# "TAR-Model" Concept in the Implementation of POLMAS (Policing Community) Policy in *Polres* of Gorontalo

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**ABSTRACT:** The research objective was to analyze i) the strategy of the implementation of POLMAS Policy to improve the effectiveness of Indonesian national police and society partnership in *Polres* of Gorontalo (focusing on the process of social problem-solving through identification, analysis, solution determination and evaluation action) and ii) factors determining the success of the implementation of POLMAS policy to improve the effectiveness of Indonesian national police and society partnership in *Polres* of Gorontalo including: information, policy content, society support, potential distribution, mentality, system and network.  This was qualitative research using explanatory survey method. Data were collected though observation, interview and documentation. They were analyzed through reduction, presentation, verification and conclusion. Population in the implementation of POLMAS in *Polres* of Gorontalo consisted of 35 people. The finding showed that (1) the strategy of the implementation of POLMAS Policy to improve the effectiveness of Indonesian national police and society partnership through problem-solving had been manifested, even though not supported by adequate problem solving knowledge; 2) factors determining the success of the implementation of POLMAS policy to improve the effectiveness of Indonesian national police and society partnership in *Polres* of Gorontalo were information, policy content, society support, potential distribution (the use of Gorontalo custom), mentality, system and network. Based on the two research focuses, we found that society demanded and expected Polmas officers to comply with applicable principles; to actualize customary values and to show high responsiveness while solving problem. We offer a public policy implementation concept called "TAR-Model" concept consisting of **Principle-Obedience, Actualization and Responsiveness.**

**Keywords:** Implementation of POLMAS Policy, TAR-Model Concept

## I.          INTRODUCTION

To fulfill the task of maintaining public security and order, Indonesian national police has developed a strategy of Community Policing (POLMAS) policy. POLMAS is an institution strengthening cooperation to solve social problems and having a prominent role in problem solving. It is established to create a stable and conducive condition and situation ane eliminate social concern or anxiety on carrying out activities. Society will have protection, shelter, and satisfying services, but they have to participate as a partner. The policy for the strategy is set out in the Chief of Police Regulation Number 7 of 2008 and the Chief of Police Regulation Number No. 3 of 2015. The importance of POLMAS development theoretically and empirically is determined by many factors, one of which is the ability to develop partnership between Indonesian national police and society. Partnership in POLMAS implementation should be in line with the basic value of Indonesian culture and be based on social norms and local agreement. It should also be done by maintaining the compliance with applicable national legal regulations, upholding human right principles and democratization.  The objective of this research is to analyze i) the strategy of the implementation of POLMAS Policy to improve the effectiveness of Indonesian national police and society partnership in *Polres* of Gorontalo (focusing on the process of social problem solving through identification, analysis, solution determination and evaluation action) and ii) factors determining the success of the implementation of POLMAS policy to improve the effectiveness of Indonesian national police and society partnership in *Polres* of Gorontalo which were information, Policy content, society support, potential distribution, mentality, system, and network.

## II.          RESEARCH METHODS

This was qualitative research using explanatory survey method. It was performed through in-depth analysis to explain both present and future conditions. Explanatory was an explanation or matters related to explanatory; describing a present event or condition (explanation) and future event and condition (prediction)

(Kadji, 2016). According to Lofland and Lofland (1984), the main data sources of qualitative research were words and actions and additional data; such as documents and others. Data analysis technique used in qualitative research was interactive model analysis (Miles and Huberman, 1992). The analysis consisted of three analysis components i.e. data reduction, data presentation, data verification and conclusion. Data testing, or data validity testing was performed as a follow-up action. The testing should be performed through four techniques, yet this research only used credibility test. Credibility test was a criterion test to assess the facts of collected data and information. As a result, this research must be reliable and credible. To obtain valid data, we should conducted (1) continuous observation, (2) triangulation, or "data validity checking technique which used external sources used as comparison and examination. Triangulation technique mostly used was examination through other sources" (Moleong, 2000) and (3) checking for adequacy of references. Observation was continuously made to understand and examine the focus of research problem. We made continuous observations in Gorontalo Regional Police (especially in *Polres* of Gorontalo) after preliminary observation since June 2013.

