

Development of Capacity Building Needs for Indonesian Police Officer in Law Enforcement

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Abstract

The study on the development of capacity building needs for police officers in law enforcement needs to be done thoroughly because of new programs that are being submitted within POLRI. In the hope that the phenomenon of violent behavior committed by officers in duty can be reduced so that the role of Police as a servant and protector of society can be felt by the community. The objectives of this study are (1) to inventory and identify the laws and policies that govern the role of Police in serving and protecting people, (2) to analyze what constraints faced by police in their role, and (3) material needs model of capacity building for POLRI. The applied method is interview using questionnaire with close and open question and focus group discussion (FGD). FGDs were conducted to gain more in-depth information. The results indicate that there are laws, regulations, and policies being the basis and relevantly translated into programs to upgrade the capacity of POLRI's members. Despite of that fact, each Police resort district has similar program from one to another. According to the police, the obstacles that they faced on duty are not significant and it seems contradictive with their behavior. There are some aspects which should be highlighted to improve and upgrade the performance of police officers by providing knowledge and understanding on the aspects of legal culture and implementation of human rights both within Police environment and when dealing with the community. The draft of capacity building for POLRI's members consist of the concept of human rights, legal culture, the art of communication, and the concept of public service and protection.

Keywords: Development, Capacity Building, Police Officer and Law Enforcement

INTRODUCTION

In the process of law enforcement, the most interesting part is the work of police because there are many involvements of people as decision makers. Police is a work of law enforcement in optima forma. Police is a living law because through police, the promises and goals of law to secure and protect can become a reality¹. However, the role of police as the spearhead recently is getting negative spotlight from the public. It is due to the exposure of the behaviors of some police officers in duty who act violently up to committing violations of human rights in the community². Forms of abuses committed by police authorities were such as unprofessional investigations (18 cases) and abuse of authority (9 cases). According to information from National Police Headquarters in 2012³, disciplinary offenses were undertaken as many as 12.987 cases and every year 200 personal police were fired. If linked with the role of Police as the servant and patron of society becomes very ironic. In addition, there are various perceptions in POLRI's structure in performing its duties.

Furthermore, the Commission for Missing Persons and Victims of Violence (Kontras) publishes a poor record of police's performance. Kontras assessed human rights violations still highlighting police's performance. Kontras noted since 2011 to mid-2012⁴ there are cases of alleged human rights violations committed by Police. From 100 torture cases, 55 have done by Of the 33 cases of violence by police during 2011-2013, only two cases came to the stage of law's trial, namely Faisal-Budri case in Sijunjung and Erik Alamsyah Case in Bukittinggi. From the findings of LBH Padang, the tendency towards such cases is to be silenced, dwarfed, or even just finished by peaceful means with the victims under threat and intimidation from the perpetrator. As the result, such violent behaviors made a less positive impact to police in the community, the community did not sympathize or respect to the police anymore⁵. All POLRI's possessions today grow people's doubts towards police's performance that is unprofessional as well as for trust in the future⁶. The improvement toward police performance have been done but the result not been achieved⁷. As Fadri Zik⁸ suggests in his research results,

¹ Satjipto Rahardjo, *Masalah Penegakan Hukum Suatu Tinjauan Sosiologis*, (Bandung : Sinar Baru, 2009), hlm. 95.

² Iza Fadri, Zik, *HAM dan Polri dalam Penegakan Hukum di Indonesia*, (Jurnal Hak Asasi Manusia, Volume VII No. 1 Tahun 2011. ISSN 1693-3559), hlm 5.

³ <http://www.rmol.co/read/2012/07/01/69226/Melanggar,-200-Polisi-Dipecat-Setiap-Tahun->

⁴ <http://nasional.kompas.com/read/2013/06/28/1813356/Kontras.Polisi.Paling.Banyak.Lakukan.Kekerasan> Kontras , Internet. Diunduh tanggal 16 Juli 2017

⁵ Raharjo, *Hukum dan dilema Pencitraannya ;Transisi Paradigmatik dalam Hukum Teori dan Praktek (Jurnal Hukum dan Pro Justitia. Vol. 24 No. 1 Tahun 2006)*.

⁶ Suwarni, *Perilaku Polisi : Studi atas Budaya Organisasi dan Pola Komunikasi (Jurnal Nusa Media Bandung 2009)*, hlm. 10.

