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# Capacity building among members of the Indonesian police during post- reform era

**Moh. Nur Hidayat[1]**

[1]Postgraduate School Universitas Airlangga Surabaya, Indonesia
moh.nur-13@pasca.unair.ac.id

**I.B. Wirawan and I.B Wirawan[2]**

[2]Postgraduate School Universitas Airlangga Surabaya, Indonesia
wirawan.ib1949@pasca.unair.ac.id

## Abstract

This literature study is aimed at analyzing and explaining capacity building among members of the Indonesian Police during the post-reform era in the perspective of Democratic Policing within the Indonesian Police institution via comparative qualitative research methods. As a result, the Police is expected to be the guardians and drivers for democracy and its democratization process. Internal enlightenment is therefore required. It is because the Police's duties have changed i.e., from politically, economically and technologically based duties into expansion and regional dynamics. In conclusion, modern training and training program include trainers and trainees who are focused on the learning process.

**Keywords**: Capacity building, democratic policing, democracy.

# Desarrollo de capacidades entre los miembros de la policía indonesia durante la era posterior a la reforma

## Resumen

Este estudio de literatura tiene como objetivo analizar y explicar el desarrollo de capacidades entre los miembros de la Policía de Indonesia durante la era posterior a la reforma en la perspectiva de la Policía Democrática dentro de la institución de la Policía de Indonesia

a través de métodos comparativos de investigación cualitativa. Como resultado, se espera que la Policía sean los guardianes y conductores de la democracia y su proceso de democratización. Por lo tanto, se requiere iluminación interna. Esto se debe a que los deberes de la policía han cambiado, es decir, de deberes de base política, económica y tecnológica a dinámicas regionales y de expansión. En conclusión, la capacitación moderna y el programa de capacitación incluyen capacitadores y aprendices que se enfocan en el proceso de aprendizaje.

**Palabras clave:** desarrollo de capacidades, vigilancia democrática, democracia.

## 1. INTRODUCTION

The world condition has changed drastically since the end of the 20th century. Such transformation is indicated by technological information development which affects the development of democracy in many countries. It is inevitable for everyone, country, organization and institution to maintain and develop democracy. Every organization and institution is challenged to respond to democractic challenges through various approaches such as through cultural approach. It is based on an idea that culture is not the only a way of life but also life practice which can be applied to resolve various issues. Cultural changes may be applied in various walks of life such as through empowerment of the Police's human resources.

This approach opens a room for dialog so as to narrow the gap between the Police's previous militaristic way of thinking when it was still part of the ABRI (the Indonesian Armed Forces) during New Order era into a more democratic Police as public servants. The

Police's Chief General (Pol) Tito Karnavian stated this focal point, admitting that cultural reform has not been fully performed within his institution. Doctrine inherited by the Indonesian Armed Forces (ABRI) when the Police were still part of it, remains, impeding some Police officials in becoming civilian Police who have democratic norms.

The Police are expected to be the guardians and drivers for democracy and its process. Internal enlightenment is therefore required. It is because the Police's duties have changed i.e., from politically, economically and technologically based duties into expansion and regional dynamics. Global democracy is inevitable. Every region and country, however, is still searching for its most suitable format. Development of global democracy produces a new phenomenon and transformation of work culture within the Indonesian Police is required. Two agencies that provide feedback to the Police in evaluating its performance in 2017 are the Indonesian Ombudsman Commission and the National Police Commission.

Both stated that it is necessary for the Police to improve its public services, particularly concerning the settlement of alleged crimes reported by the general public. Public complaints concerning the uncertained settlement of problems within the community that should be resolved based on the standard settlement of cases reported. All members of the Police are expected to resolve reported cases in humanism, modern, professional, reliable manners so as to improve people's trust.

