed of responding operators in providing quick handling of incoming calls according to public complaints, which then, with a quick response, is connected to the agency or OPD concerned, is quite responsive. In line with previous research, Cankar and Petkovsek (2013) found that collaboration between the government and external parties is actually able to improve the quality and effectiveness of services provided by government organizations. Innovation agents can exchange their knowledge, experience, and competencies.

Collaboration or cooperation is inseparable from the need for good and correct coordination with agencies or OPDs to accelerate handling and successful handling. In line with Terry (2019), coordination plays a vital role in an organization when interpreted as a cooperative team, in which the basis of all cooperation is coordination. However, when it happens in the field with one of the OPDs or agencies, such as BAT and PMI, it is very poorly coordinated. The researcher saw from the documentation study and interviews with informants that there were several obstacles in coordination. Although there is an MOU that regulates cooperation between BAT, PMI, and Bandung Command Center NTPD 112, clashes often occur in the field due to a lack of detailed coordination regarding assignments and operational areas. There are often situations where more than one agency is sent to the same incident site, even though the situation can be handled by only one agency.

This leads to inefficiencies in the use of resources and time. Coordination carried out through NTPD 112 to agencies or OPDs through social media such as WhatsApp groups and telephones, although practical, has not fully overcome the problem of delays and overlapping tasks in the field. Therefore, there is a need for better area mapping and regular evaluations to ensure that the response to emergencies can be faster and more on target. For example, in the case of an accident in Margahayu Raya, the actual location closer to the BAT headquarters was handled by PMI, which was farther away, reducing the effectiveness of the response and increasing the risk for patients.

Overall, despite NTPD 112's efforts and good intentions, such as monitoring and evaluation, which were only carried out a few times, they were carried out when problems occurred. To improve coordination and cooperation with various OPDs and agencies, intensive and periodic improvements in communication, planning, and mapping of the area are needed to ensure that emergency handling can be more efficient and effective.

C. Characteristics of Workers in Bandung Command Center NTPD 112

Characteristics of Workers in Bandung Command Center NTPD 112 are related to the existence of positive organizational culture activities in supporting Steers' work performance (1985). This is in line with Katz and Kahn (1966) that the organization must meet three important behavioral requirements in order to ensure final success, namely, the organization must be able to nurture its members, the organization must enjoy achievements, and the organization must provide rewards to members.

The first assessment is that worker bonding at the Bandung Command Center NTPD 112 is an important factor that is influenced by the effectiveness of the organization. In order to improve and make emergency services effective, it is important to strengthen the commitment and involvement of workers through supportive activities and policies. Observations show that the commitment between workers and the organization has not been supported by positive organizational culture improvement activities, namely the absence of activities designed by the leadership to improve a positive organizational culture and foster the commitment of Bandung Command Center NTPD 112 workers. The occurrence of positive activities to increase the interest of the organization is important in order to make the workers more prosperous. The positive activities held by the Bandung Command Center leadership will increase the workers' awareness to continue working with the leadership. This is in line with Steers (1976) that the level of deliberate alienation in the individual will be lower compared to workers whose attachment is lower.

The second assessment is that the work achievements of the Bandung Command Center NTPD 112 have not had any achievements or awards that are recognized both internally and externally. This happened because no event could be participated in by the Bandung Command Center NTPD 112. In addition, there is no reward system for internal workers in the form of work achievements that have not been formally recognized through feedback on awards or rewards to workers who are outstanding or diligent. This was confirmed by one of the members of NTPD 112, who stated that so far, no awards or rewards have been given to workers. A form of reward or reward for workers should be done in order to motivate members to work better in carrying out their duties and functions. Previous research proves that the reward system is considered important for companies that want to improve the quality of human resources in the company. This is because the fundamental human nature is that the more results you get, the better your performance will be so that your personal goals are achieved (Iswandi, 2021).

The third assessment, NTPD 112 service responsiveness, refers to the ability and speed of emergency service units to respond to emergency reports from the community. From the results of observations, interviews, and documentation studies, the researcher concluded that the responsiveness of NTPD 112 services is very responsive in serving emergency reports; in just 1-2 minutes, it has been replied to by NTPD 112. The complainant was advised to provide information and evidence of the incident and was asked to remain at the location until the officer was alert. In the case of a medical emergency, the ambulance team arrives at the scene in less than 15 minutes, demonstrating the speed and effectiveness of handling emergencies. One of the indicators of the success of emergency management is the speed of providing prompt help and the speed of response time to victims. This is seen from the quality of providing help to save lives or prevent disability from the scene on the way to assistance Maatilu Hospital (2014).