⁷ Agus Raharjo dan Angkasa. 2011. Profesionalisme Polri dan Penegakan Hukum. *Jurnal Dinamika Hukum*. Volume 11 No. 3 . 3 September 2011

⁸ Loc.cit, hlm 6.

mentioned that there are obstacles faced by police in law enforcement, therefore, actions must be taken to eliminate external obstacles and the institution needs to fix themselves from its internal aspects.

A study on the model capacity of building for police officer in serving and protecting the community has never been undertaken, so that research in this field is necessary because of the increasingly unlawful behaviors by Police in general (legal culture) in the form of violent acts in contrast to its own rules, policies, and code of conduct.

Research Questions

Given the above problems, as well as to improve the behavioral conditions in Police institution and the urgency of the need for additional materials the model of capacity building for the Police, this research tries to explore several issues, namely: 1) What laws and policies govern the role of Police in serving and protecting the community?, 2) What are the constraints faced by police in carrying out their role? 3) In what form is the draft of the capacity building model for Police to upgrade its performance in serving and protecting the community?

Research Method

This research is a legal research using empirical approach, because it explores a law that is conceptualized as an empirical phenomenon that can be observed in life, in this case is how the role of Police in serving and protecting the community. This research was conducted in the scope of Regional Police Department in East Java and Bali. Purposive sampling is used to determine which Police resort to be selected, which in this research are Malang and Denpasar Bali

Literature review

Capacity building is a set of strategies aimed at improving the efficiency, effectiveness and responsiveness of government performance by focusing on changes in the definition of dimension¹. Capacity building is a process aimed at improving the efficiency, effectiveness and responsiveness of government performance by focusing on the changes in defining dimension, human resources, organizational strengthening, and institutional or environmental re-function².

One element of law enforcement is Police, and in the process of law enforcement, police is the closest involved.³ Law enforcement practices must conform to the basic principles of legality, interests, and balance⁴. The function of law enforcement is a public service created with responsibility for maintaining and enforcing the law, maintaining public order, and providing emergency relief and assistance. Along with strengthening civil society, demands toward improving image and performance of the police as public servants have become a public discourse in the reform era. The position of civil society has become relatively strong in channeling aspirations and demanding their rights to police's bureaucratic services. In this context, police need to further revitalize themselves in order to produce better service quality. Involvement and participation of the community as stakeholders in the process of determining police actions is an effort to realize the face of a civilian and democratic police.

Currently, in the scope of POLRI has begun to grow the paradigm of public service, from the service of a centralized nature to the service that focuses more on the management of customer-driven and accessible, decentralized affairs, authority, and directly involving community's participation, as supervisor of the program. In the managerial level, police organization is expected to be able to change the image of "ask to be served" to be "giving service". The concept of serving is proactive and preventive action against the source, potential, and volatility of the turmoil in society. The commitment of "Community's Police" should place the community as the stakeholder in solving problems⁵.

Police self-concept as a public servant should also be based on the code of ethics of the members of Indonesian National Police in providing services to public, among others must always: Provide the best service; Save one's soul on the first chance; Prioritize convenience and not complication; Be respectful to everyone and not showing arrogant attitude due to power; do not discriminate the way of service to all people, whose gesture indicates asking for rewards over police's services that have given to the community.

In line with Betz's⁶ view, only about 10 percent of all police duties relate to law enforcement, while the other 90 percent are used by police to serve the community. Therefore, the understanding of police towards the

¹ <http://2frameit.blogspot.co.id/2012/07/konsep-capacity-building.html>. Diunduh tanggal 18 Juli 2017

² [http://a-research.upi.edu/operator/upload/s_adp_053811_chapter2\(1\).pdf](http://a-research.upi.edu/operator/upload/s_adp_053811_chapter2(1).pdf). Diunduh tanggal 17 Juli 2017

³ Satjipto Rahardjo, *Masalah Penegakan Hukum Suatu Tinjauan Sosiologis*, (Bandung : Sinar Baru, 2009), hlm. 24.

⁴ Rover, C. D, *To serve and to protect Acuan Universal Penegakan HAM*, (Jakarta : P.T. Raja Grafindo Persada, 1998), hlm. 160.

⁵ Eki Baihaki, *Merajut Kemitraan yang Tulus Antara Polisi dan Masyarakat* (<http://bembhukumunmuha.blogspot.co.id/2013/04/merajut-kemitraan-yang-tulus-antara-28.html>), hlm. 1.

