

Adaptation of Working Culture in Police Culture in Pandemic Times

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Abstract

The COVID-19 pandemic through the spread of the SARS-CoV-2 virus since approximately two years ago, perhaps these two fields have never been directly related. Currently, the police and health are closely related. The spread of the epidemic in the community inevitably affects how the police adapt in carrying out their duties, functions, and roles. This pandemic has changed the social order system, including the work culture. The methodology used is by using a qualitative approach. On the other hand, the pandemic situation has created challenges in adapting to the working culture within the police organization. How police officers are able to adapt their work culture to the emergency situation of the pandemic. learning organization where organizational performance will increase supported by individual performance starting from the support of organizational commitment, organizational culture and leadership. With regard to working culture during the pandemic, leaders are at the forefront of bringing about change and need support from subordinates.

Keywords

working culture; police culture;
covid-19 pandemic



I. Introduction

In 2020, there was a Covid-19 outbreak in Indonesia. The Covid-19 pandemic through the spread of the SARS-CoV-2 virus since approximately two years ago, perhaps these two fields have never been directly related. Currently, the police and health are closely related. The spread of the epidemic in the community inevitably affects how the police adapt in carrying out their duties, functions and roles. However, some of them actually caused problems, as only reported by Mulyana in the Aceh Journal National Network (2021) that the incident of rejection, disbandment and vandalism of vaccine outlets on 28 September 2021 at the Fish Auction Place at the Insect Edge of Padang Baru Village, Susoh District, Abdy Regency, Aceh was due to the arrogance (forcing) of police officers who carried out vaccination duties in the area, where people passing through the TPI area were intercepted by police officers who served at the vaccination post, residents were shouted at when asked whether they had been vaccinated or not. Furthermore, in the case of the police refusing reports of victims of attempted rape because they have not been vaccinated at the Banda Aceh Police, as reported by Friski Riana in tempo.co (2021), it seems that the police have no empathy at all and are ready to accept the task of serving the community in the midst of the covid-19 pandemic. The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Police officers have carried out various new activities, activities and assignments related to pandemic prevention that did not exist before. In addition, according to research by John Stogner. et.al (2020) police officers experience psychological stress such as fears of infection, uncertain working hours, workload and so on that arise due to the pandemic. In other words, the pandemic situation creates challenges for adapting to the working culture within the police organization. How are police officers able to adapt their work culture to the pandemic emergency situation?

II. Review of Literature

2.1 The Role of Management according to H. Mitzberg in Stephen P. Robbins (2009)

There are 10 roles performed by managers, where the ten roles are each different but interrelated which are divided into:

a. Interpersonal

1. Figure/symbol, needed to perform a number of routine tasks of a legal or social nature;
2. Leader, is responsible for providing motivation and direction to subordinates
3. Relationships, namely maintaining networks with external parties in providing assistance or information support;

b. Information

1. Monitoring, is receiving various kinds of information whose function is as a nerve center for information both internally and externally to the organization;
2. Disseminator, is to send information received from external parties and then distributed to members within the organization;
3. Spokesperson, which sends information to external parties about the plans, policies, actions and results of the organization.

c. Decision

1. Initiator, able to explore organizational and environmental opportunities and initiate important agendas to bring about change;
2. Troubleshooting, responsible for corrective actions when the organization encounters unexpected disturbances;
3. Resource allocator, ie making or approving significant organizational decisions;
4. Negotiator, which is responsible for representing the organization in major negotiations.

2.2. Integrative Model of Organizational Behavior According to Jason A. Colquit in Bambang Moertono et.al (2016)

In an organization, work performance and organizational commitment are the outputs of organizational behavior processes that are influenced by individual mechanisms in the form of (1) job satisfaction; (2) stress; (3) self-confidence; (4) trust, justice and ethics; (5) learning and decision making. In addition to individual mechanisms, performance is also indirectly influenced by: (1) organizational mechanisms in the form of: (a) organizational structure and (b) job descriptions; (2) Group mechanism consisting of: (a) leadership (style and behavior), (b) leadership (power and influence); (c) group processes, and (d) group characteristics; (3) Individual characteristics such as: (a) personality and values structure and (b) abilities.

