Bureaucracy Reformation Management for Indonesian National Police (INP) at the Police Technical Function Unit of Polresta Samarinda

by Saraka Et Al.,

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Andi Sutanto[*]	Student of Education Management Doctoral Program , Mulwarman University, Kaltim, Indonesia
Dwi Nugroho	Professor, Dr. Senior Lecturer of College Education , Mulwarman University, Kaltim, Indonesia
Saraka	Dr. A Senior Lecturer of College Education , Mulwarman University, Kaltim, Indonesia
Hasbi Sjamsir	Dr. A Senior Lecturer of College Education , Mulwarman University, Kaltim, Indonesia

Abstract: The research purpose is to know The Management of Bureaucracy Reformation of Technical Function of INP in Resort Police of Samarinda. The research has been conducted in using qualitative approach. All of the data collected through interviews, documentation and participant observation.From the result of this research as follows : (1). management of INP bureaucracy reformation is based on technical guidance dan INP Administration for reaching mindset, cultural and instrumental changing, and (2). Bureaucracy reformation of technical function of INP in Resort Police of Samarinda creates innovation and creativity in public services and to become a pilot project, and to be a part of INP Curriculum. Then, (3). supporting and obstacle factors are expected to be a spirit of changing for being an excellence Police services. The conclusion of these research are Bureaucracy reformation of technical function of INP in Resort Police of Samarinda is conducted effectively, professionally, modern, accountable, transparent and to become a pilot project in public service.
Keywords: Bureaucracy reformation management; The police technical function unit; The culture of the police.

1. Introduction

The Indonesian National Police is a law enforcement institution which is required to be professional and proportional in performing its responsibilities as a police institution in its operational area and its development units. In this case a powerful, wise and alert police figure is needed to cope with all forms of problems existing in the society.

The slogan of the Indonesian National Police (Polri) as protectors, guardians and servants of the community should not be taken only as a slogan, but it should become a requirement to improve the police performance. One of the indicators for the successfulness of the police in performing its functions is the improvement of public service by emphasizing on the implementation of bureaucracy reformation in every lifeline of Polri organization.

Bureaucracy reformation is one of the government efforts to achieve good governance. The experiences of some countries showed that bureaucracy reformation is an initial step to achieve advances of a country. Through bureaucracy reformation, the system of public administration can be effectively and efficiently structured. Bureaucracy reformation also becomes a backbone in the life of the nation and the country. Bureaucracy reformation will be applied at the levels of ministry and government institutions. It is the time for the bureaucracy of ministries and institutions to be reformed following the demand of existing situations and conditions, in which bureaucracy is required to be able to provide fast, appropriate and professional public services.

Bureaucracy reformation for Polri is an effort to complete and improve the bureaucracy system in the Polri organization because the existing system is considered no longer appropriate with the dynamic of community development. Community as the object of public service by Polri has been influenced by local, global and regional environments. Related to the level of public satisfaction, it is identified that the community expects transparency, law assurance, ease, and justice based on the main jobs, functions and roles of the Polri.

Realizing the importance of this significant changes, then Polri quickly responds to the demand of reformation existing in the community by formulating a concept of Reformation leading to Professional Police. This concept focuses on three aspects of change: structural, instrumental and cultural aspects. These changes start from behaviors, ethics, and public service culture. In other words, the target of Polri reformation is the change in the culture of Polri (2002).

*Corresponding Author

The culture of Polri is one that is manifested in the field and it directly touches the community and also becomes the barometer of the community's evaluation concerning the entire performance and the image of the Polri (2009).

Effectiveness is a standard which describes how far a target has been achieved. The definition of effectiveness gives more orientation to the outcome while the use of input is not the main concern. "When effectiveness is connected with efficiency, then even though there is an increase in effectiveness, it does not mean that efficiency also increases" (Sedarmayanti, 2001).

Innovations are new creations (in the forms of tangible or intangible materials) which have significant economic values, generally created by companies or sometimes by individuals.

The definition of innovation according to Law Number 18 Year 2002 is a research, development, and/or engineering activities which aim to develop practical applications of new scientific values and contexts. In other words, innovation is defined as a new way to apply the existing science and technology into products and production process.

Creative and innovative are personal characteristics which need to be attached firmly in the character of a true entrepreneur. Business without creative and innovative efforts from the entrepreneur himself cannot develop sustainably to find new breakthrough in the dynamic business.

Supervision is the process in determining the standard of performance and action which supports the achievement of expected results according to the performances that have been determined before. Controlling is the process of measuring performance and taking action to ensure the desired results. Supervision is the process of assuring that all activities have been accomplished based on the predetermined plans. It is the process of ensuring that actual activities have matched with the planned activities.

