

Strengthening the Police Institutional System in Eradicating Narcotics Crime in the North Sumatra Regional Police, Indonesia

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Abstract. This study aimed to analyse the strengthening of the institutional system in eradicating narcotics crimes in the North Sumatra Regional Police. This research was carried out using a qualitative approach involving collecting and analysing non-numeric data. The research unit is under the jurisdiction of the North Sumatra Regional Police.

The results of this study indicate that strengthening the institutional system of the North Sumatra Regional Police is carried out in three ways, namely strengthening the institutional system, strengthening regulations and human resources and strengthening the internal control system. In practice, each procedure is carried out based on applicable laws. There is an abuse of authority by members of the police, so the strengthening of the internal police system must always be improved. Even though Itwasda has carried out internally the monitoring system for narcotics abuse, it still requires external parties, namely the community, to support the implementation of the oversight function of the actions of members of the police.

Keywords: Strengthening; Police Institutional System; Eradicating Narcotics Crime.

INTRODUCTION

The Indonesian National Police is an important institution that can ensure security guarantees in Indonesia [1]. Various criminal problems can always be handled even though sometimes it seems slow by society [2]. Efforts to achieve satisfaction with Polri's performance are not easy to accomplish because various strategies and approaches to the community are needed [3]. Moreover, many Polri members in multiple regions have recently been involved in criminal cases ranging from abuse, domestic violence, abuse of authority, the arrogance by beating civilians, and shootings to using illegal drugs (narcotics).

If the public's trust in the Polri institution in various regions increases, this reflects the community's satisfaction with Polri's performance. One of the Polri institutions in the area that has gained public trust is the North Sumatra Regional Police. Referring to the data released by the ETOS Institute, it is stated that the high level of respondents' knowledge of police performance in their respective regions, at 87%, indicates a relatively

high level of information need for police institutions, which is carried out through social media and electronic print media. The North Sumatra Regional Police has the highest rating in almost all aspects of performance, including the level of handling crime, the level of public service, and the level of human resource improvement.

However, this achievement cannot fully guarantee that narcotics crime will not occur again. Therefore it is necessary to continue efforts to maintain this achievement, especially in dealing with significant cases such as mushrooming drugs in the regions.

The causes of narcotics crimes do not only come from the community. There is an abuse of authority by members of the National Police, as recently happened at the Medan Polrstabes. The police who become perpetrators of abuse are contrary to the objectives of the law of the Indonesian National Police.

Narcotics crime is getting more terrible and terrible. Even though there are regulations that regulate these crimes and which punish them with the death penalty, these crimes are still being

committed and are ongoing [4]. It is known that the narcotics problem is a problem that attracts the attention of many groups, both the community and the government [5]. In response to these problems, it is necessary to strengthen the system for eradicating narcotics crimes by optimising and increasing understanding in the field of law related to the rules and regulations that apply within the Police and the Regional Police of North Sumatra.

METHODS

This research was carried out using a qualitative approach involving collecting and analysing non-numeric data. This type of research is used to gather in-depth insights about a problem or generate new ideas for study [6]. The research unit is the jurisdiction of the North Sumatra Regional Police and the ranks of the police. Primary data was obtained directly from informants at the research location. Interviews were conducted To complete the data and information in the research. Determining the informants in this study was carried out by directly selecting the informants using the purposive sampling technique. The informants in this study included the Directorate of Narcotics, the Head of the Criminal Investigation Unit, the Drug Unit, and Community Leaders.

RESULTS AND DISCUSSION

Disclosure of narcotics crimes is part of the success of the North Sumatra Regional Police in strengthening the institutional system. This can be seen in Table 1.

Table 1 – Disclosure of narcotics crimes of the North Sumatra Regional Police in 2019-2021

No	Unity	Completion Percentage		
		2019	2020	February 2021
1	Medan Police	86	102	87
2	High Cliff Police	63	92	51
3	Deli Serdang Police	90	105	66
4	Binjai Police	94	104	89
5	Langkat Police	86	114	61
6	Simalungun Police	98	97	79
7	Ashan Police	103	103	89
8	Labuan Batu	96	113	31

No	Unity	Completion Percentage		
		2019	2020	February 2021
	Police			
9	Central Tapanuli Police	97	102	69
10	North Tapnuli Police	105	152	120
11	South Tapanuli Police	95	113	62
12	Medina Police	104	88	94
13	Karo Land Police	86	122	108
14	Dairy Police	100	119	80
15	Nias Police	125	84	80
16	Harbor Police. Belawan	95	93	74
17	Sergei Police	85	72	104
18	Polres p. Siantar	116	117	135
19	Tanjung Balai Police	76	109	55
20	Sibolga Police	94	94	33
21	Polres P. Sidempuan	128	84	83
22	Toba Police	77	108	0
23	Samosir Police	-	110	0
24	Humbahas Police	95	91	100
25	South Nias Police	74	91	60
26	Polres Pak – Pak Barat	86	100	67
27	Coal Police	92	99	76
28	Palas Police	91	79	50
Amount		91	99	75

