

IMPROVING POLICE PUBLIC SERVICE AS A BUREAUCRACY THROUGH RW POLICE POLICY

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ABSTRACT

This article seeks to clarify the effectiveness of the Rukun Warga (RW) Police policy. The issue originates from the Indonesian National Police's deployment of Community Police (Polisi Masyarakat), which is carried via the RW Police, as a way of proactively addressing security concerns and maintaining public order. It also serves as an instrument for early problem detection within the community and functions as a localized problem-solving entity. The establishment of RW Police represents a strategic initiative to bolster bureaucratic efficiency, specifically within the realm of public services, while also embodying alignment with Indonesia's indigenous wisdom and cultural values. However, the strategy to establish RW Police to improve public services is less effective in practice, owing to several challenges. These challenges include an inadequate number of RW Police personnel, insufficient facilities and infrastructure support for RW Police units, and adding to the difficulty is the concurrent assignment of several police officers to both the RW Police and the Resort Police. Because of this combination of factors, the communication between the RW Police and the local population has been disrupted. The obstacle posed by ineffective RW Police policy implementation in resolving on-the-ground difficulties severely reduces the Indonesian National Police's utilization of the RW Police as an instrument for improving public services.

KEYWORDS: police; policy; bureaucracy, effectiveness, RW police.

RESUMO

Este artigo procura clarificar a eficácia da política da Polícia Rukun Warga (RW). A questão tem origem no destacamento pela Polícia Nacional Indonésia da Polícia Comunitária (Polisi Masyarakat), que é levada a cabo através da Polícia RW, como forma de abordar proativamente as preocupações de segurança e manter a ordem pública. Serve também como instrumento de detecção precoce de problemas na comunidade e funciona como uma entidade de resolução de problemas localizada. A criação da polícia das RW representa uma iniciativa estratégica para reforçar a eficiência burocrática, especificamente no domínio dos serviços públicos, ao mesmo tempo que incorpora o alinhamento com a sabedoria indígena e os valores culturais da Indonésia. No entanto, a estratégia de criação da polícia das RW para melhorar os serviços públicos é menos eficaz na prática, devido a vários desafios. Estes desafios incluem um número inadequado de efetivos da polícia das RW, instalações e infra-estruturas de

apoio insuficientes para as unidades da polícia das RW e, para além disso, a atribuição simultânea de vários agentes policiais à polícia das RW e à polícia de estância. Devido a esta combinação de fatores, a comunicação entre a polícia das RW e a população local foi perturbada. O obstáculo colocado por uma implementação ineficaz da política da polícia das RW na resolução de dificuldades no terreno reduz seriamente a utilização da polícia das RW pela Polícia Nacional Indonésia como instrumento para melhorar os serviços públicos.

PALAVRAS-CHAVE: polícia; política; burocracia; eficácia; polícia RW.

RESUMEN

Este artículo trata de aclarar la eficacia de la política de la Policía Rukun Warga (RW). La cuestión tiene su origen en el despliegue por parte de la Policía Nacional de Indonesia de la Policía Comunitaria (Polisi Masyarakat), que se lleva a cabo a través de la Policía RW, como forma de abordar de forma proactiva los problemas de seguridad y mantener el orden público. También sirve como instrumento para la detección temprana de problemas dentro de la comunidad y funciona como una entidad localizada de resolución de problemas. La creación de la Policía RW representa una iniciativa estratégica para reforzar la eficiencia burocrática, concretamente en el ámbito de los servicios públicos, al tiempo que se alinea con la sabiduría indígena y los valores culturales de Indonesia. Sin embargo, la estrategia de crear una policía de la RW para mejorar los servicios públicos es menos eficaz en la práctica, debido a varios problemas. Estos problemas incluyen un número inadecuado de personal de la Policía de la Carretera, instalaciones insuficientes y apoyo de infraestructura para las unidades de la Policía de la Carretera, y añadiendo a la dificultad la asignación simultánea de varios agentes de policía tanto a la Policía de la Carretera como a la Policía de los Centros Turísticos. Debido a esta combinación de factores, la comunicación entre la Policía RW y la población local se ha visto interrumpida. El obstáculo que supone la ineficaz aplicación de la política de la Policía de RW para resolver las dificultades sobre el terreno reduce gravemente la utilización por parte de la Policía Nacional de Indonesia de la Policía de RW como instrumento para mejorar los servicios públicos.