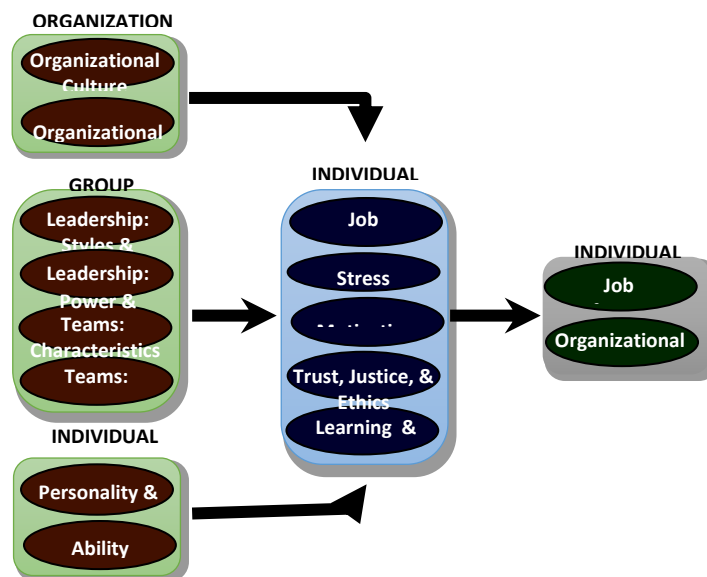


Figure 1. Integrative Model of Organizational Behavior

2.3 Approaches to Crisis Management according to Selim in M. Ibnu (2020)

Generally, the approach taken by leaders in crisis management is as follows:

a. The Excapin Approach

In this approach, it is necessary to follow the internal and external environment continuously and improve the prediction methods about the future before the crisis. During a crisis, current conditions must be clearly understood and identified and behaved realistically and patiently. In addition, several measures such as systematic collection of information for effective decision-making, extra opportunities for staff at various levels, reduction of time pressure and detailed identification of sources of crisis should be undertaken.

b. The Solving Approach

This approach depends on predicting pre-crisis conditions and on timely steps for problem solving during the crisis.

c. The Proactive Approach

According to this protective approach, top management must come up with alternative solutions to potential crises.

d. The Reactive Approach

Leaders make aggressive decisions through meetings during a crisis.

e. The Interactive Approach

This integrated approach evaluates the crisis process before, during, and after the crisis.

III. Research Method

This study uses a qualitative approach. Moleong (2005) then made his own definition as a synthesis of the main points of understanding of qualitative research. According to Moleong (2005:6), qualitative research is research that intends to understand the phenomenon of what is experienced by the object of research such as behavior, perception, motivation, action holistically, and by way of description in the form of words and language, in a context. Natural specialization and by utilizing various natural methods. According to Saryono (2010), qualitative research is research that is used to investigate,

find, describe, and explain the quality or privilege of social influence. Where is the adaptation of work culture that must change because of the social situation that has undergone drastic changes? This results in major social change. That is, at the beginning of 2020-2022 at the beginning of the year, we are still faced with Covid-19.

IV. Result and Discussion

According to Julian (2020) there is not much literature exploring the impact of previous pandemics on police work, this is agreed by Jones et al (2020) who provide preliminary evidence of the possible impact of covid-19 on New Zealand Police. Emergency situations such as pandemics have a significant impact on police-community relations and public trust in the police, in the sense that an effective and successful police response to disasters and emergency events can keep people out of harm's way and ensure public safety and well-being, on the other hand, an ineffective police response. it can damage public confidence in the police. Nur Azizah in the news channel medcom.id (2021) reported that Jokowi instructed the TNI-Polri to oversee the handling of the pandemic, starting from disciplining health protocols, disciplining 3M (wearing masks, washing hands and maintaining distance) and actively supporting 3T (testing, tracing, and treatment), besides that, Jokowi also instructed the TNI and Polri to seek implementation of micro-scale Community Activity Restrictions (PPKM). Jokowi also asked the National Police to support mass vaccinations and oversee the distribution of vaccines. The irony is that where I work, there is a member of the Police who, even though he has been exposed to COVID-19 twice, still doesn't believe in Covid-19. Covid-19 is a story only made up by humans, he said.

One of the main challenges of pandemic policing is maintaining rapport with communities while ensuring compliance with new regulations and restrictions, as both citizens and the police are often under increased pressure (S. Galea, 2020), where police and citizens meet in times of crisis, the situation is very challenging. and dilemmas (L. Bonkiewicz, 2012). This happens especially when citizens reject government guidelines, do not use personal safety equipment (PPE) or intentionally violating recommendations/stipulations as a form of political dissent (D. Freeman, 2020). Therefore it is important for the police to understand the behavior of citizens in order to ensure citizen compliance (L. Bonkiewicz, 2010). Pressure and complaints from civilians that are handled disproportionately especially on the socio-economically disadvantaged communities will lead to violent confrontations between police and citizens as exemplified by the case of the disbandment and vandalism of the vaccination booth in Abdya, Aceh Journal Nasional Network (2021) and the IPW protest. against the National Police, who allegedly the Banda Aceh Police rejected reports of complaints from victims of attempted rape on the grounds that they had not been vaccinated. tempo.co (2021).