Challenges concerning democratic policing are also revealed from a presentation on the Indonesian Police's performance in 2017 at the Police's Headquarters in Jakarta on Friday, 29th of December 2017. The Police Chief General (Pol) Tito Karnavian stated that cybercrime in 2017 increased by 3 percent in 2017 i.e., from 4,931 cases in 2016 to 5,061 cases in 2017. The final report in 2017 shows that empowerment of the Police requires efforts covering all the Police as an institution, that Organisational Learning (OL) is very much required. Internal requirement and external challenges described above require conceptualized OL that provides an important contribution for OL and how Organizational Learning can become part of human resource development within the Police institution. In the OL theoretical discourse, there are two approaches or perspectives i.e., system approach and situated learning and communities practice. Following table indicates OL narration grouping based on 5 (five) sociological traditional categories:

Table 1: Narration concerning OL based on 5 (five) Sociological Tradition

| Sociological Tradition | Narration concerning Organizational Learning |
|---|---|
| The Tradition of conflict. | OL as the ideology of particular power group. OL as a policy to mobilize sources of power and conflict. OL as a mean to control tension between substantive and formal rationalities. |
| Tradition of Rational or Utilitarian | OL as an issue of directing a search. OL as an activation of network changes. OL as a learning ecology |
| Tradition of Durkheinian | OL as a dependent variable. OL as a socialization of specific cultural codes. |
| Tradition of microinteractionist | OL as a knowledge transmision among community occupation |
| Tradition of Postmodern | OL as a discurtive practice |

From these five traditions of the approach above, the postmodern approach operates the state power in a more complicated way that what happens in one location is related to that of other locations. Therefore, the most important thing is by paying attention to the interconnection between three powers: demand for democratic police, state capacity building as a way to achieve democratic police, and the ability of international institution in help creating and encouraging a proper balance aimed at creating a modern policing and democratic community.

Therefore, practical and theoretical reasons underlying this DP topic is that human resource development within the Police institution should provide directions concerning competence within the Police. It is possible to provide a tool which is absolutely responsible for action and task carried out by Police personnel. It should be started from senior Police. Senior members of the Police should play as role models for their juniors. They should show their experiences, and knowledge so as to improve their standards and regulations. They should improve their work ethics and values so as to ensure the Police's overall understanding.

## 2. LITERATURE REVIEW

### 2.1. Democratic Policing Definition and Discource

Concerning Democratic Policing, Tito Karnavian and Hermawan Sulistyio said that Democratic Policing (DP) discourse

continue developing. Demand for changes due to developing democracy is in line with the Police's responsibility to perform duties as demanded by the democratic community. The objective to achieve in DP is that the Police in performing its duties must be based on legislative regulations and laws. As an authorized state institution, the Police should not only fulfill demands from the ruler but also use its authorities to enact laws and maintain public order. In the book Kemitraan Polisi dan Masyarakat Sipil dalam Merawat Kebersamaan, the Police and other agencies use several keywords:

Interests, anarchy, and control but these reasons are considered as traditional reasons because we have new terminologies such as public policing, police and community partnership and problem-solving. Democratic Policing discourse is put into social context, particularly in the contest of a democratic country that experiences evolution in its crime control and law enactment. Policy system and work procedure continue developing in line with community development in a democratic world because the people demands for better services by the Police as the latter's finance comes from people's tax.

### 2.2. Police as Caretaker of Public Order

The Police are the most important institution in maintaining stability and public order between persons and groups of people in any way, including violent ways. The Police are given authority to manage, control and perform a coersion so that the chance to commit violence between persons and communal groups can be minimized. The role of

Police is equipped with various law enactment instruments such as laws and regulations and supports from partners such as attorney office, the ministry of justice, correctional institution and other legal agencies. Order and criminal system have also become an integrated part of the constitutional system. In philosophical assumption about the Police's existence stated that it is very important to control and coersion. Because less control and coersion will create a violation of laws and norms, conflicts and social unrests. Whereas social networks are deemed weak and poor, that may cause apathy. This approach is known as security approach because it is focused on law enactment and public order.

### 2.3. Community Policing

Community policing is aimed at modifying perspectives about human being, it assumes that people's participation can be achieved without obeying the laws, the use of force or coersive witness, but through mutual trusts or Police and community trust and partnership between Police and community in policing such as on what to policing and how to policing them. Community policing emphasizes the Police image as a problem solver, in addition to being a law enforcer. As a problem solver, the Police is expected to be more skillful and sensitive in identifying problems within the community. In addition, perspective about social issues is not considered as a crime that must be processed by criminal law, but as an issue.