PALABRAS CLAVE: policía; política; burocracia; eficacia; policía RW.

INTRODUCTION

Humans are fundamentally social organisms, often referred to as "zoon politikon," emphasizing their profound interdependence. This interdependence creates reciprocal interactions, which frequently manifest as social phenomena characterized by conflicts that arise from opposing interests. The emergence of these disagreements

needs the critical presence of the legal system in their resolution (NURNANINGSIH AMRIANI, 2011). Indonesia, known for its many ethnicities and diverse cultures, is inherently bonded by concepts of tolerance, reciprocal respect, and reverence, which promote peaceful coexistence. However, the country is not immune to outbreaks of conflicts. During the 2018-2019 period, the composite task force in charge of handling societal frictions at the national level identified 71 occurrences of social conflict in various provinces. A large majority of these conflicts were fueled by political, economic, social, and cultural causes. This conclusion is supported by the 2018 Village Potential Statistics, which show that nearly 3,150 villages, or approximately 3.75% of Indonesia's total 84,000 villages, are vulnerable to social unrest, eventually transforming into arenas for large-scale clashes (SURYANI WANDARI PUTRI PERTIWI, 2020).

The main responsibility of the Indonesian National Police is to ensure domestic security, which involves maintaining public order, enforcing laws, providing protection and services to the community, and upholding human rights. This duty is clearly outlined in Article 14 of Law Number 2 of 2002 concerning the Indonesian National Police. A study has shown that how police officers and civilians interact influences the willingness of individuals to assist the police. Citizens have a critical role in complying with rules and actively participating in crime prevention, according to law enforcement authorities. This association has a substantial influence on the legitimacy of police activities (NALLA; MEŠKO; MODIC, 2018).

There is a clear and consistent connection between fair procedures, the perception of legitimacy, and the public's willingness to work with the police. This is crucial because the police rely on public cooperation for most of their activities. Recent research indicates that how people judge the legitimacy of the police significantly affects how much they are willing to cooperate with them (BRADFORD, 2014). According to the general population's perceptions, law enforcement services continue to be convoluted and sluggish resulting in the erosion of public trust. In response to the issues mentioned earlier, the National Police has developed several policies and strategic plans of action. This essentially means employing a proactive policing strategy, with a focus on taking preventive measures towards the commencement of

public order issues. To be more precise, this strategy entails increasing early detection and response procedures through the strengthening of community policing efforts known as "Polmas" These activities are focused on resolving issues, improving consciousness, promoting obedience to laws, and establishing a lawful culture.

The bureaucracy of the police organization is characterized by a defined hierarchical structure, operational protocols guided by regulations, competency defined by positional authority, an underlying ethos of public service, strict demarcation between institutional and personal assets, and external oversight over organizational resources. The foundation of the bureaucracy's critical function is its ability to aid the implementation of the governmental framework, which is related to its multidimensional role in efficiently handling varied difficulties and providing community amenities. A critical prerequisite for an effective bureaucracy is a commitment to public service. Such commitment may be demonstrated in one of the Indonesian National Police's efforts to improve its bureaucratic framework: its implementation of the Community Policing model. This novel structure seeks to build proximity between law enforcement agents and the public as a whole while reducing attention to internal bureaucratic matters.

The Rukun Warga (RW) Police, also known as the Jaga Warga Police, was founded to undertake Community Policing (Polmas). The phrase "Rukun Warga" refers to certain areas within a Village or Kelurahan. This program will begin in mid-2023. The RW Police are stationed in each Rukun Warga region, to maintain public security and order (Kamtibmas). Their strategy entails close participation with all parts of society. According to interview findings, the following crimes occurred in Banyumas Regency between May and July 2023:

TABLE 1

NO	CRIME	REPORTING RATE	CASES COMPLETED
1	Theft with Violence	12	12
2	Theft with Aggravation	20	19
3	Motor Vehicle Theft	4	3
4	Petty Theft	2	2