Table 1 shows fluctuations in the settlement of narcotics crimes every year. In 2019 the average number of settlements for narcotics crimes was 91%, while in 2020, it was 99%. This means that, in practice, the North Sumatra Regional Police can improve performance by reducing the crime rate of narcotics crimes. Even in February 2021, the completion percentage of narcotics cases reached 75%. Thus, the various efforts that the North Sumatra Regional Police have made can encourage members' performance in solving narcotics problems by strengthening the institutional system, strengthening regulations and resources and strengthening the monitoring system.

Efforts to strengthen the system within the Polri institution continue to be carried out continuous-

ly to build public trust to have high integrity within the police institution and its supervision. If this is not carried out properly, law enforcers can become vulnerable to breaking the law and beyond their authority. Police reform interventions, such as more robust anti-narcotics measures and human rights-centred training for police officers, are urgently needed. In addition, long-term efforts are needed to establish a framework for police oversight and accountability to strengthen integrity within the North Sumatra Regional Police system and promote the integrity and prevention of narcotics crime.

The North Sumatra Regional Police first strengthened the system by building an ethical police force, using various legal, administrative and educational approaches to overcome narcotics crimes. The series of actions thus became an important initiative in strengthening the bond between law enforcement agencies and the community. Therefore, when designing a strategy to build the integrity of state law enforcement, a variety of diagnostic information must be used.

Second, must be the placement of human resources according to their competence. The absence of specific tasks means that every Polri personnel must always be ready to be placed anywhere [7]. But expected for all personnel of North Sumatra Regional Police is an opportunity to obtain a placement that is by their competence and evenly distributed. Equal distribution of personnel throughout the unit of Regional Police has yet to be maximally implemented. If the distribution of personnel is evenly distributed, the teams can carry out their duties optimally, and overall operational readiness improves because there are sufficient personnel [8].

The efforts made in the distribution and distribution of this personnel in the North Sumatra Regional Police consist of the development of an Assessment Center to ensure the quality of competence. The goal is to explore the competency level of a police officer through a series of tests (multiple tests), usually also carried out by more than one rater (rater). Based on several empirical research, assessment centres are known to have high validity in predicting individual competency levels. This assessment method is only used to test soft competency types, often referred to as managerial competencies (for example, leadership competencies, communication skills, problem-solving skills, team skills, and the like).

Third, information and communication technology-based service facilities that are affordable for the community provide fast information and improve the quality of the community's life through various applications. Community service communication channels are carried out through unique portals, applications, or social media such as Twitter, Instagram, Facebook, and police applications Go regiment, SIM online, SKCK online, SP2HP online, SPKT online, Call Center, Cyber-trops, ATCS and E-Office and others. For regulations to be reflected in police behaviour, they must permeate police culture through training measures, procedural innovation, public oversight, and inspection mechanisms.

The use of an early intervention system aims to prevent the problem from recurring or increasing. The need for a proactive and evidence-based approach due to the value of information and the power possessed by the police. Officers are exposed to organised crime as part of their job, making them especially vulnerable to manipulation.

One of the regulations carried out by the Medan North Sumatra Regional Police is to apply high discipline and ethics in carrying out their duties. In fact, with high domain and ethics, police officers are increasingly trusted by the public. In building police discipline and responsibility, the North Sumatra Regional Police have carried out tasks with quite heavy targets. However, this cannot be separated from the guidance and direction of the North Sumatra Regional Police Leaders so that this competence becomes a benchmark for the success of the police as public servants.

Apart from that, it is essential to simultaneously increase the competence of human resources for members of the police force. Member resources have a very decisive role in the quality of work of members of the police. The North Sumatra Regional Police work unit adopts competency-based human resource development that has been developed in the United States. This approach has the principle that humans and work are in one unit, and observations are made continuously on the characteristics of successful humans in that environment. This step was taken because using a psychometric approach seems less suitable to predict the ability of a police officer to work. Members of the police with exemplary academic achievement and psychological test results do not necessarily give superior per-

formance. For this reason, a competency-based HR development program is still needed through placement, succession, performance appraisal, education and training, and compensation programs.

Likewise, the provision of motivation, development of skills and knowledge of police officers, and competency development are conditions for achieving the strategic business objectives of a Police Agency. To improve the organisation's image, every organisation must create an organisational competitive advantage to be equal or even superior to other organisations, including the idea of the National Police. Two components recognised and proven to create an organisation's competitive advantage are the commitment and competence of the members involved. This component is called Intellectual Capital [9].