### III. FINDINGS

This research had been performed by focusing on, analyzing and integrating model theory of the implementation of public policy. We used two models i.e. Jan Merse model and MSN-YK model. This research showed that factors determining the implementation of POLMAS policy were information, policy content, society support, potential distribution, mentality, system and network. The research finding was re-analyzed by referring to empirical facts in the site and the implementation of POLMAS policy in jurisdiction of *Polres* of Gorontalo. In addition, there were other factors determining the success in the implementation of POLMAS policy in the jurisdiction of *Polres* of Gorontalo. They were Principle-obedience, Actualization and Responsiveness. Therefore, we offered to develop a model concept for the implementation of public policy called "TAR-Model" concept. The concept could be used for the implementation of public policy, especially for the implementation of POLMAS policy in the jurisdiction of *Polres* of Gorontalo. The concept can be described as follows:

**a. Principle-Obedience (Consistency)**

Principle-obedience/consistency indicated no change made in stipulated conditions (KBBI.wen.id-2016). According to Syarif (2005), principle obedience/consistency was to focus on a field. In term of policy implementation, it could be defined as a constant and determined behavior while implementing all policy contents. Implementers should maintain their constant and determined behavior and be resolute in carrying out all provisions set out in the policy. This constant and determined behavior while implementing Polmas policy was a must because implementers' inconsistency would make the society that was supposed be their partners to develop Polmas left and shun them. However, when they were consistent, society would put a great trust, eventually leading to a strong public motivation. The manifestation of consistent behavior could be directed to: i) principle-obedience/consistency in all series/stages of problem solving process; ii) principle-obedience/consistency in all efforts mutually agreed to achieve common goals and to maintain security and social order condition and iii) principle-obedience/consistency in respecting and utilizing the potential of local wisdom (applicable culture/custom).

**Actualization (Values)**

In term of the development of model concept in policy implementation, actualization was a concrete manifestation of various particular concepts and values. The concept and values were to support and even accelerate the implementation of Polmas activity programs. There were many social concepts and values that could be reffered to and be manifested, yet still in the conceptual level. Those concepts and values were: i) local custom/culture values, ii) ethical values that was eroded by the development of social life modernization iii) kinship and cooperation values that also began to shift. One of the value concepts proposed in this research was *"Mo'odelo Ayuwa"* customary concept used as a sign and symbol of Gorontalo Polda. This customary concept had high relevant values in the implementation of Polmas in Gorontalo. It was a concept of glory and noble deeds. It was expected to not only be adopted into unity symbol, but also be described in detail in a guide book. Besides, it should be more actualized by Polmas implementers in their daily behaviors and actions. Meanwhile, the customary concept of "*heluma-huyula*", especially the concept of "*hulunga*" was a form of valid Gorontalo custom behavior. It was expected that these concepts could be used again in the implementation of Polmas policy, especially to deal with and solve problems. Customary value was a part of cultural values and social institutions that could not be neglected in the management of the whole social life. Consequently, in the context of the implementation of Polmas policy, it was important to pay attention to and not to neglect values that could strengthen the base of each implementer while implementing Polmas policy. Furthermore, Polmas policy was at least inspired by and also grew as applicable ethical orders. Therefore, the implementation of Polmas policy should include ethical values; such as ethics in the relationship among human beings. Value of society kinship

was also important. Unfortunately, it was also about to be replaced by "*individualist*" concept. While carrying out Polmas activities, Polmas implementers should show a sense of kinship to break up the strong individualist flow contrary to the principles of Polmas implementation.