⁶ <https://books.google.co.id/books> (Jurnal polisi 3, 2001), Diakses 18 Juli 2007. Dapat dilihat Ddalam makalahnya Baihaki. *Konsep Polisi sebagai Penegak Hukum dan Pelayan Masyarakat: Suatu Metamorfosis*. Makalah yang disajikan dalam diskusi Panel di Graha Kompas Bandung , tanggal 24 September 2010.

culture of community law needs to be incorporated into the model that will be formed. Based on this view, the success of police's duties really depends on the ability of the police in fostering good relations with the community. Ideally, police are able to present themselves as communicators, at least understand the basics of effective communication, when dealing with society, to become a trusted police officer by the community.

According to the IPW (Indonesia Police Watch) study in 2009, there were at least eight complaints from the community addressed to the Police. Those eight complaints are: Police are considered arrogant, discriminating, corrupt through illegal fees, sluggish in acts, unresolved in prosecuting perpetrators, mainly involving power holders, lacking transparency, and lack of accountability and militaristic impression. On the other hand, public cannot wait to see POLRI's performance that has not changed much from the old patterns and ways. This challenge requires police to really have the values of integrity, fairness, and respect for the constitution and governmental authority, as well as honesty, courage, and compassion, So that police can be wise and thoughtful in responding different situations and conditions.

In Robert Bala's view, "Building a positive image is not easy because it requires a grueling process of struggle. Constitutive elements as core values are created to unify the struggle, arouse internal examples, and reap external community support. The problem is why that hope is not easy to come true To this question, Robert Bala, cites the opinion of Saturla J in "*Vulnerabilidad, Dignidad Justicia: Valores éticos Fundamentales en un Mundo Globalizado*", unlocking his secrets. "He easily vanished because the policy in the form of rules that should be made wisely as the crystallization of noble values was made improvised. As a result, the formed personalization is incomplete. The internal things that are born as self-virtue become scarce"¹.

Peter Ainsworth's study² on British police stated that the key to their success in duty is humor, communication skills, adaptability, common sense, assertiveness, sensitivity, tolerance, integrity, literacy, honesty, and problem-solving. The result of Ainsworth's study then provides basis for the need of communication-based curriculum in police education. Communication skills is one of the important factors behind the success of British police work in building relationships with the community. It also indicates the degree of civility and the concern of the British police for public accountability. Furthermore, researchers from The University of Newcastle, Australia, Pamela Nilan, describes the results of his research on violence and conflict in the public sphere that occurred in Indonesia. From the results of this research that was conducted on 2009-2011 period, he noted that currently the people of Indonesia have no confidence in the police for conflict resolution. "Because sometimes the police even provoke and let the violence happen"³.

The findings in the study from Peter Ainsworth and other researchers on the role of Police are valuable inputs for designing the model material in this study by incorporating elements of local wisdom, so that their application is consistent with the culture of police in Indonesia. The theories used to design the draft material for the model of capacity building for Police officer are including the principles of human rights and the theory of legal culture.

The concept of human rights related to the role of police in law enforcement is to serve and to protect the community. Legal culture is defined as ideas of wisdom, attitudes, beliefs, expectations and opinions about the law. The legal culture is concerned with sections of the general culture, i.e. customs, opinions, and ways of acting and the way of thinking of a person and community group related to the law⁴.

RESULT AND DISCUSSION

Some of international rules governing police namely the Declaration on the Police (DP) which attached to Resolution 690 (1979) was accepted by the Assembly of Parliament on May 8, 1979. The DP is divided into three parts namely section A covers the Ethics, Part B includes Status and Part C covering War and other emergencies occupation by Foreign powers.

Part A, Ethics includes the moral obligations and legal obligations of law enforcement officials. Part B, Status, relates to the organization of police forces and the personal and professional rights of police officers. While Section C, War and Other Emergencies Occupation by Foreign Power, relates to humanitarian law which states the position, duties, and obligations of police officers in armed conflict⁵.

The rules and policies governing the role of Indonesian Police force are contained in the provisions of Article 13 of Law Number 2 year 2002 on Police stating that the State Police of the Republic of Indonesia is a state instrument that plays a role in maintaining security and public order, upholding the law as well as protection, security, and public services in the framework of maintaining domestic security. It is also in the

¹ Harian Kompas, 1 Juli 2009 dalam http://bemhukumunmuha.blogspot.co.id/2013/04/konsep-polisi-sebagai-penegak-hukum_dan_7271.html. hlm.4.