NO	CRIME	REPORTING RATE	CASES COMPLETED
5	Fraud	10	10
6	Embezzlement	5	5
7	Embezzlement in Office	2	1
8	Persecution	2	1
9	Serious Maltreatment	1	1
10	Brutality	2	2
11	Defamation	1	1
12	Murder	1	1
13	Human Trafficking Crime	5	5
14	Mineral and Coal Crime	2	1
15	Child Protection Crime	3	3
16	Arson	1	1
17	Sharp Weapons Crime	2	2
AMOUNT		76	71

Source: The autor

The RW Police was founded with the sole goal of addressing concerns as quickly as possible. Furthermore, by discouraging the emergence of possible criminal acts, the RW Police fulfils a preventative function. It is worth mentioning, however, that the installation of the RW Police in each Rukun Warga (RW) within the Banyumas Regency has experienced challenges. This limitation is due to the Banyumas region's vast geographical span, which includes a total of 2,023 RWs. Currently, just 40% of these RWs, totalling 809 personnel, are effectively manned and operationalized (KOMPAS, 2023). This research aims to determine the effectiveness of the Rukun Warga Police Establishment Policy in improving community services.

LITERATURE REVIEW

COMMUNITY POLICING AS A STEP TO IMPROVE THE BUREAUCRACY, NAMELY THE POLICE PUBLIC SERVICE FUNCTION

In a democratic and constitutional political system, the government has a significant responsibility to effectively manage

policies and services. This creates an optimal environment for social participation and progress. The government's priority should be to provide top-notch services, boost national productivity and competitiveness, and ensure that all citizens enjoy equal socioeconomic well-being.

According to experts in the field of government, bureaucracy originated as a means of wielding power and fulfilling the societal imperative of service (BUDI SETIYONO, 2002). Bureaucracy plays a crucial role in providing essential community services and is an integral part of the civil service sector. Its functions are essential in ensuring the smooth running of government affairs and the efficient delivery of public services. The Indonesian National Police (Polri) is renowned as one of the largest police institutions globally. However, its administrative framework has presented certain challenges, including communication overlaps, a lack of coherent supervision, inflexibility, and an inability to adapt to shifting circumstances. In response, the Police have established the Community Police (Polmas) initiative to tackle these issues.

According to Rycko Amelza Dahniela, organizations must consider their environmental context when implementing bureaucratic principles. Polri should reform its bureaucracy to be more responsive to environmental changes (DAHNIELA, 2020). Therefore, the functioning of the police bureaucracy is inseparable from societal context, environment, and location.

THE CONCEPT OF COMMUNITY POLICING IN SOLVING LEGAL PROBLEMS

Community policing aims to holistically engage with community members in the management of criminal activities through proactive collaboration. This approach is intended to foster a sense of responsibility and accountability among community members while promoting a safer and more secure environment for all. In the initial stages of implementing policies in a community, law enforcement should seek input from community members to identify prevalent issues. Regular engagement with residents can help uncover hidden

problems. Sampson and Raudenbush argue that traditional policing approaches focused solely on punishing offenders are flawed because they ignore the societal factors that contribute to criminal behavior. They propose a paradigm shift towards crime prevention by promoting social cohesion, which involves harnessing communal unity to achieve shared goals. They call this concept "collective efficacy" (STEIN; GRIFFITH, 2017).

Community policing encourages police to increase citizen participation by engaging community members to define problems and co-create strategies to address those problems (KANG, 2015). The aim is to involve police and citizens in community crime prevention to build trust and partnership between both groups. There are two avenues for citizen involvement in law enforcement: reporting any unusual or suspicious behavior and engaging in police-led initiatives like community policing programs. For any program aimed at improvement to succeed, it is crucial to consider citizens' attitudes towards policing. Dissatisfaction with the police can lead to reduced cooperation with them, resulting in decreased effectiveness in controlling crime. Additionally, the public's trust, satisfaction, and confidence in the police as an organization and institution determine their willingness to cooperate and reciprocate with the police (NALLA; MADAN, 2012). Tailored community policing practices in suburban and rural areas with high crime rates require active community participation and social cohesion to identify effective strategies (RUKUS; WARNER; ZHANG, 2018). High-crime neighbourhoods often resist community policing efforts due to residents' distrust of the police and the perception that implementing such programs can be burdensome and ineffective (STEIN; GRIFFITH, 2017).

