

Police Capacity Building in Tackling Environmental Pollution in Mojokerto: A Study on Gempolkerep Sugar Factory, Mojokerto

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ABSTRACT

The study aims at analyzing the improvement of police capacity in resort police department in Mojokerto regency in tackling environmental pollution within the dimension of human resource development, organization reinforcement and institutional reformation. It is a descriptive study using qualitative approach. The site of the study is 4th sub directorate (subdirectoratoefenvironmetalresources or Sumdaling) of Directorateof Special CrimeInvestigationofEast Java Police Department by taking a samplecaseofenvironmental pollution in Gempolkerep sugar factory in Mojokerto. The data are analyzed using interactive data analysis model from Miles and Huberman. The study results show that: 1)The development of human resources in police department has been focused on the availability of professional and technical personnels with recruitment and training activities of police investigation force, 2)Organizational strengtheninghas been focused in the management system with the utilization of personnels, managerial aspects and networking, 3)Institutional Reform has been carried through institutionalization of vision and mission of policy regime, 4)Inhibiting factors of improvement of police capacity in tackling environmental pollution in Mojokerto are budget commitment and lack of human resources, whereas the supporting factors are the integrity of the personnels in 4th sub directorate of Directorateof Special CrimeInvestigationofEast Java Police i.e. leadership and community participation. The practical recommendationof the study is improvingpolicecapacity by establishing Kasatrekrimsusor Special Crime Investigation force at the levelofresortpolicedepartmentacross Indonesia.

Keywords: Capacity improvement, environmental pollution tackling, human resources development, organizational strengthening, Institutional Reform

INTRODUCTION

Capacity building is a way that can be used to face changes. Capacity building is an essential component in every institutional reform including in police institution. Grindle [1] states that “capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness, and responsiveness of government performance”. Which means that capacity building is an effort intended to develop various strategies that can improve efficiency, effectiveness and responsiveness of government performance including police performance? Capacity building consists of three dimensions namely human resources development, organizational strengthening and institutional reform.

In a few development literatures, the concept of capacity building actually leaves a little debate in making definition. A few scholars define capacity building as capacity development or capacity strengthening, which hints an intention towards existing capacity development, while other scholars tend to refer to constructing capacity as a creative process in building the capacity that has not yet existed. Even though they differ in defining the term, both have

similar discussion characteristics i.e. capacity analysis is an initiative to improve government performance [1].

Based on the background of the problem discussed above, the main problem of the study is how is the capacity development in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in tackling environmental pollution in Gempolkerep sugar factory in Mojokerto. The statements of the problem can be detailed as follows:

1. How is the capacity development in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in the dimension of human resources development?
2. How is the capacity development in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in the dimension of organizational strengthening?
3. How is the capacity development in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in the dimension of institutional reform?
4. What are factors that support and inhibit the capacity development in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in tackling environmental pollution?
5. How is the effective capacity development model in police department especially in 4th sub Directorate (*Tipiter*) of East Java Police Department in tackling environmental pollution in Gempolkerep sugar factory in Mojokerto?

MATERIALS AND METHODS

Police Institution Development

Police institution reform is in link with appropriate governance program. The reform is a follow up from Indonesian Police Department grand strategy (2005-2025). 'Quick Win' program that has been established is aimed at building community's trust towards Indonesian Police Department. Also, this program is a form of bureaucracy transformation towards modern and professional bureaucracy to realize and maintain community security. Quick Win program consists of:

1. Quick response i.e. the speed and quick-responsiveness of police in responding and following up community reports. Indonesian Police Department tackling speed is supported by an integrated system and utilization of Information Technology such as GPS, GIS, Internet, Call Centre 112, SMS 1717, HT, Digital Map, CCTV, Fax /email and TMC or Traffic Management Centre.
2. Proper transparency and communication in investigation is one of Indonesian Police Department's efforts to become more transparent and communicative in crime investigations through SP2HP. This is intended to avoid miscommunication and misperception from the community towards all actions done by police investigators where community can obtain information on a variety of things that has not been understood or known in relations to the crime investigation. For example, *Polda Metro Jaya* has created a website as supporting a facility for the community to access information of crime investigations.