² Novrizal Juanda. Minggu 28 April 2013. www/Bemhukummula.blogspot.co.id/2013/04/konsep-polisi-sebagai-penegak-hukum-dan-7279.html. hlm.

³ <https://uns.ac.id/id/uns-update/kekerasan-sudah-menjadi-hiburan.html>. hlm.1. Diunduh tanggal 10 Juli 2017.

⁴ Ali, Achmad, *Menguak Tabir Hukum Suatu Kajian Filosofis dan Sosiologis*, (Jakarta : Toko Gunung Agung, 200), hlm. 227.

⁵ Rover, C. De. 1998. *To Serve and to Protect Acuan Universal Penegakan HAM*, (Jakarta : P.T. Raja Grafindo Persada), Hlm. 168-169.

concept Tribrata that is expressed Dutiful to people and Nation with full devotion to God Almighty, Upholding justice and human truth in upholding the law of the unitary Republic of Indonesia Based on Pancasila and the 1945 Constitution, and always protect and serve the people with sincerity to realize Security and order.

Furthermore, in Catur Prasetya (Four Vows), it is said that as human beings my honor is sacrificed for the sake of the people, nation, and the state to: Eliminate all forms of security disturbances and maintain the safety of the physical body, property, and human rights. In Catur Prasetya, it is stated that as a personnel of Bhayangkara (police force), my honor is sacrifice for the people of nation and country to:

1. Eliminate any form of security disturbance. Means that every personnel of Bhayangkara is called to: Protect the community from any security disturbances, Ensure the process of daily activities of society, Provide optimal protection, guard, and service to the community, and Respect and uphold the rights of people in various fields of life.

2. Maintain the safety of body and property of human rights. Means that every personnel of Bhayangkara is called to: Protect the community from any security disturbances, Ensure the process of daily activities of society, Provide optimal protection, guard, and service to the community, and Respect and uphold the rights of people in various fields of life

3. Ensure legal certainty. Means that: Uphold and guarantee the enforcement of rule of law, Giving obedience to the community in obeying and exercising the law, Understanding and respect the existed and upheld norms and values in the life of the community, and Implementing principles of public accountability and openness, and respect for human rights and equality before the law for every citizen

4. Maintain a sense of tranquility and peace. Means that every personnel of Bhayangkara is called to: Eliminate all forms of worries, anxieties, fears, and inconveniences in the life of the community, Cooperate with the community in an effort to safeguard each other's environment from any interference, Build cooperation with Public Order and Safety partners in order to create peaceful and tranquil feeling, and Serve as a peacekeeper in the life of society, nation, and state. (abaramestong.blogspot.co.id/2015/09/tribrata-dan-catur-prasetya-polri.html,) downloaded on June 25, 2017).

In addition, there is a Regulation of the Chief of Police of the Republic of Indonesia No. 14 year 2011 on the Code of Professional Ethics of the Police of the Republic of Indonesia. Of the several regulations and policies that govern the role of the Police, in fact, there are still many that are not implemented and still far from the expectations of the community. From the three components of legal system; they are the aspects of legal substance (regulations), legal structures (law enforcement), and legal culture (ways of thinking and patterns of behavior associated with the law). If it is associated with the role of the Police, then the one that needs serious attention is the existence of a study on the aspect of legal culture from which the results could provide capacity building for Police, both to support the policies and regulations that already exist or incorporate things that have not been summarized. Therefore, the role of Police in the future may change to be in line with the expectations of the regulation and the community.¹⁾

Moreover, there are policies regulations such as Perkap No. 19/2000 on Guidelines for the Implementation of Training by using VCD of Police's Functions: Perkap No. 29 year 2006 on the Master Manual on the Provision of Education and Training. Perkap No. 20 Year 2007 on Component Standards for Form-edu and Dev-edu within POLRI and Perkap No. 5 Year 2008 on the Management of Training. The formats and types of program in Malang Resort Police are as follows:

Physical

NO	Training program	Time/every	Polresta Malang	Poresta Denpasar
1	Police self-defense	6 months	✓	✓
2	Marching	3 months	✓	✓
3	Riot control	6 months	✓	✓
3	Shooting	6 months	✓	
4	Technical function (theory and practice)	3 months		

Mental

NO	Training program	Time/every	Polresta Malang	Polresta Denpasar
1	Mental and Spiritual Coaching	Every Thursday for Moslem and at Friday for non-Moslem	✓	✓
2	Recitation and read through Al-Qur'an	Every Friday	✓	✓
3	Incidental-psycho	Anytime needed by personnel		

¹ www.abaramestong.blogspot.co.id/2015/09/tribrata-dan-catur-prasetya-polri.html, diunduh pada tanggal 25 Juni 2017.