The Police's intervention is aimed at helping people in discussing and resolving such an issue. Robert Peel, General Tito and Hermawan Sulistyo reasserted that the Police is part of public and vice versa. Although they are paid fulltime the people also have a similar responsibility. Therefore, there must be a strong binding between the Police and community they serve, so that people will have better trust. Professionalism and accountability are important parts that should be developed by the Police in line with continuously developing democracy (Sugiyono, 1998).

## 2.4. Policing History

In a philosophical dimension, policing was born due to the need for security within the general public that pre-modern people established kin policing. This kin policing concept was then evolved in English Anglo-Saxon during King Alfred the Great where Tything policing concept was created. Tything is a community consisting of 10 (ten) security and public order personnel selected from ten family members who appointed one of the family members to be a leader called Tythingman. From this 10 tyhthing community (100 families), they evolved into the so-called Hundred with its leader called Hundredman. Multiplication of this Hundred community is also called Shire community, which was led by Shire Reeve, who was then called Sheriff in many British colonies such as the United States of America, Australia, Canada, India etc. This concept then created so-called civilian police in many democratic countries (David & Kenneth, 2011).

The Indonesian Police has a very dynamic and long history. It was part of the military when it was under the Indonesian Armed Forces (ABRI). But since the application of Law No 2 of 2002 concerning the Indonesian Police, it finds its own identity based on its main tasks and functions. Its next challenge is to place itself independently in making such transformation (Muhamad & Hermawan, 2017).

## 2.5. Shift of Paradigm

Democratization process during the transition period in Indonesia inevitably forced all state elements, including the Police to make an adaptation. Tito Karnavian and Hermawan Sulystio said there has been a shift of paradigm in several issues i.e.: change of behavior and mentality within the Police that they are able to improve performance and image within the community. Paradigm is a scientific window to see the world. While concerning social paradigm, Wirawan quoting George Ritzer said that from its social structure, the people has a set of regulations which are analytically separated from the individual community but it affects their daily behavior.

This internal improvement is paramount in establishing a strong and effective Police in overcoming terorism and cybercrimes. Thomas Khun and Fritjof Capra said transformation occurred due to evolution, resulting in a new shift of paradigm, replacing the old paradigm characterized by strong civil society. On the other hand, there is a risk

of escorting democratization where people are continuously fragmented and separated due to exploitation and use of anarchy energy. Because this condition directly or indirectly affects the Police's performance within the community (Randy et al., 2002).

From all these shifts, what genuinely expected from democratic Policing is the Police that respects civil rights and obeys democratic principles, good governance and performs modern policing i.e., Community Policing. DP is a process and not result, because the main element of DP is how to create the Indonesian Police to be law enforcer who does not violate human rights within the community and prioritize transparency, accountability, responsiveness, democratically institutional control with civil society principles. Accountability means involving the participation of executives, legislatures, judicative, independent formal commissions, media, organizations and other civil societies).

### 2.6. Balance between Laws and Human Rights

Democratic policing as policing paradigm in democracy era develops philosophical foundation concerning policing, which respects human rights and ecosocial rights, as stated in the human right covenant concerning basic rights in everyone's economy, society and culture. Therefore, the author considers democratic policing as a policing concept that refers to the rule of law and respect toward human rights. In a democracy, the basic policing concept is related to

human rights principles in performing policing tasks and functions. This basic human rights foundation has used as a benchmark for the accountability of policing external and internal parties. Human right principles are international human right standards or norms that legally bind its ratifying countries. Therefore, the Indonesian Police, in this case, is required to adjust policing functions with human right principles (Wirawan, 2012).

With this, law enforcement through policing functions in creating security must in line with human right freedom. Furthermore, economy social rights should also be considered by policing function in democracy era. Generally, democratic policing paradigm described by the author in this book is the importance of respecting human right, economy and social rights and respect toward civil society as a policing paradigm in a democratic environment. Above all, this book provides an important contribution in establishing a new policing paradigma or discourse, which is able to respond to transformation in this democracy era. Therefore, this book is rare in Indonesia and should be used as a reference concerning policing standards for all members of the Indonesian Police as well as police observers, academics and civil society (Jhon & Creswell, 1997).