COMMUNICATION BETWEEN POLICE AND THE COMMUNITY

Contemporary community policing involves face-to-face communication and information technology or social media and is already implemented in developed countries. For example, In Japan, community policing is achieved through two types of koban, with residential koban being staffed by officers living adjacent to people's

homes and non-housed koban (chuzai-sho) being staffed by officers on shift duty, with a total of about 45,000 officers stationed in koban and 8,000 in chuzai-sho (YOUNG, 2022). The koban system in Japan is crucial for maintaining safety and peace in local communities. The presence of koban and chuzai-sho community police officers provides a visible officer presence and a sense of security for the residents. Since the community police officers are always visible on the street, residents feel comfortable visiting them frequently. Frequent communication with residents allows community police officers to understand and respond to their needs with care and consideration. Policing activities, such as patrols and home visits, provide officers with information about the crime situation and community needs. Prompt response to incidents helps relieve community restlessness (KAWAMURA; SHIRAKAWA, 2008).

Communication methods that prioritize the use of social media are already in use in the United States. Community policing in America is geographically focused; patrol officers are assigned to the same area for a long time to build familiarity with the community. Police departments in America now use information and communication technology as part of community policing to network with community members or provide quick links to community services. Building trust through face-to-face social interactions can be challenging. This challenge making US Police departments finding new ways to engage with community members, including utilizing virtual communities such as Facebook, Twitter, and LinkedIn, as well as maintaining web pages that contain email addresses and other contacts (LAMIN; TEBOH, 2016).

Effective communication is essential for contemporary policing. Police work is closely tied to technology, economic interests, religious organizations, social services, and civic associations. Research on how police interact with citizens is crucial. Research indicates that individuals form their views of law enforcement based on a combination of personal interactions and media coverage. Adverse attitudes may arise from observing contentious interactions between police officers and citizens.

THE VALUE OF LOCAL WISDOM IN THE IMPLEMENTATION OF COMMUNITY POLICING

The Community Policing (Polmas) strategy aligns with Indonesian culture, emphasizing community life, gotong royong, balance, care, and prioritizing public interest. This approach is suitable for both rural and urban communities as they prioritize maintaining community security and order (HIMAWATI, 2017).

In order to address social conflicts, it is important to rely on local wisdom patterns deeply rooted in identifying underlying causes and formulating effective solutions. Traditional patterns have established social institutions geared towards achieving this purpose, following the principle of reconciliation and restoration justice, emphasizing cultural and social aspects of law enforcement. By utilizing these techniques, it is possible to promote peace and harmony within communities and ensure conflicts are resolved fairly and equitably (ADE SAPTOMO, 2010).

Crime prevention can be approached in two distinct ways, namely through penal and non-penal means. The penal approach is centered on repression after a crime has been committed, whereas the non-penal approach is all about preventing the crime from happening in the first place. While repressive measures can be effective at preventing crime, non-penal solutions are often more efficient and are deeply ingrained in Indonesian culture. Additionally, non-penal methods can help reduce the accumulation of court cases (SEDIGHIMORNANI, 2018). Mediation has been a common way to resolve disputes in Indonesia despite the country's many ethnic groups with varying customs and languages. The mechanism of deliberation and consensus is used to resolve all types of disputes, both public and private, and is similar to the essence of mediation where parties compromise to reach a common ground that benefits all parties until an agreement is reached (DEWI, D. S.; FATAHILLAH A; 2011).

RESEARCH METHOD

The study took place in Kecamatan Kembaran, Kabupaten Banyumas, Central Java, Indonesia. The location was chosen for its rapid development and diverse community. A qualitative approach

was used to gain insight into participants' emotions, experiences, and perspectives, providing a deep understanding of their experiences and revealing intricacies (SUTTON; AUSTIN, 2015).

The purposive sampling technique involves selecting participants based on their relevant qualities or knowledge, as determined by the researcher, without requiring a grounded theory or multiple participants (ETIKAN, 2016). The participants in this research include representatives from the Kembaran sector police, community and youth leaders, police members serving as bhabinkamtibmas in the Kembaran sub-district, as well as members and RW Police in the Kembaran sub-district. The focus of this in-depth interview is on the potential and challenges of implementing the RW Police in resolving community problems and formulating an effective communication model to resolve disputes carried out by the RW Police. This research uses interviews, focus group discussions, and document studies to present complete facts. Data analysis was carried out during data collection based on conceptualization, categorization, and description developed from "events" obtained during field activities.