Knowledge

NO	Training program	Time/every	Polresta Malang	Polresta Denpasar
1	Mental revolution training program	6 months	✓	✓
2	Socialization of law	6 months	✓	✓

All POLRI's personnel's had already been taught human rights during the formation-education, development-education, as well as during any socialization activities from the law division in each resort police or supervising unit.

Technology

NO	Training program	Time/every	Polresta Malang	Polresta Denpasar
1	Developmental training program based on the instructions given by higher supervising unit	Every year	✓	✓

Furthermore, the implementation of reward and punishment program in Malang Police Environment is given to members in the form of ceremony or briefing activities dissected by all members with the aim to motivate every personnel. The given reward is in the form of gift along with charter and later will be inserted into the personnel's concerned data-base as a record of personnel, both as achievement or any recording's form of reprimand.

In performing their duties, none of Police in Malang Police report commits acts of violence. However, several of them still violate ethics and disciplinary code, but the number of personnel violating the ethics and disciplinary codes has gradually decreased. Based on information from division of law, in 2017 there are 7 cases that had been handled. For the personnel who commit an offense, the institution conducts an internal disciplinary session. The forms of sentenced sanctions are administrative sanctions in the form of mutation, written warning and dismissal sanctions that provided in violation of the Code of Ethics and criminal offenses. The effort to conduct an investigation in case of violation by POLRI's elements is by the establishment of National Police Commission that covers all level, from resort police to sector police, as an external control institution.

To improve service to the community, Malang Police Resort has several programs, namely: Panic Button on Hand Program (PBOH), driving license Corner, Samsat drive thru, and Sami (Traffic control and monitoring service on weekends and public holidays). Meanwhile, to increase the protection to the community, there are several programs that have been done which are; Panic Button On Hand program (PBOH), Blue Patrol, Traverse Patrol. According to POLRI members, the number of community reports through PBOH, since the program was initiated in 2013, is 3-5 reports per day. When implementing programs to improve services and protection to the community, the command center does not experience obstacles. It is because the program's planning is already scheduled in annual activities. While the constraints perceived by the members is the situation when the scheduled programs was in time along with community activities that must be served, hence, the personnel are not maximal in participating and implementing program activities.

In Denpasar Police Resort, Police personel commits acts of violence and drugs, but the number of personnel violating the ethics and disciplinary codes has gradually decreased. Based on information from division of law, in 2017 only one personel has recomendate to get fire due to 3 time have been violating diciplinary conduct and positively using drugs. In Denpasar Police resort decreasing personal police commit violate ang its show on tabel below:

NO	Year	Number of Cases	Form of violation
1	2015	29	21 dicipline cases and 8 KEPP cases
2	2016	25	11 violatioan cases and 3 dicipline cases
3	2017	12	11 dicipline cases and 1 KEPP cases

Personal police in Denpasar Police Resort who done in form on using drugs such as Methampetamin and Amphetamine also decrease as shown on table below:

NO	Year	Number
1	2015	8
2	2016	6
3	2017	3

The results of this study indicate that POLRI has a referral base ranging from Legislation Regulations, Policies, and programs to improve conditions within POLRI. Yet, the effort is still not maximized and the evaluation of programs needs to be done on an ongoing basis to know the success and failure. When implementing programs to improve services and protection to the community from the leaders, both in the Police of Malang and Denpasar, did not experience obstacles. Because the program scheduling is arranged in annual

activities.

While the constraints perceived by members are mostly in form of clashes in the program's schedule with community activities that must be served, therefore the members are not optimum in attending and executing the program activities. Similar obstacles are also experienced by the members of Denpasar Police, related to incidental tasks. Based on the survey and interviews and observation by researcher on the working environment of police in Denpasar City Resort Police environment showed a different picture compared to those in Malang City Resort Police, in the sense that the performance of the police officers in serving the community was not optimum, even still disappointing in the sense of unprofessional.