**b.   Responsiveness**

Based on the Great Dictionary of Indonesian Language (KBBI) (kbbi.web.id-2016), responsiveness was reacting quickly, giving response (not being indifferent), reaching sympathetically. In term of the development of model concept in the implementation of policy, as expected by society and based on the finding of this reseach, responsiveness was an ability to make a response and quickly react to the impact of changed situations. Being responsive could be categorized into two i.e. i) being responsive to an event/problem and ii) being responsive to social dynamics. Being responsive to an event/problem was: 1) being responsive to what was going on, 2) quickly moving and making decision on what was going to be done and 3) making a correct response using discretion (legal and for public interest/public obligation). Meanwhile, being responsive to social dynamics covered: 1) recognizing social complain/needs; 2) formulating action/program agenda that had to be immediately realized; and 3) developing programs and if necessary, changing programs for public interest. Moreover, responsiveness indicators in the context of implementation of Polmas policy were: i) attitude and ability of implementers. They should be sensitive and responsive to the impact of changed the society was facing. Implementers should be be able to quickly make a decision based on their logical consideration; ii) implementers had to be able to correctly act based on the use of discretion (taking other steps that tended to deviate from stipulated alternatives while solving problems or changing Polmas activity programs into a more appropriate activity program) and iii) being responsive, giving a quick response based on legality (with legal basis) and considering every public interest and obligation.

It was emphasized that the development and offering of "TAR-Model" concept was our research finding integrated with Jan Merse and MSN-Approach from YK policy implementation models. The three factors in TAR-Model concept were *Taat-azas* (Principle-Obedience); *Aktualisasi* (Actualization); and *Responsivitas* (Responsiveness) that could be visualized into the following figure:
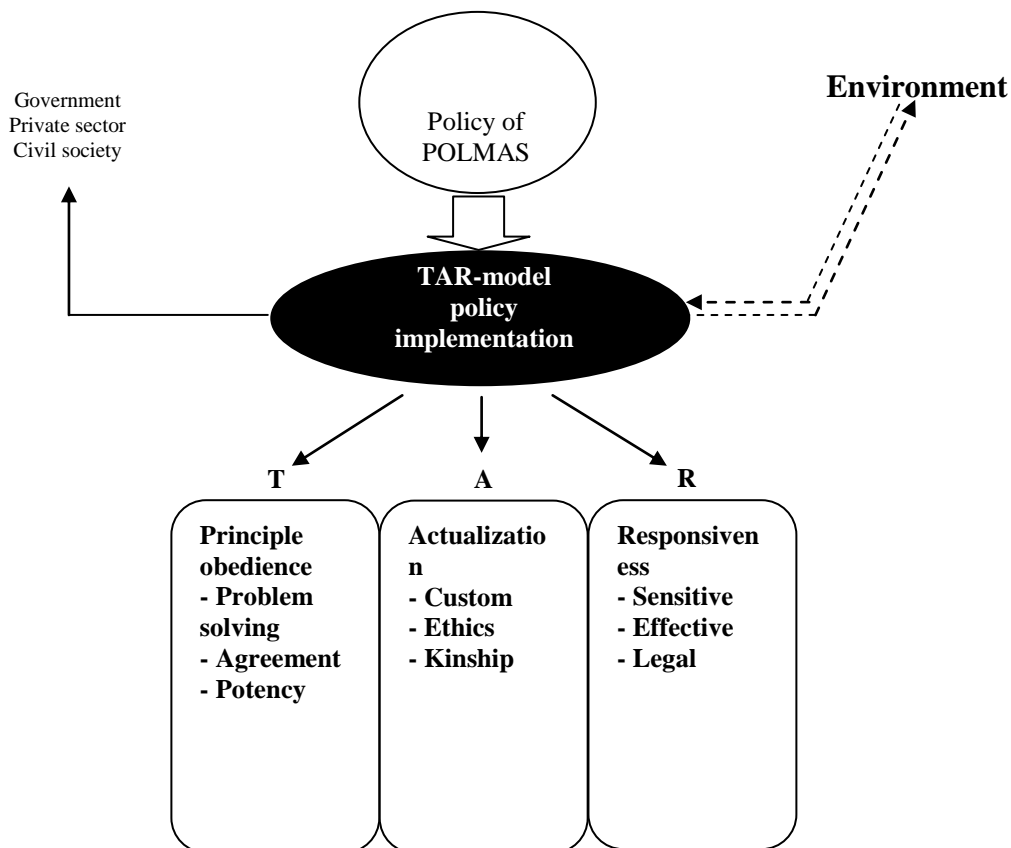