RESULTS AND DISCUSSION

POTENTIAL AND CHALLENGES OF RW POLICE IMPLEMENTATION

The growing population, economic expansion, and increasing use of technology present potential challenges for communities. Kembaran, located in the Banyumas Regency, possesses promising development opportunities, including a university, international hospital, and housing. However, the community is diverse, requiring thoughtful consideration of its needs. Banyumas has previously relied solely on bhabinkamtibmas for law enforcement, but as of May 2023, the introduction of RW police officers with ranks ranging from brigadier to inspector will enhance security measures.

According to Article 1 point 4 of Perkap (National Police Chief Regulation) Number 3 of 2015, Bhabinkamtibmas refers to the

bearer of Polmas (Community Police) in a Village or Kelurahan. The function of the bhabinkamtibmas is not eliminated by the existence of the RW Police; rather, the RW Police assists in the duties of the bhabinkamtibmas. When on duty, the RW Police must coordinate with police members who are bhabinkamtibmas in the village. The RW Police policy was enacted through Government Regulation Number 47 of 1997 concerning Community Associations. According to the regulation, rukun warga is a forum for the community to interact and coordinate with each other in maintaining security and order in the neighbourhood. RW police are one part of the organizational structure of the community association and are responsible for supervising the smooth running of activities in the neighbourhood, including community security and order. They also assist the community in matters that require help, such as accidents or natural disasters (AHADIAT, 2023).

The establishment of the RW Police in Banyumas Regency will help address the challenge posed by the increasing number of immigrant communities and development in the Kembaran Sub-district. The RW Police covers a smaller area, focusing on the Rukun Warga area, compared to the previous bhabinkamtibmas which covered a whole village or kelurahan. In Kembaran Sub-district, there are 49 RW Police, consisting of one supervisor who is appointed by the Head of Kembaran Sector Police, one coordinator who is appointed by the Head of the Community Order Development Unit of Kembaran Sector Police and 47 other people who are divided into fourteen villages in Kembaran Sub-district, namely Pliken Village with 5 RW Police in 9 RW in the village, Bantarwuni Village 3 people in 5 RW, Purwodadi Village 1 person in 2 RW, Kembaran Village 3 people in 3 RW, Dukuhwaluh Village 5 people in 10 RW, Ledug Village 11 people in 12 RW, Karangsari Village 1 person in 3 RW, Purbadana Village 2 people in 3 RW, Sambeng Wetan Village 2 people in 2 RW, Sambeng Kulon Village 2 people in 3 RW, Kramat Village 2 people in 3 RW, Tambaksari Village 6 people in 6 RW, Karangtengah Village 1 person in 2 RW, Bojongsari Village 3 people in 8 RW, while the other two villages, Linggasari Village has 6 RW and Karangsoka Village has 2 RW but until now there is no RW Police.

Kembaran Police District, as the managing office of the RW Police, has developed a strategic plan to address community security and order issues. The plan involves the following steps:

1. Each neighbourhood in the Kembaran sub-district must have one RW police officer.
2. Fulfillment of facilities and infrastructure such as Handy Talky (HT) and vehicles for each RW police.
3. Obligation of RW police to attend community meetings at the RT and RW levels.

The strategic plan has not been executed efficiently. The realization of some plans, such as the presence of one RW police in each RW, and the lack of facilities and infrastructure for RW police, have not been met. Moreover, the major issue is that many RW Police officers work in other police units, specifically in the Resort Police. Hence, RW Police officers in Indonesia perform dual roles as both RW Police and Resort Police members. The implementation of the ideal RW Police management program is a complex issue that requires careful planning and participation from all stakeholders, including the Indonesian National Police, district, sub-district and village governments, the Kembaran Sector Police and the heads of RW and RT. Although the number of RW Police in Kembaran Sub-district falls short of the desired amount, it is a positive first step towards improving the police bureaucracy, particularly in terms of community service, which has the potential for future development.