The results of this study indicate that the Police has a reference base ranging from Laws and Regulations, Policies, and programs to improve conditions within the Police. Yet, the effort is still not maximized and evaluation of the programs needs to be done on an ongoing basis to know the success and failure. As Fadri (2011) suggests in his research results, mentioned that there are obstacles faced by police in the law enforcement that must be fixed to eliminate external obstacles, and institutional need to improve themselves internally. As Zik suggests in his research results, mentioned that there are obstacles faced by the police in law enforcement, an action must be done to eliminate external obstacles and the institution needs to fix itself internally.¹

What is needed by POLRI'S personnel is the provision of knowledge and understanding of legal culture, both within POLRI'S structure and the community: knowledge of ways of communicating and implementing human rights in duty. Therefore, if this is done then there will be a change in the way of thinking and performance of the police when serving as a public servant. The impact of police's image on society will be good. Of course change will occur by providing knowledge and understanding on an ongoing basis.

Police are just one of several State Institutions in the Republic of Indonesia, where each institution has a relatively different function that is embodied in its Vision of Mission. Yet, the main objective of every State Institution is same, that is to provide services to the community so that the interests of the society can be fulfilled.

As stated in Law no. 2 Year 2002 on the State Police of the Republic of Indonesia, declares that "Police of the Republic of Indonesia (POLRI) is a State instrument that plays a role in maintaining security and public order, enforcing laws, providing protection, guidance and service to the community in the framework of maintaining internal security". The description of the various police functions is very clear that the main role of Police in the community can be categorized as public service, which has very basic implications as an organization that provides services.

The performance of an organization can always be in the form of product, service, or a combination of both. But the difference is if the product is in the form of objects, then the service is in the form of process to produce its performance. As a product, service has several features, including (http://www.kompasiana.com/krishnamurti_91/services-colonialian-and-change-changes):

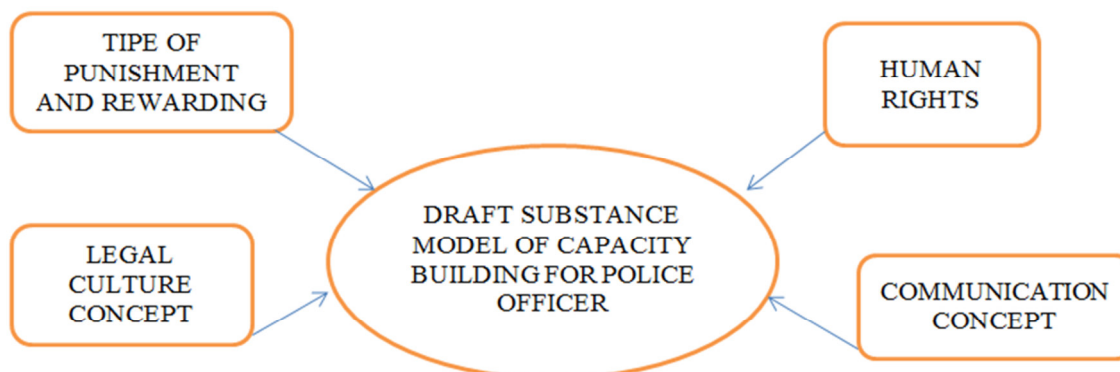
- 1) Intangible: intangible, or more perceived by Police service recipients, such as police treatment with intimacy or violence to members of the public who are associated with members of the Police. Transparency and accountability are essential to build the organization's image.
- 2) Heterogeneous: varied, difficult to standardize, crime handling may vary from time to time and from one policeman to another. Organizational culture, therefore, plays an important role in maintaining consistency.
- 3) Inseparable: it is difficult to separate between the person providing the service and the person using it, therefore the service user will always take experience with the police as his judgment on the Police.
- 4) Perishable: cannot be saved or used at any other time. For instance, if there is a proactive member of Traffic Police perform its function in order to arrange a jammed crossroad, hence disorder will increasingly increase.

Of the four characteristics described above, it is seen that the characteristics of service that are not in accordance with the expectations of police's service users, will make its users obtain an experience with the people who give experience, which usually difficult to forget. Police, as an organization providing services, faces major challenges from day to day, therefore, Police should build its capacity and service culture in accordance with the vision and mission of the Police. (http://www.kompasiana.com/krishnamurti_91/service-colonial-and-change-changes).