## 2.7. Current Challenges for Policing Human Resources

Strategic development and transformation during this democracy era will affect strategic dynamics and the national security

system of a country. Universalization, democratization, globalization, science and technology development, are direct and indirect factors which require countries in the world to rearrange their strategies and security system in for the national interests. In Indonesia, democratization started since reform 1998. This reform affects people's demands toward the Police in transforming its internal system, structure and culture, which was then called the Police's Reform.

This reform is aimed at transforming the Police's image from militaristic into civilian police during democracy era that highly respects human rights and civil society, and professionalism and accountability. In the context of democratic countries, the Police as a state tool in law enforcement and maintaining public order and security requires a balance with social structure so that the Police could function based on people's needs. Therefore, the Police's Reform should refer to the rule of law and human rights as the main instrument of a democratic country. In this context, the policing concept during democracy era refers to policing orientation based on law enforcement and human right based policing (Guiere & Kenneth, 2011).

## *2.8. Training*

In general, training is aimed at developing trained people to have better knowledge and skills. Modern training and training programs include trainers and trainees focused on the learning process. Trainers are the focus of training approach in providing knowledge and

information from trainers to trainees through instructions and lectures. This training is considered more passive than the one where trainees are the focus on the learning process where participants' needs are prioritized and participants actively participate through a direct learning process. It also refers to experiences in suing study cases based on actual incidents and facts.

This approach is based on the assumption that adults are willing to learn through examples and they learn from their own experiences, either in terms of values, behaviors including stereotypes, which are often based on adults. Specifically, they also face challenges and demands for skills and long term process. Initiation and continuation of training and education should also be made available for all Police's activities for all levels. Training should reflect democratic policing principles. It means in operational context, the Police must be trained to apply laws, ethics, including issues related to corruption, codes of conduct and human right standards (Alwahdani, 2019).

Training should not only ensure the Police's full understanding on what they will receive when violating regulations, but also on democratic norms and international standards about policing and human rights, which is the essence of Police's professional belief. Training on democratic policing is about the environment and multicultural society such as religious and cultural awareness, mediation and community-related skills, problem-solving, and partnership approach, language and human rights. So as to improve awareness about the Police as an integrated part of the community

where they serve, civil participants should also participate in the Police High Learning Institution (PTIK). Several studies can be carried out in public areas or universities where trainees can learn together full time or part-time. While subject to train is related to constitutional laws, criminal materials and human rights (Wyrasti et al 2019).

### 2.9. Professional, Modern and Reliable Police

The Police's capacity building is aimed at making them be professional, modern and trustworthy (PROMOTER). It is specified in the constitutional principles of the Indonesian Police institution, article 30 (paragraph 4) of the 1945 Constitution that the Police is the state tool that maintains security and public order and is assigned to protect and serve the people and enact laws. Generally, the Police are assigned to maintain internal security so as to ensure national development purposes. Developing professional, modern and reliable Police is a roadmap to improve the public's trust toward the Police and its members. Tito Karnavian and Hermawan Sulistyo said Democratic Policing needs proper actions through action optimization approach i.e., optimizing and making the Police's improved professionalism through good education and training (Emam & Shajari, 2013).

## 3. CONCLUSION AND RECOMMENDATION

1.  Democratic Policing is the fact and expectation based on the context that the Police is expected to guardian and driver of democracy and its democratization process. Internal enlightment is therefore required. It is because the Police's duties have changed i.e., from politically, economically and technologically based duties into expansion and regional dynamics.

2.   Democratic Policing is an effort aimed at developing professional, modern and reliable Police as a roadmap to improve public's trust toward the Police and its members.

3.   Democratic Policing should be performed as part of responses to challenges for the Police through trainings aimed at training people so that they will better knowledge and skills. Modern training and training program include trainers and trainees who are focused on learning process.

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