PUBLIC ROLE IN SUPPORTING RW POLICE IN RESOLVING COMMUNITY DISPUTES

Law enforcement agencies bear the responsibility of preventing criminal activities. However, their ability to perform their duties is restricted due to inadequate resources, which makes it challenging for them to adhere to the government's set standards. Thus, the community needs to participate in crime prevention activities. In Kembaran Sub-district, only 45% of the ideal number of RW police has been fulfilled, according to the presented data.

The RW police assigned to the Rukun Warga areas in Kembaran Subdistrict are officers who live locally. This selection allows them to better understand the community culture and local wisdom. The RW police program assigns an officer to monitor a specific area, establish relationships with community members, filter information, and serve as a liaison between police and the community to detect crime.

RW police who have been domiciled in the local RW for a long time will be more trusted by the community, as part of the local community, these police members will participate in activities organized by residents such as Arisan, Community Service, Regular Meetings conducted by Local RT and RW, implementation of night patrols and other community activities, Community trust in the police will have a positive impact on both parties, both the community and the police, trust is a reciprocal belief in intentions and behaviour This reciprocal relationship occurs when someone sees another person behaving in a way that implies that he can be trusted, then that person will reciprocate by giving trust. Trust in individuals will form quality interpersonal relationships, trust is an important factor in establishing reciprocal relationships. The creation of a good relationship between the community and the police can result in the right reciprocal conditions where both can accept and appreciate each other.

The RW Police is the implementation of Polmas, which is the implementation of police duties based on the understanding that creating safe and orderly conditions cannot be done by the Police unilaterally as a subject and the community as an object. Therefore, to create security and order, it must be done jointly by the police and the community, by empowering the community through police and community partnerships. The tasks of the RW police in Kembaran Subdistrict are first, to help solve problems or problem-solving at the RW level under the coordination of Bhabinkamtibmas, second, to maintain conducive security in the smallest community environment to avoid social conflict, third, to cooperate with Rukun Warga (RW) devices to conduct security assessments, fourth, to conduct early detection of any problems that occur in the RW area.

Crime is better prevented than tackled, especially through the role of individual members of society. The reason is that prevention

does not require a lot of money and does not require a complicated system. The benefits of preventing crime are that it fosters a sense of responsibility of each citizen for the order and security of the environment, bringing community members closer to the police by exchanging information about order and crime. The problems that have been resolved by the RW Police are the problems of residents in Ledug Village RW 2 Kembaran District, namely the first is the commotion of residents of a three-wheeled motorcycle delivering gas cylinders that are blocked by residents because they have a vehicle width that covers the road, the second is the problem of people who are restless because of cohabitation or living in one house without a legal marriage bond, then the third problem is the commotion over the construction of a wall fence that disturbs the clothesline of its neighbours. The problems handled by the RW Police are mostly minor problems that occur in the community, serious cases such as murder or serious persecution, for example, are still handled directly by the Sector Police at the Kecamatan level, or the Resort Police in the local Regency.