3. Indonesian Police Department administers a clean, transparent and accountable recruitment process for its new members to select intelligent, well behaved, law-obedient and modern human resources. The recruitment process is supervised by external institutions like *Kompolnas*, *DPR*, *LSM*, Police Watch, Professionals and member of community as well as cooperated with universities.
4. Transparency in *SSB* service which includes services for *SIM-STNK-BPKB* that is *SSb* service with the principle of Quick, Targeted and Accurate supported by Information Technology in the form of *SSB* online. Police department has also served more simplified bureaucracy for people by *SIM keliling*, *Gerai Samsat*, *STNK* door to door, *Samsat* drive through and *Samsat* E-payment (Attachment of Indonesia Police Department Regulation No. Pol. : Skep/737/X/2005).

Capacity Building

In many academic review, capacity building has been one of the rapidly developed concepts since the 1990s, especially as it goes in line with the lower supporting power, either in the form of environmental degradation, development inefficiency and ineffectivity and the like. Capacity building program gives a good expectation especially in realizing the objectives of governance including police institution i.e. improving effectiveness and efficiency in police management based on people's expectation. A variety of international institutions like World Bank and UNDP highly encourage capacity building program in many developing countries in order that the implemented programs run well. In Indonesia, capacity development program has been gaining momentum especially in the government transition process in 2000 where local governments are preparing themselves for Act number 22, 1999 about local governance.

Capacity building for local government program in Indonesia at that time was especially designed to improve the capacity of Regental/Municipal government capacity to be able to: (1) manage governance activities, (2) encourage community participation, (3) encourage the growth of private sectors, and (4) develop cooperative network with foreign institutions.

Human Resources Development

Human resources is a central factor in police organisation including in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department. For any forms or objectives, organisation in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department are made based on various vision for people's interests and in carrying out its missions, the institution is managed by the members within 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department. Therefore, the members in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department are strategic factors in all institutional or organisational activities in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department. Development of human resources in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department means organising and maintaining human resources based on organisational vision and mission in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department to achieve organisational objectives in optimum outcome.

Organizational Strengthening

One of beginning questions in every discussion of organisation is “what is organisation?” Actually, organisation formulation depends so much on particular context and perspectives from the formulator. Thompson [2], stated that “an organization is a highly rationalized and impersonal integration of large number of specialist cooperating to achieve some announced specific objective”. While Barnard [3], announced that “an organization is a system of consciously coordinated personal activities or forces of two or more persons”.

Personnel Utilization

One of elements in organization strengthening is utilisation of personels i.e. placing employees based upon their competencies or in other words putting the right man on the right place. With this principle, it is expected to create employees with suitable competencies or create specifically professional personnels.

Managerial Aspects

In other review, in the context of introducing good management practice based on experience in Thailand and Bolivia, Myers in Grindle [1] developed the most universal principles in developing specific organization types. He was concerned about how research institute policies are made and maintained and explored this issue through *Thailand Development Research Institute* and *Bolivian Social Policy Analysis Unit*. Research institutes of this kind are developed in association with public sectors, facing particular challenges and limitation in providing useful and punctual inputs in decision making policies.

Cooperative Network

In networking, which is the basis of social and legitimate interaction in bureaucracy or organisation, Peterson argued that network should become the basis where bureaucracy organisation and capacity development intervention is designed. In a specific application of this perspective, Peterson indicated that information technology is an effective way to draw benefit from formal and informal network in improving productivity in African organisation bureaucracy. Information technology can be specifically designed for the existing tasks and networks. Information technology is also capable of emerging network task by connecting individuals in particular control range in particular specific task performance.

Institutional Reform

We are often trapped in a misunderstanding conception of the meaning of institution and organization. This may happen because in several literature of social studies there inconsistencies in distinguishing organization and institution. Institution has almost always been associated with organization i.e. as a group of people that has a concrete and formal form. In fact, more than that, institution can also be a mere group of abstract values. Based on this doubt, Tampubolon [4] provides an understanding that:

”The term institution in a scholarly perspective has a broad meaning. Institution has a double meaning. First, institution is a rational and routine pattern of behaviour. Second, as an organisation that has a specific characteristics that include, develop and protect normative relationship of actions, as well as carry out functions and services that are valuable in its environment”.

RESEARCH METHODOLOGY

The study is carried out descriptively using qualitative approach. The study employs descriptive qualitative data i.e. problem solving procedure by exposing the data obtained

from literature review and field observation then analysed and interpreted by giving conclusion.