It is recognised that high commitment can awaken members' emotional closeness to the organisation. In this way, the image of the National Police will increase and become the public's trust. The police are partners and protectors of the community. A high level of commitment will result in higher loyalty, foster cooperation and increase self-esteem and a greater sense of belonging, authority, psychological involvement, and feel an integral whole with the organisation.

Meanwhile, a police institution with many talented members with high competence but without strong commitment is just a group of great people who will most likely only do something if they have responsibility. On the other hand, the strengthening of regulations is carried out by establishing a civil culture. The complexity of the problems faced by the North Sumatra Regional Police towards civil police in a modern and democratic society is carried out with professional capabilities by providing conceptual and theoretical knowledge regarding various public service issues. It is increasingly clear that the need for police knowledge must be part of the professional development of a police officer who is expected to identify and understand every problem encountered and a rational solution. The civilian police respect civil rights; a democratic society needs a civilian police force capable of acting as civil servants. These values have been formulated in Human Rights, which are guaranteed as the guardian of civilian values.

The civilian police's main characteristics are cultural attitudes that are polite, courteous, friendly, non-violent, and prioritising persuasion. It's dia-

metrically far from military characteristics, in line with the definition raised in international legal agreements, which places the position of the police as a force that is not involved in the war. In contrast, the military is designed to fight. The function of the police is aimed to create internal security, the order in society, service and assistance to the community, law enforcement and community policing. And the quality of the civilian police is measured by its ability to distance itself from the military character and draw closer to the community [9].

Civilian police are more represented by service rather than force. Many must undergo deconstruction before reaching service, including changing the mentality and characteristics of police officers in the ranks of the North Sumatra Regional Police. The current vision of the police is not just as law enforcement officers but as police who are capable of being predictive, responsible, transparent and fair (Presisi), who are always close to with the community, law enforcers who are professional and uphold the rule of law and HAM.

In anticipating internal violations related to narcotics abuse, the North Sumatra Regional Police has strengthened the monitoring system for members. This is part of revamping the organisation's body to show the public that Polri is not "allergic" to criticism and suggestions from the crowd. This action was carried out in line with the importance of police ethics in determining its performance in carrying out its duties as law enforcers.

Internal control of narcotics abuse by the North Sumatra Regional Police is in the form of supervising abuse of authority and violations to maintain public security and order, enforce the law, and provide protection, protection and service to the community in the framework of maintaining internal security carried out by the Indonesian National Police. Because police supervision is carried out in stages, in terms of the relationship of authority, police supervision is vertical and horizontal [10].

Vertical supervision is supervision by superior organisations against organisations based on a lower position hierarchy. At the same time, horizontal supervision is carried out by institutions or other fields that are at the same level or hierarchy level [10]. Based on Article 7 of Presidential Decree No 5 of 2017, Itwasda carries out supervisory duties and authorities in every area

within the Polda structurally and functionally at regional level units. Itwasda is under Kapolda.

Several factors are driving the performance of the Itwasda oversight function on actions taken by Polda members. These consist of elements that enable Itwasda to carry out its authority and factors that help Itwasda carry out its functions. These factors include, first, good coordination/cooperation between functional units. As has been explained, the implementation of the oversight function within the Regional Police is not only carried out by Itwasda. Other available teams play a role in carrying out the supervisory process, mainly the General Criminal Investigation Directorate (Ditreskrim), the Special Criminal Research Directorate (Ditreskrimsus), the Narcotics Research Directorate (Diresnarkoba), and the Professional and Security Division (Bidpropam) within the Regional Police. The coordination carried out by the functional units related to Itwasda went well, so miscommunication between available teams [11].

If the member being complained about is suspected of being a criminal act, then what is used is the criminal procedural law which is also used to deal with alleged criminal acts committed by the general public. This has the consequence of prolonging the process, which should have been carried out quickly, especially considering the role of Polri members who are law enforcement officers. Not only that, repressive efforts were made by the North Sumatra Regional Police to eradicate narcotics,

Given the broad reach of illicit drug trafficking, it is certainly hoped that the participation of the community, including NGOs and other social institutions, will assist officials in connection with this crime [12]. The community must also participate. At least report everything related to activities related to drug abuse in their environment. It must be not only external to the police, the monitoring system, considering that the problem of drug abuse is complex. In general, narcotics crime is caused by three factors, namely individual factors, environmental/social factors and availability factors. This shows that effective drug abuse prevention requires an integrated and comprehensive approach. Any approach is taken without considering these three factors will be redundant. Therefore the role of all related sectors in drug prevention is vital.

CONCLUSIONS

So complex is the problem of narcotics that it has penetrated the police. This phenomenon is part of an essential correction by the leadership of the National Police institution at the regional and central levels. Abuse of authority and violations are two things that can trigger the emergence of narcotics crimes. Therefore, to fortify attacks on narcotics crimes that have undermined members of the police and the community, efforts must be made to strengthen the institutional system, regulations and the police's internal and external control systems.

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