However, for non-emergency cases such as dangling cables, the response time is longer due to different procedures. This shows that it is good enough and fast to find the nearest OPD to handle emergencies, although there is still room for improvement in handling non-emergency reports. In this regard, the following are the stages or procedures for reporting an emergency using the Call Center 112:

1. The complainant contacted contact 112
2. The call Taker receives and logs data
3. Call Taker 112 verifies the report via WA
4. The complainant sent a photo/video and the location of the incident
5. The dispatcher follows up on the report from the call taker and forwards it to the OPD or related agencies at the scene of the incident.

D. Characteristics of Management Policies and Practices in the Bandung Command Center NTPD 112 Service Program

Adaptation and innovation are considered to be the stamp of effectiveness itself (Bennis, 1962; Geogrofoulus & Tannenbaum, 1957). The success of the organization depends on the quality of the leaders and members of the Bandung Command Center NTPD 112 in emergency services and the availability and openness to research every aspect of the problems that arise. Such as the problem of prank calls and ghost calls that enter the Bandung NTPD 112 Command Center, which many researchers still feel. The researcher tries to analyze using several analytical indicators according to the 1985 steers as follows:

First assessment. The preparation of strategic goals is the process of formulating long-term goals that the Bandung Command Center NTPD 112 wants to achieve. In this case, BCC NTPD 112 does not have a clear and structured strategic goal. The absence of this strategic objective has implications for the lack of direction at the Bandung Command Center, NTPD 112. Without clear targets, it is difficult for organizations to evaluate performance and determine the necessary improvement measures. As part of a public organization, the Bandung Command Center NTPD 112 needs to have a specific and measurable goal to improve the effectiveness and efficiency of services provided to the community.

In this context, it is essential to formulate clear, specific, measurable, and achievable strategic objectives involving all stakeholders, including workers at all levels. The goals formulated should include important aspects such as improving service quality, rapid response to emergencies, and increasing worker commitment and engagement. Thus, the Bandung Command Center NTPD 112 can be more effective in carrying out its duties, namely providing better services to the community and being able to evaluate achievements and make continuous improvements.

The second assessment, Search and Utilization of Bandung Command Center Resources NTPD 112, relies on the recruitment of human resources from various educational backgrounds, including high school graduates, as long as they have the necessary soft skills. The advantages of recruiting non-civil servant employees are that they are easy to adapt to and tend to be flexible with change and innovation. Moreover, the recruitment process is easy and fast. However, the disadvantage is that the commitment to the organization is not long-term and allows for a gap in experience or training in the bureaucratic system and public service.

In addition, in the utilization of existing resources, the Bandung Command Center NTPD 112 does not have a unique budget from the Communication and Information Service. However, it relies on collaboration with other fields in terms of procurement and utilization of

resources. This collaboration shows that the Bandung Command Center NTPD 112 does not have focused independent resources, so it needs support from various fields for its operations. This is considered less effective seeing that BCC NTPD 112 is a significant organization in helping the community. Therefore, it is important to have a special performance budget so that it can make it easier to implement. Resource management is a crucial aspect of the service process in general so that individual, organizational, or institutional needs can be achieved (Nuryanta, 2008).

The third assessment is that the communication processes at the Bandung Command Center NTPD 112 are very open and run in a multi-directional manner. All members of the organization have the freedom to communicate directly with the leadership without intermediaries, creating an environment where communication can take place effectively and efficiently. This communication pattern is not centered on one leader but allows all members to connect directly with each other even though they are not in the same room. Researchers see that leaders routinely control and receive input from their members. This was also felt by the members of the Bandung Command Center NTPD 112, who stated that communication in the organization was very open. Members could convey anything that was lacking, and the leadership provided suggestions and input.

The open and multi-directional communication process at the Bandung Command Center (NTPD 112) is a positive aspect that supports the effectiveness of the organization in handling emergencies. This kind of communication is quite effective in overcoming critical problems (Zahara, 2018). While this communication pattern is excellent for emergencies, it is also important to ensure that this communication is balanced with a clear structure for strategic decision-making and long-term planning. The existence of monthly evaluation meetings is a good step. However, it is necessary to ensure that the results of this communication are applied to the organization's policies and strategies to improve the performance and effectiveness of the services provided.

The fourth assessment, Leadership and Decision Making at the Bandung Command Center (NTPD 112) The decision-making process is carried out with an inclusive and flexible approach. Although the leader makes strategic and programmatic decisions in an emergency, the dispatcher can also make decisions if the leader is not available. This approach provides flexibility and speeds up emergency response, but there are potential risks associated with consistency and accountability of decisions taken by members.

Decisions taken without leadership oversight may not take into account the long-term strategic perspective. Therefore, while the mini-site is efficient in the context of day-to-day operations, it is important to ensure that there is an adequate evaluation and training mechanism

in place for all members to maintain uniformity and quality of decisions taken, as well as ensure that decisions taken in an emergency are in accordance with the policies and procedures that have been established.

