

The Influence of Leadership on Organizational Culture at Polres Metro Bekasi Kota in Integrity Zone Development

Hanan Prakoso
{prakosohan@gmail.com}

Universitas Indonesia, Indonesia

Abstract. This article discusses the influence of leadership on organizational culture in the Police related to the construction of an Integrity Zone in an effort to realize Bureaucratic Reform in the Police. This is a qualitative literature research article. It analyzes how leadership can influence the organizational culture of the police from the urban level (Polres). The Integrity Zone is part of the Bureaucratic Reform program in Indonesia to achieve good governance and carry out reforms and fundamental changes to the government administration system, especially regarding the organization, management, and human resources of the apparatus (Ministry of PAN-RB). Leadership is important in giving a big influence in the running of the organization by touching the organizational culture that has long been formed in the Police. The success of the Bekasi Kota Police in achieving the titles of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) is a success in realizing the institutional improvement of the Polri bureaucracy towards good governance.

Keywords: Leadership, Organizational Culture, Police, Integrity Zone, Bureaucratic Reform

1 Introduction

The case study for this paper is the influence of leadership in organizational culture in the Police, especially at Polres Metro Bekasi Kota which received the titles of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) in relation to the development of the Integrity Zone in the Polri institution.

1.1 Background

Structuring the organization is the main step in reforming the bureaucratic system in Indonesia. Bureaucratic Reform is defined as an effort to make reforms and fundamental changes to the government administration system in order to realize good governance. For a long time, the bureaucracy in Indonesia has received sharp criticism from inside and outside the country. The Indonesian bureaucracy is considered to be closely related to inaction, long-windedness, and corruption. These criticisms even assess the government bureaucracy in Indonesia tends to be said to be headed for destruction. Therefore, bureaucratic reform is a necessity [1]. The Polri institution as part of the government that has a role as a law enforcement function is required to be professional and clean in carrying out its authority. Community demands for quality public services require improvements in public management.

The level of public complaints as service users shows that the government as a public organization has not yet fully created a service system that is appropriate for the community. The National Police as a competent state instrument should provide maintenance of security and order, enforce the law, as well as provide protection, protection, and service to the community properly. So to realize these expectations, the National Police make efforts to improve and improve the bureaucratic system that applies within the Police [2].

In ensuring bureaucratic reform, the National Police provides reform efforts to improve its internal culture. The "Promoter (Modern and Trusted Professional) Kapolri program which was started in June 2016 became a breakthrough and an effort by the National Police to improve its institutions and also transform according to the times. This Promoter Program is then the vision of the National Police Chief in the era of General Tito Karnavian, which is translated as Professional, which means increasing the competence of the National Police HR which is increasingly qualified through education and training capacity building, as well as carrying out policing patterns based on standard procedures that have been understood, implemented, and can be implemented. measured success. Modern, namely modernizing public services that are supported by technology so that they are more easily and quickly accessed by the public, including meeting the needs of increasingly modern special material tools and security tools. As well as being reliable, namely carrying out internal reforms towards a clean and free National Police of KKN, in order to realize the objective, transparent, accountable, and fair law enforcement [3].

Bureaucratic Reform in the National Police is one of the first steps to support the government's program to organize a good, effective and efficient system of organizing the Police organization, so that it can serve the community quickly, accurately, and professionally in realizing good governance and clean government towards a free Police apparatus. of Corruption, Collusion, and Nepotism. [3, p. 1]. The realization of the participation of the National Police in Bureaucratic Reform in Indonesia is by providing several examples of regions that can follow the development of the Integrity Zone towards a Corruption Free Area (WBK) and a Clean Serving Bureaucratic Area (WBBM). Where WBK and WBBM are predicates given to Satker in the ranks of the National Police who meet the indicators of being free from corruption & serving the public well. Polres Metro Bekasi Kota as one of the ones who managed to get the WBK and WBBM predicate within the Police Agency is one of the answers to the success that the Police can make good improvements in the Police Institution.

1.2 Organizational Culture

The term organizational culture is often equated with the term corporate culture. The two are often used together because they have the same meaning. Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Furthermore, organizational culture is a system of shared meaning adopted by its members to differentiate it from other organizations. This system of shared meaning under closer investigation is a series of key characteristics in organizational values [4]. The definition of organizational culture according to Susanto [5] is defined as the values that guide human resources to deal with external problems and efforts to adjust integration into the company so that each member of the organization must understand the existing values and how to behave. collectively in an organization that is embraced is described as organizational culture [5]. Meanwhile, Freytag [6] states that organizational culture is a set of assumptions and values that are consciously or unconsciously shared and bind organizational members and determine appropriate behavior patterns. Freytag focuses that assumptions and values play a very important role in organizational culture, assumptions, and values that apply consciously

or unconsciously can determine the behavior of organizational members [6]. The organizational culture in the Police began to change since the separation of the Police from the ABRI body in 2002. The Police Organization began to stand alone and tried to break away from the military side. This is a turning point for the National Police in creating a new organizational culture that is in line with the times. Where the Police are required to be a professional, modern, and reliable law enforcement institution. Professional, which means increasing the competence of Polri's HR which is increasingly qualified. Modern, namely modernizing public services that are supported by technology so that they are more easily and quickly accessed by the public. As well as being reliable, namely carrying out internal reforms towards a clean and free National Police of KKN, in order to realize the objective, transparent, accountable, and fair law enforcement [7].