Responding to the demand of the community on the professionalism of Polri, it is necessary to implement reformation which is fundamental in every technical function of police which consists of: (1) Intelligence and Security Technical Function (Intelkam), (2) Detective and Criminal Technical Function (Reskrim), (3) Traffic Technical Function (Lantas), (4) Alert Technical Function (Sabhara), (5) Community Development Technical Function (Binmas), and (6) Development Function. The research focused on the aspects related to Bureaucracy Reformation Management for Polri at the police technical function unit of Samarinda City Police (Polresta, 2016). Based on the background and the focus of the research above, the problems of the study can be formulated as follows: "How is the Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda?

The research in this dissertation aimed (1) to analyze the effectiveness of bureaucracy reformation management for Polri at the police technical function units of Polresta Samarinda; (2) to analyze the application of Bureaucracy Reformation Management for Polri at the police technical function unit of Polresta Samarinda; (3) to analyze the innovations, creativeness and piloting project in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (4) to analyze the supervision function in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (5) to use supervision feedback in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (5) to analyze the supporting factors and constraints found in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda.

2. Research Methodology

The specific objectives of this research were: (1) to give a description about Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (2) to give a description about the effectiveness of Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (3) to give a description about the innovation and creativeness in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (4) to give a description about the supervisory function in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda; (5) to give a description about the supporting factors and constraints in Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda.

This research focused on the Bureaucracy Reformation Management for Polri at the police technical function units of Polresta Samarinda. It applied qualitative approach with a case study method. According to (Sevilla, 2007), a case study involves the researcher in a depth investigation and comprehensive examination on individual behaviors.

According to Robert (2000), in a case study, the questions addressed to the respondents are empirical inquiries which investigate the contextual phenomena which are not clearly seen and they need multi sources. The research location was in Samarinda City Police (Polresta, 2016).

Data analysis is a process of systematically tracking and organizing the data which have been collected using different techniques of data collection. This data analysis is quite different from that of Miles and Huberman (1984) but basically they share the same characteristics. Miles and Huberman proposed qualitative data analysis with the following steps:

Data Reduction consists of the process of selecting, focusing, simplifying, abstraction, and transforming from the raw data which are available in the field notes. In the step of data reduction, according to Miles in Susilo (2009), the process of coding, teasing out themes, making clusters, making partition or writing memo is done. This is in line

with what Ary *et al*. (2002) and Bogdan (1998) have stated above. This means that data reduction is principally the same as the "organizing" in Ary *et al*. (2002).

Data display is the next step at which a researcher gives a clear explanation about a collection of meaningful information which is systematically organized (organized assembly of information) and has been directed to the data interpretation.

Conclusion Drawing is the last step of the data analysis and it has become data interpretation. However, (Miles and Huberman, 1984) included this step as a part of the interactive model proposed by Miles and Huberman (1984) as follows: (1) Data reduction which consists of selecting, focusing, simplifying, abstracting and transforming, (2) Data Display which gives a systematic and clear explanation about the collected information, (3) Conclusion is giving verification.

3. Research Findings

Poresta Samarinda is a part of the Indonesian National Police Institution which is located in Samarinda as the capital city of East Kalimantan. In implementing its function as a law enforcer, Polresta Samarinda cannot be separated from the history of its establishment. After Japan surrendered to the Allied and after Indonesian People proclaimed their independence on August 17, 1945, it turned out that Kalimantan Island formerly called Borneo was still occupied by the Nederland Government. They came to Indonesia with the Allied to disarm the Japanese soldiers who had surrendered after America dropped atomic bombs to Hiroshima and Nagasaki. Just then the government of East Kalimantan was still in the form of *Oustrafdeling Van De Recidentie* located in Banjarmasin (South Kalimantan).

3.1. The Implementation of Kapolri Program Priority (*Promoter*)

The program priority of Kapolri which had been proposed in 2016 referred to the concept of professional, modern, and trusted or in Bahasa Indonesia it is abbreviated to "PROMOTER" which stands for *profesional, modern, terpercaya*. This program is a superior program of Polri which is based on humanistic public service and excellent service in each line of police technical functions. Furthermore, *Promoter* can be explained as follows: (1) Professional: increasing the competence of Polri human resources through training and education so that they can be more qualified and creating policing patterns based on a standardized procedure that has been understood, implemented, and measured for it success. (2) Modern: modernizing the public service which is supported by technology so that it is easy and fast for the community to have access into it, including the fulfillment of the needs for more modern special materials and tools (*almatsus = alat material khusus*) and security equipment (*alpakam = alat pakai keamanan*), (3) Trusted: implementing internal reformation which leads to Polri which is clean and free from corruption, collusion and nepotism (KKN) in order to realize an objective, transparent, accountable, and fair law enforcement.

3.2. The Implementation of Bureaucracy Reformation for Polri

One aspect of the implementation of bureaucracy reformation for Polri at Poresta Samarinda is the implementation of mental revolution which is expected to make the entire police officers in Polresta Samarinda have better mental changes. The expected targets are as follows: (1) the application of effective value system and bureaucracy integrity; (2) the application of independent, professional and synergic supervision; (3) the increase of implementation quality and the integration of financial and performance accountability system; (4) the increase of fairness, transparency, and professionalism in goods and service procurements.