The fifth assessment, Innovation & Organizational Adaptation of the Bandung Command Center NTPD 112 ability to innovate and adapt to problems that arise, still needs to be improved. One of the main problems faced is the number of prank calls and ghost calls that occur every day. In fact, the impact was also felt by the Indonesian Red Cross and Bandung Ambulance Transfort Bandung City, which disrupted the proper emergency response operations. Although there are several steps to overcome this problem, such as temporarily blocking phone numbers that make prank calls and ghost calls, the system can detect when the number makes calls up to five times in 24 hours.

In addition, the steps that the Bandung NTDP 112 Command Center has taken to overcome prank calls and ghost calls are socialization regarding the use of NTPD 112 services. However, after the researcher analyzes the results of observations, interviews, and documentation studies, the form of socialization is only often carried out on social media. As for the socialization in the form of billboards, researchers only saw the Carrefour red light on Jalan Soekarno-Hatta with small letters. Then, socialization in the form of campaigns to the community is rarely carried out and is only carried out at several points in the city of Bandung. Overall, the researcher assesses that innovation and adaptation in handling prank calls and ghost calls are still limited, with solutions that are not yet fully effective, such as socialization efforts that have not been fully optimized. There is still a need for innovation breakthroughs and more effective and serious adaptation strategies across the board to address these prank calls and ghost calls. Robbins (1994) describes the three main points of innovation, namely: products and services, new ideas, and improvement efforts to make continuous improvements and improvements that can be felt as benefits.

CONCLUSION

Referring to the results of the research and also the discussion based on the analysis and findings of data in the field related to the effectiveness of the Bandung Command Center NTPD 112 Service Program at the Bandung City Communication and Information Service by referring to the theory of organizational effectiveness according to Steers (1985), the following conclusions are hereby obtained:

1. The organizational characteristics of the Bandung Command Center Service Program The NTPD 112 Service Program cannot be said to exist at the maximum level. Judging from

the specialization of one of the divisions, dispatchers carry out double jobs, and no special regulations are physically made for its members. However, in terms of the range of control, it is effective because the chief coordinator and deputy coordinator always supervise and provide input and direction to their members.

2. Environmental characteristics in the Bandung Command Center NTPD 112 Service Program are still far from effective. Judging from cooperation with external parties in their coordination, there is often miscommunication, overlapping assignments, and mapping of areas that are not optimal. Although BCC NTPD 112 tries to improve it by conducting monitoring and evaluation, which is only carried out a few times a year, coordination problems and inefficiencies in the field still occur. Therefore, it is not entirely optimal and requires further improvement.
3. The overall conclusion of the assessment of worker characteristics indicators at the Bandung Command Center NTPD 112 shows that several aspects need to be improved to achieve optimal effectiveness. Workers' attachment to the organization is still lacking because there are no activities designed to improve a positive organizational culture and worker commitment. This can reduce the rate of burnout and improve worker welfare if appropriately implemented. In work achievements, there have also been no awards or rewards to workers that should be done to motivate workers to work better. However, the responsiveness of NTPD 112 services is relatively fast and effective in handling medical emergency reports. However, there is still room for improvement in handling non-emergency reports that require different procedures and are often slower to overcome.
4. The characteristics of management policies and practices in the Bandung Command Center NTPD 112 service program in the communication and decision-making process are good. Where in the communication and decision-making process, the chief coordinator is always open and flexible with his members. However, there was no achievement of strategic targets in the BCC NTPD 112 service program, and there was a lack of innovations in handling prank calls and ghost calls. Despite reasonable efforts through temporary number blocking and socialization, these efforts are still not optimal, as can be seen from the number of prank calls and ghost calls in 2024 for the period from January to July, which is still relatively high, at 12,129 calls. Hence, the public still needs to be educated about the NTPD 112 service program more seriously.

SUGGESTION

1. Bandung Command Center NTPD 112 must implement a direct medical communication system between operators and emergency victims via telephone or a

unique application. This allows the operator to provide emergency medical guidance before the medical team arrives.

2. Bandung NTPD 112 Command Center needs to intensify socialization by more aggressively involving emergency volunteers in social media campaigns or going directly into the field to increase awareness about NTPD 112 services.
3. Coordinating ambulances from regional hospitals or health centers throughout the city of Bandung will ensure more effective and efficient emergency handling. Then, it is hoped that there will be more regular monitoring and evaluation with various agencies so that good coordination can be created.
4. AI technology is used to detect and filter prank calls and ghost calls more effectively. Educational campaigns are conducted in schools and communities to raise public awareness of the importance of using emergency services responsibly.

By taking the above solution steps, the city of Bandung can more effectively utilize NTPD 112 in emergency management.

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