1.3 Leadership

Miftah Thoha explained that a leader refers to a person or person in a group, be it a small group or a large group, who has the ability to lead, meaning that he has the ability to influence other people or other group members without questioning the reasons for this. Organizational leaders are required to have the ability/skills in leading an organization so that they can run the organization well and also achieve the goals, vision, and mission of the organization [8]. Kartini Kartono defines a leader as a person who has expertise from the people around him which causes a person to be able to influence others to jointly carry out activities agreed by certain groups in an effort to achieve goals that have been mutually agreed upon by members of the group or organization. Further quoting Henry Pratt Fairchild by Kartini Kartono that a person is said to be a leader if he is able to become an initiator or initiator in the leader in his group so that group members carry out social behavior. Leaders in the organization are able to regulate, direct, organize or control the efforts of others [9]. In government organizations, the leader is structurally appointed to carry out the position as the leader of the organization. The Bekasi Kota Metro Police is led by a Resort Police Chief (Kapolres). The Police Chief uses his authority as the highest leader in the Bekasi Kota Police Station by changing the mindset and organizational culture in accordance with good governance by instilling new values towards the development of an integrity zone by creating an organization free from corruption, and a clean bureaucracy serving.

2 Research Method

The method of writing this article is a case study, literature study, or desk research. It is an investigation to explore one or more cases in a constrained system. The type of case study is an instrumental case study that focuses on an issue or concern, then selects an empirical case to describe the issue being studied [10]. The data source for this article is entirely from secondary sources.

3 Results and Discussion

3.1 Bureaucratic Reform in the Police

The Integrity Zone is a predicate given to government agencies whose leaders and staff are committed to realizing a Corruption Free Area (WBK) / Clean Serving Bureaucratic Area (WBBM) through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services [11]. The general description of the implementation of the Bureaucratic Reform program in the Police can be described by the Second Wave of Bureaucratic Reform in the Police for 2011 – 2014 with the results of the PMPRB score of 74.25 which includes the achievement value of levers and the result without an internal survey of 74.96; leverage internal survey score 70.43; the value of leveraging achievement and results with internal surveys 74.25; internal indicator target fulfillment value 75.30; and the value of meeting the indicator targets related to the success indicator of RB 72.77 [12]. Meanwhile, in the 2019 Police Integrity Zone evaluation report [13], that the Polri work units that received the titles of Corruption-free Areas (WBK) and Clean Serving Bureaucratic Areas (WBBM) recorded only 5 work units that could achieve WBK and WBBM predicates out of a total of 69. The work units that won the Corruption Free Area (WBK) predicate include the Sidoarjo Police (2017), Gresik Police (2017), Jember Police (2017), Surabaya Polrestabes (2018), and Medan Police (2018). Then in 2019 the Bekasi Metro Police also won the Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) Awards. From these data, it can be seen that the achievement of WBK and WBBM is not easy, organizational culture, especially in terms of mindset and culture set, becomes a separate resistance for Polri institutions in improving their institutions towards good governance.

3.2 Organizational Culture

The organizational culture in this study focuses on discussing the mindset and culture set in the Police, especially at Polres Metro Bekasi Kota which managed to get the Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) awards. Mindset and culture set in this context are part of the main area of change in achieving the organization's goals to achieve the predicate of Corruption Free Region (WBK) and Clean Serving Bureaucratic Region (WBBM). Winning the WBK and WBBM predicate is not easy, because it requires commitment from all organizational components, starting from the leadership to all members of the organization. In the change management of Bureaucratic Reform in the Police, there are several points that become the main objectives, namely leadership as a role model, determination of change agents, development of work culture and mindset, and involvement of organizational members. In the development of the Integrity Zone at the Bekasi Kota Metro Police, in 2018 the Bekasi Kota Metro Police won the title of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) in 2019. In achieving WBK and WBBM it was considered not easy and quite long, as reported by Tribunnews [14]. Polres Metro Bekasi Kota has taken a number of improvement steps starting from the "mindset" of Polres members by changing the mindset of each member to provide optimal service to the community through training and increasing religious activities. In the program to change the mindset at Polres Metro Bekasi Kota, the Chief of Police issued policy policies in order to instill organizational values that are in line with good governance, including the creation of the lyrics of the song 'WBK' as motivation for members of the Resort Police. Metro Bekasi Kota, reading of religious prayers every morning as a personal reminder that the duties of the Police must be based on belief, reward, and punishment as an increase in the performance of Bekasi Kota Police personnel, Socialization of the WBK Integrity Zone to the Sector Police, WBK Stalls held in an effort to train the honesty of Bekasi Kota Police personnel so that personnel who have a high commitment are obtained as well as hypnosis training which aims to train Bekasi

Kota Police personnel so that they can invite other personnel to be better and change attitudes that are considered less good [15].