Research Site

To obtain actual illustration of the research object, a research needs a particular site where the social situation is about to be investigated [5].

The selected research site is 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department by taking a sample case of environmental pollution in Gempolkerep sugar factory in Mojokerto.

Sources of Data

According to Lofland in Moleong [6], the main source of data in a qualitative research are words and actions, the remaining are supplementary data like documents etc. a research with qualitative approach uses informants as the source of data that is decided intentionally to give data in relation to the research. The sources of data in the research are:

Informants

Informant selection is based on subjects who master the issue, own data and is willing to share the data.

Documents

Documents as source of data are supplement to the main data i.e. documents that are related to research focus. This data is in the form of recording, not only the written but also in the form recorded pictures or memorabilia that are related to a particular event.

Data Analysis

Data analysis in a qualitative research is done concurrently with data collection as well as after data collection in certain period of time[5]. Data analysis is an effort to find answers that are obtained from the research. Data analysis method used in this study is interactive model data analysis [7].

RESULTS AND DISCUSSION

Human Resource Development

Police human resource development has been focused in the availability of technical and professional personnel with the activities such as recruitment and police investigator trainings.

Based on the analysis above, 1st minor proposition can be formulated as follow:

Investigator recruitment is done meticulously to tackle environmental crime issues that happen in the society both at present and in the future.

Based on the analysis above, 2nd minor proposition can be formulated as follow:

Investigator training is carried out by referring to the valid regulations to tackle environmental crime issues that happen in the society both at present and in the future.

Based on the analysis above, 3rd minor proposition can be formulated as follow:

Utilisation of investigator is done within Indonesian Police Department bureaucracy reform in order that they can tackle environmental crime issues that happen in the society.

Based on the analysis above, 4th minor proposition can be formulated as follow:

Managerial aspect of investigator is done by the changing of performance pattern into public servant to tackle environmental crime issues that happen in the society.

Based on the analysis above, 5th minor proposition can be formulated as follow:

Cooperative network of investigators is expanded to external organisations to tackle environmental crime issues that happen in the society.

Based on the analysis above, 6th minor proposition can be formulated as follow:

Institutionalisation of vision and mission of investigator is done in public service spirits tackle environmental crime issues that happen in the society.

Based on the analysis above, 7th minor proposition can be formulated as follow:

Policy regime supports investigators to tackle environmental crime issues that happen in the society.

Based on the analysis above, 8th minor proposition can be formulated as follow:

Budgeting commitment for investigators should be made suitable with environmental pollution cases in order that police tackle environmental crime issues that happen in the society.

Based on the analysis above, 9th minor proposition can be formulated as follow:

The lack of investigator human resources is handled by using technology in order that investigator tackle environmental crime issues that happen in the society.

Based on the analysis above, 10th minor proposition can be formulated as follow:

Leadership towards investigators is done by modelling so that they can tackle environmental crime issues that happen in the society.

Based on the analysis above, 11th minor proposition can be formulated as follow:

Community is involved in active participations towards investigators hence they can tackle environmental crime issues that happen in the society.

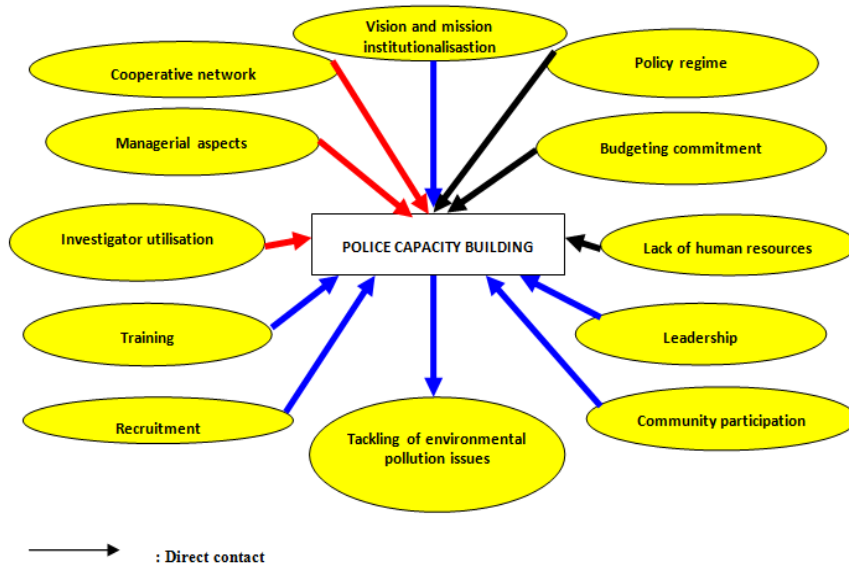
Based on 1st to 11th minor proposition, a major proposition can be formulated as follow:

Recruitment, training, investigator utilisation, managerial aspects, cooperative network, vision and mission institutionalisation, policy regime, budgeting commitment, lack of human resources, leadership and community participation should be done appropriately so that they can tackle environmental crime issues that happen in the society.

Recommendation of Police Capacity Building model in tackling environmental pollution in Mojokerto

Based on the existing model of point 5.5., there is a weakness in the accountability within the region of resort police office and community that is understood as “service” given by the police to the people especially in tackling environmental pollution because of the absence of Special Crime Investigation at the level of resort police office therefore the service in regards to environmental pollution has not been tackled maximally. Thus, by referring to the formulation of major proposition and the weakness of the existing model, the researchers recommend a capacity building model named: *Police capacity building model* i.e. made based on the fact of the situation in field that at the level of resort police office there has not been environmental pollution handling. This model guarantees the handling of environmental

pollution issues by police department at the resort level. This model can be seen in the illustration below.



Research Finding: Police capacity building model in tackling environmental pollution issues

CONCLUSION

Based on the discussion on research result, conclusion about Police Capacity Building in Tackling Environmental Pollution in Mojokerto can be formulated as follow:

1. Human Resources Development activities in the police department have been focused on the availability of technical and professional personnel with the activities such as recruitment and police investigator training.
2. Organizational strengthening is focused on the management system.
3. Institutional Reform has been done by institutionalizing vision and mission of regional police department of East Java. This has become a reference for the police members in carrying out the tasks in 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation.

Factors that inhibit and support police capacity building in tackling environmental pollution in Mojokerto are:

1. Inhibiting factors
 - a. Budgeting commitment
 - b. Lack of human resources
2. Supporting factors

Integrity of employees in the scope of 4th sub directorate (subdirectorate of environmental resources or *Sumdaling*) of Directorate of Special Crime Investigation of East Java Police Department.

- a. Leadership
- b. Community participation

RECOMMENDATION

Based on several conclusion stated above, especially those related to police capacity building, it is considered necessary to outline several recommendations that cover academic/theoretical and practical recommendations as follows:

Theoretical/Academic Recommendation

Based on the analysis on Police capacity building in tackling environmental pollution in Mojokerto, several academic/theoretical recommendation can be given as follows:

1. Investigator recruitment is done meticulously to tackle environmental crime issues that happen in the society both at present and in the future.
2. Investigator training is carried out by referring to the valid regulations to tackle environmental crime issues that happen in the society both at present and in the future.
3. Utilisation of investigator is done within Indonesian Police Department bureaucracy reform in order that they can tackle environmental crime issues that happen in the society.
4. Managerial aspect of investigator is done by the changing of performance pattern into public servant to tackle environmental crime issues that happen in the society.
5. Cooperative network of investigators is expanded to external organisations to tackle environmental crime issues that happen in the society.
6. Institutionalisation of vision and mission of investigator is done in public service spirits tackle environmental crime issues that happen in the society.
7. Policy regime supports investigators to tackle environmental crime issues that happen in the society.
8. Budgeting commitment for investigators should be made suitable with environmental pollution cases in order that police tackle environmental crime issues that happen in the society.
9. The lack of investigator human resources is handled by using technology in order that investigator tackle environmental crime issues that happen in the society.
10. Leadership towards investigators in done by modelling so that they can tackle environmental crime issues that happen in the society.
11. Community is involved in active participations towards investigators hence they can tackle environmental crime issues that happen in the society.

Practical Recommendation

To be able to solve the identified issues discussed above, the researchers provide some practical recommendation i.e. implementing police capacity building by setting up Special Crime Investigation force at the level of resort police department across Indonesia.

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