Polresta Samarinda implements bureaucracy reformation which gives an orientation to the internal and external services expressed in the quick wins programs of Polresta Samarinda which consists of 3 programs as follows: (1). Program I: law orderliness and enforcement for radical organizations and anti-Pancasila; (2) Program II: national action in eradicating thugs and thuggery; (3) Program III: establishing and making Polri Operational Units of contra-radical and de-radicalism effective; (4) Program IV : Police as a mental revolution motivator and social orderliness pioneer in public places; (5) Program V: the establishment of internal team of anti-corruption, (6). Crash program of public service, which is free from *pencaloan* (middle-men), (7).

3.3. Innovative and Creative Movement of Polresta Samarinda

Innovative movement conducted by functional unit of Polresta Samarinda is an effort to achieve optimal public service by empowering the existing resources and by optimizing the creativity of services but keeping follow the guidelines and direction as well as the standard operational procedure determined by Polri. Innovation movement aims to give an easy access to the investigation service and information and also public security and orderliness services under the legal service area of Polresta Samarinda. The utilization of information technology is expected to be able to accelerate the access to the public services so that community satisfaction can reach higher than 50% or in other words the community members are satisfied with the services given. This cannot be separated from internal and external support of Polri in making Polresta Samarinda as a piloting project and role model in providing services especially in the legal service area of East Kalimantan Regional Police (Polda Kaltim).

Some innovative movements that have been conducted by Polresta Samarinda are as follows: (1) online application service for Certificate of No Criminal Record (SKCK) at Intelkam Function Unit, (2) online SP2HP and

its delivery, (2) Mobile Service for online Driving License application, E-tilang (online evidence of traffic violation), and Online Samsat (One Stop Administrative Service System) at Traffic Function Unit, (3) Door to door service system which have been well-applied by Binmas (Community Development) Function, (4). Patrol Service by *Sabhana* and free escort service for bank customers, (5). Speed service of Certificate of Drug-Free. (SKBN) by Reskoba (Narcotic and Drug Ditective) function unit, (6) Coaching Undergraduate Students related to investigator jobs and Three-year Diploma students in Health of Polda Kaltim. (6) the establishment of *Saber Pungli* Team (Illegal Levies Sweeping) by supervision section of Polresta Samarinda.

3.4. The Implementation of Supervision

In the context of supervision, operational style which reflects the manager ideas about supervision is the process in determining the performance and actions which can support the achievement of expected objectives based on the predetermined performance. Supervision is the process to assure that all the activities have been accomplished according to the plans. Winardi stated that "supervision is all activities implemented by the managers in assuring that the actual outcomes have been in accordance with the plans". According to Basu Swasta, "Supervision refers to a function which guarantees that activities can bring about expected results".

Polresta Samarinda has supervised all of the police operational activities which involves internal supervision by *SIE Propam* of Polresta Samarinda and SIE WAS of Polresta Samarinda. In addition, the external supervision involves all elements of community such as stakeholders and NGOs which concern with the performance of Polri and monitor the implementation of public service at Polresta Samarinda

3.5. Effectiveness of Public Service

The effectiveness of Public service at Polresta Samarinda can be measured through satisfaction index and independent service survey which have been conducted by the internal index team of police governance system. The result of the service survey was in GOOD category with some improvements required based on the community needs, especially the fulfillment of facilities and infrastructure and the need for sufficient human resources and funds. This is inseparable with the supports of all public servants in the police field.

3.6. Proposal for Polri Bureaucracy Reformation at Polresta Samarinda

The researcher proposes that the implementation of bureaucracy reformation at Polresta Samarinda can be taken as materials for local content in the curriculum of the National Police School of Polda Kaltim, so that it can give a description about dynamic and innovative public service, which in turn can give satisfaction to the community and can create optimal harmonization and synergy between Polri and community members.

4. Conclusion

1. Generally, the Programs, Activities, and Action Plans for Polri Bureaucracy Reformation in Polda Kaltim, especially at Polresta Samarinda had been implemented according to the predetermined stages and timelines.
2. The level of understanding about Polri Bureaucracy Reformation by the police members, especially those who are in the public service and quick wins was good, but there should be some improvements in its application in the field.
3. The limited facilities and infrastructure as well as human resources did not significantly hinder the accomplishment of the police jobs because the every problem had been overcome by applying creative and innovative activities so that all operational jobs could be accomplished effectively and efficiently.
4. The factors which supported the implementation of Polri bureaucracy reformation at Polresta Samarinda could not be separated from the internal and external supports with the spirit of working hand in hand in accomplishing the police operational activities.
5. The constraints in the implementation of Polri bureaucracy reformation at Polresta Samarinda were generally related to the budgeting factor and facilities and infrastructure which supported the implementation of the activities.
6. Materials related to the Polri bureaucracy reformation at Police technical function unit of Polresta Samarinda is proposed to be local content materials in the educational institutions of Polri, National Police School of Polda Kaltim so that positive description about the implementation of police operational activities can be given and can become provisions for learners in performing their jobs in the region.

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