Figure - 3: The Concept of Policy Implementation through **TAR-Model**
(Exploration on the research finding integrated with the concept of Jan Merse and MSN-YK policy implementation models)

## IV.    CONCLUSIONS

Referring to the research findings results and discussion, we made suggestions and formulated several conclusions as follows:

1. The implementation of Polmas policy in Polres of Gorontalo was started five years ago and was in accordance with the proper process of policy implementation. The implementation strategy was strengthening implementers' understanding and ability about the process and how to solve problems and to develop various activities according to Polmas program.

2. Effectiveness of partnership between Gorontalo Indonesian national police and society increased. Because supported by public readiness and willingness, Polmas implementers were able to jointly solve various problems through systematic and appropriate problem solving methods, even though these capabilities was yet optimal.

3. Problem solving capability of Polmas implementers was still naturally obtained. The capability was based on the experience of each implementer only, not furnished by special knowledge about problem solving processes. One of the causes was lack of programmed training. Besides, there were also implementers who did not have ability to solve problems. They never join any trainings and were assigned to be a member of *Bhabinkamtibmas* (community security and order-maintenance police officer, community police officer) by only seniority consideration.

4. Determinant factors supporting the implementation of Polmas policy i.e. information, policy content, society support, potential distribution, mentality approach, system approach and network approach had become factors determining the success of the implementation of Polmas policy, especially in the increase in effectiveness of partnership between Indonesian national police and society in the jurisdiction of Polres of Gorontalo.

5. Several factors found in this research had inspired us to develop and to offer a policy implementation concept through "TAR-Model" (*Taat-azas* (Principle-Obedience), *Aktualisasi* (Actualization) and *Responsivitas* (Responsiveness)) and to integrate the concept with Jan Merse and MSN-YK.policy implementation models

### A.  Suggestions

Considering research conclusions and implications, we proposed some suggestions to improve and develop the implementation of Polmas Policy which were:

1. To improve natural problem solving ability, trainings focusing on special knowledge on problem solving techniques for Polmas implementer shall be regularly included in the annual work program of Polres and Polda.

2. It is important to hold vocational education/*Bhabinkamtibmas* functional specialization. Besides, vocational education of detective unit investigator shall be also designed. Bhabinkamtibmas will be functional officials equal to investigators. The strategy will be able to raise public expectation and to provide motivation for *Bhabinkamtibmas* members. As a result, they will run polmas policy program more professionally.

3. Vocational education for *Bhabunkamtibmas* specialization should be started by some processes i.e. selection, appointment and placement of *Bhabinkamtibmas* in villages. The processes cane be initiated through a recruitment process based on acceptable psychological/mental aspect, basic knowledge/ability of problem solving and effective communication, social knowledge, and attention to the principle of local boy and local job.

4. The meaning and values of Gorontalo customary symbol used as the symbol of Gorontalo Polda must be described in detail in a book. Hence, every Polmas implementer member and all Indonesian national police in Polda will understand and be able to implement the values. As a result, a sense of mutual respect and of mutual honor in a peace, safe, orderly and peaceful condition will be felt by all Gorontalo people. Besides, *Polisi Buli-bulito* program concept developed by Polres of Gorontalo must be reviewed and continuously implemented especially by each Polmas *Bhabinkamtibmas*/implementers.

5. This research finding must be understood by and widely distributed to all society by Polres of Gorontalo regularly. It is expected that society will understand that their active roles and hard working have resulted significant benefits, especially in the development of the implementation of Polmas policy and in the controlling and maintenance of *Kamtibmas* (community security and order). Finally, the sustainability of active role and strong motivational encouragement of society will be well maintained.

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