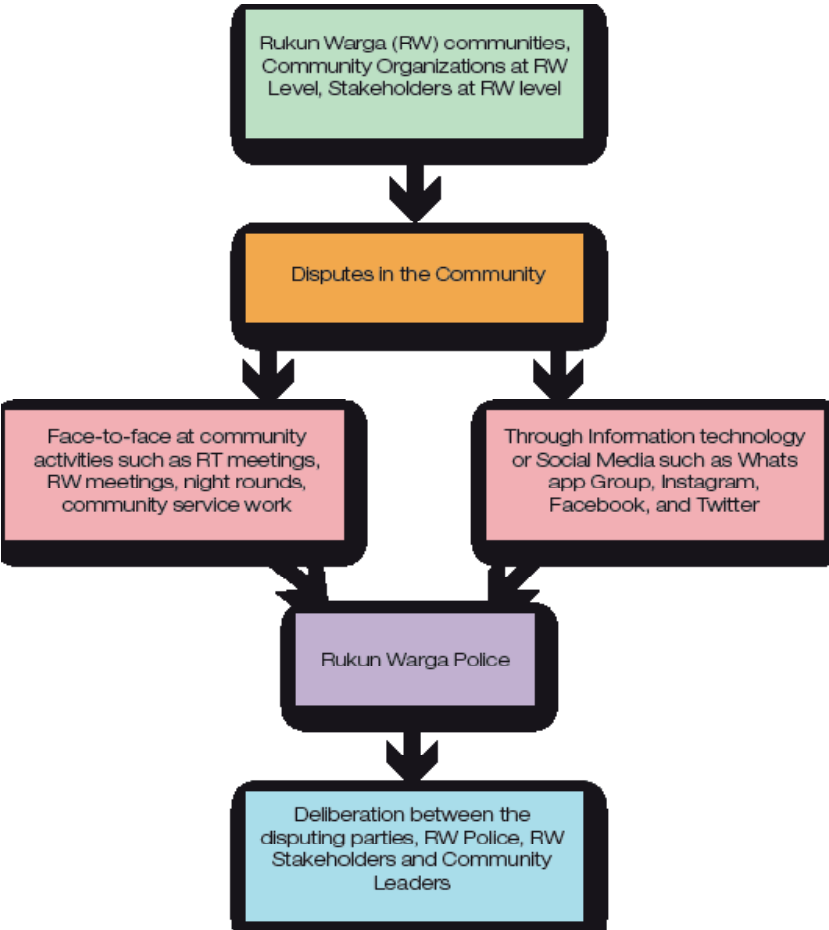
LOCAL WISDOM-BASED COMMUNICATION AND DISPUTE RESOLUTION MODEL IN THE IMPLEMENTATION OF RW POLICE

Indonesian culture, especially in villages, prioritizes cooperation and togetherness between residents. Interaction between residents is natural to do, in contrast to communities in other countries that are individualistic and do not want to know about the problems around them. Well-established communication between communities and a culture of respect for elders and community leaders in a neighbourhood will greatly assist the implementation of the RW Police in Indonesia and this is also the case in Kembaran Sub-district, Banyumas Regency. RW Police as an implementation of community policing will be very easy to do because it is helped by the culture of the people in Indonesia which is by the concept of RW Police.

Communication carried out in the implementation of the RW Police in Kembaran Subdistrict uses two methods, namely the method of meeting face-to-face between the community and the RW Police

and then using information technology and social media such as Whats app groups, Facebook, Twitter and Instagram. Communication carried out by the RW Police is to conduct socialization in vulnerable areas to remind the public about the dangers of crime. Officials together with local stakeholders can also conduct socialization about the dangers of crime and the adverse effects on an area. The role of the RW Police can also be a connector to the command headquarters regarding the potential of someone who is indicated to have the potential to commit crimes or things that disturb the security and public order. This can be seen in Figure 1 below:

FIGURE 1: COMMUNICATION SCHEME OF DISPUTE RESOLUTION BY RW POLICE WITH THE COMMUNITY



Source: The autor.

Based on a survey of RW Police in Kembaran Subdistrict, it was found that 80% or around 41 people from the total number of RW Police said that face-to-face communication with residents would be more effective and efficient because it could touch directly residents and could find out the real situation in the field, face-to-face communication carried out is by utilizing community activities that contain local wisdom values, direct meetings will make it easier for RW Police to explain something and also get information about potential crimes in the RW area in more detail. Then for communication using information technology and social media only as a start with a follow-up face-to-face meeting, or as a follow-up after a face-to-face meeting is held.

The use of social media and information technology is only a support for face-to-face meetings because it cannot be as detailed and detailed as meeting in person. If only using social media, residents tend not to actively respond and this hampers communication and then less information will be given to the RW Police on duty. The use of Indonesian local wisdom such as the neighbourhood security system (*siskamling*), *gotong royong*, meetings as a gathering of all residents both at the RT and RW levels, and solving residents' problems through deliberation will help the RW Police in solving problems that occur in their area, activities that are included in Indonesian local wisdom can be used as support for communication through social media such as Whats App, Facebook, Twitter and Instagram.

The task of the RW police is to resolve minor cases in the community so that they can be resolved quickly and not protracted, such as cases of minor theft, minor damage and minor maltreatment. The settlement of these minor cases must also be resolved with a light method. Dispute resolution can be done in two ways, the commonly used one is dispute resolution through the courts, then with the development of human civilization, out-of-court dispute resolution also developed, resulting in a "win-win solution" agreement because out-of-court dispute resolution through agreement and deliberation between the parties so that it can produce a joint decision that can be accepted by both parties and the resulting decision can be guaranteed confidentiality because there is no obligation for a trial process that is open to the public and published. This out-of-court dispute

resolution is commonly called Alternative Dispute Resolution (ADR) (RACHMADI USMAN, 2003).