What is needed by members of Police is the provision of knowledge and understanding of legal culture, both within the Police and the community. Knowledge of ways of communicating and implementing human rights in duty. So if this is done, then there will be a change in the way of thinking and performance of the police when serving as a public servant. The impact of the police image on society will be good. Of course changes will occur by providing knowledge and understanding on an ongoing basis.

¹ Iza Fadri, Zik, **HAM dan Polri dalam Penegakan Hukum di Indonesia**, (Jurnal Hak Asasi Manusia, Volume VII No. 1 Tahun 2011. ISSN 1693-3559), hlm 5.

DRAFT MODE OF POLICE OFFICER CAPACITY BILDING



The draft material for the model of capacity building for Police officers is as follows: 1) implementation of Reward and Punishment Concept, 2) Communication, 3) Understanding of legal culture in community and 4) The Concept of Serving and Protecting (Human Rights).

A. REWARD AND PUNISHMENT

Reward is a form of appreciation to a particular given achievement, both by and from an individual or an institution, usually given in the form of material or speech. In organization, there is the term of incentives, which is a reward in the form of material or non-material given by the chief of the organization, or from the company to employees for them to work by making high motivation capital and achievement in achieving corporate or organizational goals.

Punishment is a way of directing a behavior to conform to generally accepted behavior. In this case, punishment is given when an unexpected behavior is performed by the concerned person or the concerned person does not respond or does not present an expected behavior.

In running an organization, it is required a rule and law that serve as a controlling tool for the performance of the organization to run well. If the rules and laws in an organization does not work well, there will be a conflict of interest, both between individuals and between the organization. In some circumstances, the use of punishment can be more effective in changing employee's behavior, by considering: time, intensity, schedule, clarification, and impersonality (not personal), to develop a program that uses punishment effectively.

B. COMMUNICATIONS

Communication in training is the process of delivering the conditional communications for training purposes. The training process is essentially a communication process which is the delivery of messages that contain training materials. Related to that, in the training, it is expected to use communication with circular model, the communication process that not only started from the communicator and ended in the communicant, but pay attention to the feedback from the communicant, so the communication can be effective¹.

C. HUMAN RIGHTS

Human Rights Principle: The concept of human rights related to the role of police as law enforcement is to serve and to protect the community. The concept of human rights needs to be understood by members of POLRI that relate to rights and obligations, and the ways to understand and improve the legal culture of the Police in implementing law enforcement in the community. Legal pluralism is also used because it does not only concern the diversity of laws that exist in the community but pluralism also concerns the legal behavior of each individual.

D. LEGAL CULTURE

Friedman sees that law is unfit to be discussed only in terms of structure and substance, but also in terms of demands derived from the interests of individuals or groups of people when dealing with legal institutions. These interests and demands are the social forces that are reflected in the attitudes and values that exist in the community. The element of these social forces by Friedman is called legal culture.

Legal culture is defined as ideas of thoughts, attitudes, beliefs, expectations, and opinions about the law. Legal culture deals with parts of the common culture, ie customs, opinions, and ways of acting and the way of thinking of a person and community group related to the law².

¹ (http://docs.inasafe.org/id/training/tot/502_communication_skills.html) downloaded at 2 Sept 2017, Module 2: Communication Skills

² Achmad Ali, *Menguak Teori Hukum (Legal Theory) dan Teori Keadilan (Jurisprudence) Termasuk Interpretasi Undang-Undang Pemahaman Awal*, Jakarta: Kencana Prenadamedia group, 2009. Hlm. 27.

CONCLUSION

From the results of research then, it can be concluded as follows:

1. Legislation Regulations, policies, and programs that are used as the basis for Police to perform its duty of Law Number 2 year 2002 on Police, Regulation of head Police of Republic of Indonesia Number 14 Year 2011 on Code of professional Ethics of Indonesian State Police, and the Concept of Tribrata and Catur Prasetya which poured into POLRI's policies and programs.
2. Obstacles faced by police personnel in the duty has not been revealed in straightforward because of the legal culture that is still strong within the Police that affect the way personnel's mindset
3. The draft concept of materials for the model of capacity building for POLRI officers to improve service and protection in community should include several materials. Those are: 1) Implementation Model of Reward and Punishment Concept, 2) Communication, 3) Understanding of legal culture in community and 4) Service and Protecting Concept (human rights).

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