In addition, other remedial measures are "system improvements" by building new facilities and infrastructure at the Bekasi Metro Police such as the Driver's License (SIM), Integrated Police Service Center (SPKT), and Police Records Certificate by reviewing Standard Operating Procedures (Standard Operating Procedures). SOP) by implementing a fast bureaucratic mechanism and cutting down the bureaucracy that is considered to be hampering and difficult and vulnerable to abuse by certain elements. Meanwhile, "publication media management" is carried out by increasing the distribution of information to the public, both through social media and conventional media with the aim of information disclosure and also as feedback from the public regarding suggestions and input in order to improve services. These three things were built in the Integrity Zone so that they were judged by the public and later won the titles of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM).

3.3 Leadership at Polres Metro Bekasi Kota

The Bekasi Kota Metro Police is led by a Police Chief (Kapolres), at that time held by Kombes Pol Indarto who served from 2017 to 2019. During his tenure, the Bekasi Kota Metro Police won the titles of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM). Then for his achievements Kombes Pol. Indarto also received the "Bintang Bhayangkara Naraya" award based on the Presidential Decree 61 TK in 2020 from the President of the Republic of Indonesia Joko Widodo. The Bhayangkara Naraya Star is a sign of honor given by the Government of the Republic of Indonesia to honor someone's services in advancing and developing the Indonesian National Police [16]. In his leadership, the Bekasi Kota Police Chief always campaigns and gives orders verbally and in writing that the importance of changing the mindset and culture set in the organization of the Bekasi Kota Metro Police is important. In his policy, the Bekasi Kota Police Chief establishes a joint commitment to all members in promoting cultural change by strengthening anti-corruption values and excellent service to the community, improving public services, strengthening relations with the community, and carrying out media management in the context of publication, transparency, and accountability [17]. The formation of values initiated by the Bekasi Kota Police Chief demonstrates the leadership's commitment in bringing the organization to a better direction. In achieving the predicate of Corruption Free Area (WBK) and Clean Serving Bureaucratic Area (WBBM) at the Bekasi Kota Metro Police, he established a role model or role model that he carried out as the Head of the Resort Police and each unit head in each unit such as the Sector Police Chief (Kapolsek/Head of Police). District level). The responsibility of the leader's commitment as a role model is the most important thing in changing the Police organization. By setting a good example for members, it will indirectly change the mindset of members in acting in an organizational environment.

4 Conclusion

That leadership has an influence on organizational culture which is very important in Bureaucratic Reform in the Police, especially Polres Metro Bekasi Kota. Bureaucratic Reform in Indonesia will run well with the leadership element as a role model in an organization which is the main role in the success of Bureaucratic Reform in the Police. In this regard, the

National Police have made significant successes in implementing Bureaucratic Reform within the National Police. The following table describes the success of the Integrity Zone development in winning the Corruption Free Area (WBK) and the Clean Service Bureaucratic Area (WBBM) at the National Police in 2016 to 2019.

Table 1. The achievement of the Corruption Free Area (WBK) and the Clean Serving Bureaucratic Area (WBBM)

No.	Year	WBK	WBBM
1	2016	3	0
2	2017	9	3
3	2018	57	2
4	2019	33	5

(Assessment Center Polri, [18])

In the table, it can be seen that the achievement of the Corruption Free Area (WBK) and the Clean Serving Bureaucratic Area (WBBM) within the Polri environment has increased in the development of the Integrity Zone in the Polri. Since the leadership of General Tito Karnavian with his Promoter program. Able to provide a significant increase in the achievement of Corruption Free Areas (WBK) and Clean Serving Bureaucratic Areas (WBBM). The influence of leadership in the Police in terms of the development of the Integrity Zone within the Police, which began in 2017 is considered to have increased significantly. The Bekasi Kota Metro Police during the leadership of Kombes Pol Indarto who received the WBK title in 2018 and WBBM in 2019 was an achievement in the Police, because of the small number of work units in the Police that managed to get WBK and WBBM predicates. So in the data mentioned above, that leadership is very important in the entire process of changing organizational culture in the Police.

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