In Indonesia, out-of-court dispute resolution is not something new because it has entered into the local wisdom or cultural values of the nation. After all, the soul and nature of Indonesian society are known for their kinship and cooperative nature in solving problems in an easy and not protracted manner. Various ethnic groups in Indonesia usually use deliberation and consensus to make decisions (SUJUD MARGONO, 2004). Therefore, the inclusion of the concept of out-of-court settlement using deliberation is the method used by the RW Police in Kembaran Sub-district to resolve minor cases that are being handled. Kembaran community members are greatly helped by the existence of RW Police who apply local wisdom values in carrying out their duties in their area.

THE EFFECTIVENESS OF NEIGHBORHOOD POLICING AS A PUBLIC SERVICE IMPROVEMENT MEASURE POLICING AS A BUREAUCRACY

The Indonesian National Police is a governmental or executive agency and does not belong to the military. The duties of the National Police are not only to enforce the law but also to maintain public security and order, and provide protection, protection and services to the community.

Also, maintain security and public order, and provide protection, protection and services to the community. In the presidential system of government, all state institutions are placed under the 1945 Constitution of the Republic of Indonesia, and the President is responsible for the implementation of security and public order in the sense of an executive agency. The President in organizing and maintaining security and public order is delegated to the Indonesian National Police, which as a state instrument maintains security and public order.

The existence of RW Police in the community is certainly very influential on police services, the existence of RW Police brings the police closer to the community and makes it easier to serve, regulate,

and empower the community, the main public services carried out by the police are in terms of maintaining community security, conducting socialization about security and order, and resolving disputes in the community. The existence of Community Policing is in line with the cultural values of Indonesian society, namely community life, gotong royong, balance (harmony) and care and prioritising the public interest. To build image of the police, which has long been famous for its convoluted and difficult bureaucracy for the community, the existence of RW Police can improve the image of the police and will further improve the police bureaucracy in terms of service to the community.

The policy of establishing RW Police is a good step made by the Indonesian National Police to improve the function of public services as a bureaucracy, however, it becomes less effective when it encounters many obstacles that occur, these obstacles are the lack of police personnel who become RW Police so that the ideal number of RW Police has not been achieved, namely one RW police for one Rukun Warga (RW) area. Then the next obstacle is the lack of facilities and infrastructure for the RW Police in the field and the last is the obstacle that police members who become RW Police also serve in other police units, usually in the Resort Police at the Regency level, so that in carrying out their duties they become less focused and communication with residents is also greatly reduced. As described in the research above, face-to-face communication by utilizing meetings made by residents is the best communication in the implementation of RW Police duties, but this will certainly be hampered by the many tasks of RW Police who have concurrent positions in other parts of the police.

CONCLUSION

This study asserts the necessity of implementing RW Police within the community, positing that the presence of police officers residing within the RW area would foster enhanced trust in law enforcement. The RW Police policy, embodying the principles of Community Policing, is deemed a commendable measure aligned with the indigenous wisdom of the Indonesian populace. However, the efficacy of channeling Community Policing through RW Police as a means to streamline police bureaucracy within the public service

domain encounters certain limitations. Firstly, the attainment of the optimal number of RW Police, specifically one officer per Rukun Warga (RW) zone, remains unrealized. Secondly, insufficient provisioning of requisite facilities and infrastructure hampers the operational capabilities of RW Police on the ground.

In the future years, the Indonesian National Police needs to enhance the effectiveness of the RW Police policy. This improvement comprises guaranteeing one-to-one connection between RW Police officers and RW-designated regions, and then supplementing the RW Police's deployment of necessary resources and infrastructure. Furthermore, it is recommended that the RW Police focus solely on bolstering security inside their specified territory, with no extraneous unit assignments. A strategic realignment of this magnitude is positioned to focus communication efforts between citizens and RW Police operatives, free of additional responsibilities carried by the RW Police.

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