Next is a different role for the police, where in the police-community relationship it will be required to shift different and varied responsibilities such as enforcing lockdown restrictions, control, crime response and maintenance of public order (TM. Adams, 2015) and in the case of the pandemic, the police may also be asked to play an important role in harm reduction activities to prevent the spread of infection (J. Flavin, 1998). Bonckiewicz and Rubback (2012) have discussed how the Police Department can prioritize between 3 different policing styles to be applied namely 'legalistic', 'guardian', and service oriented'. Of course, in a legalistic policing style, rules and regulations limit the discretion of officers so that disaster-related policies can be enforced impartially. Whereas in the guard policing style, the maintenance of public order is prioritized and there is a greater officer's policy.

As for the service-oriented policing style, both legalistic and guard styles are combined but public services are prioritized so as to allow cooperation and collaboration between the police and the community. However, in a crisis, how far is the readiness of police resources to deal with this in the midst of minimal training and socialization (Julian, 2020). This will have an impact on the anxiety of police officers due to the lack of health and psychological well-being (John Stogner. 2020), 647 Indonesian health workers died during the pandemic, the 3rd highest in the world (detikhealth, 2021) affecting the police psychologically and emotionally amidst the limitations of PPE and the high intensity of police health services to exposed residents. Even members of the Police are involved in the curing of Covid-19 corpses (republika.co.id, 2020). As police are often the first responders during disasters and emergencies, they are often faced with a new set of tasks including crowd control, maintenance of public order, retrieval and transfer of bodies, transport and assistance of affected civilians and maintaining communication with residents through limited infrastructure capacity. (E.C Mc Vanlies. et.al, (2014).

Crisis communication is also seen as important during emergency management by the police department (A. Bruns, 2012). However, maintaining communication with citizens can be challenging and potentially problematic, especially when the police have to interact with those who are under heavy pressure. Over the past few years, police departments have increasingly turned to online communications and social media (e.g. Twitter and Facebook) to convey messages and respond to public inquiries, provide the public with situational information and advice and address misinformation. Especially during the pandemic, all residents' activities interact more often through various social media so that the number of account users on various internet media increases by around 40%, as recommended by the central government to carry out all activities at home. As a result, work, seek information, entertainment and others through internet social networks. This is also a trigger for citizens/community to convey more statements through social media. Hoax information is circulating everywhere, especially on statuses on social media platforms (Nur, 2021). Some of the hoaxes that were spread were that the injection of vaccines in men had to be in the penis, the covid-19 vaccine could genetically engineer, die, paralyze, destroy natives, contain vero cells from African green monkeys and only Indonesia ordered the covid-19 vaccine (Rianda D, et al, 2021). In fact, there are so many hoaxes that people can no longer distinguish between true and false information. The police have to rack their brains to be able to convince citizens to vaccinate in the midst of confusion about what to answer when residents ask about the news on the vaccine issue, in the end the words that come out are the main thing or just carrying out their duties, the police are not equipped with sufficient knowledge/competence about the COVID-19 pandemic. 19. Not even rare must provide basic necessities to Umrah gifts for those who are willing to vaccinate in the midst of the absence of procurement costs.

Over time, it turns out that the police organization is able to adapt quickly to new tasks during the pandemic, this is of course due to the attention of the government and the policy of the National Police Chief who regulates and is committed to handling the pandemic, starting from giving assignment targets, reward and punishment, prioritizing vaccinations for Police personnel and their families and others. As a result, 82.6% of the public are satisfied with the performance of the Police in overcoming the COVID-19 pandemic (JawaPos.com, 2022).

Table 1. New tasks of the police, obstacles and impacts of working culture

| NO | NEW DUTIES OF THE POLRI | OBSTACLE | IMPACT |
|----|--|--|---|
| 1 | Maintaining Police-Community Relations Compliance with new regulations and restrictions | a.under increased pressure | a.Increased anxiety / stress b.Adjustment / adaptation |
| NO | NEW DUTIES OF THE POLRI | OBSTACLE | IMPACT |
| | | Citizen rejection Uneven training & socialization | a.Wrong strategy/ Policy Making. |
| 2 | Controlling citizens, circulating Covid-19 corpses, maintaining communication with limited infrastructure, actively supporting 3T, supporting & overseeing vaccine distribution, motivating citizens to participate in vaccination, anticipating the rise of false news, implementing police service SOPs according to the pandemic situation, utilizing technology. | a. Limited PPE b. Limited budget support c. Minimal knowledge of health & crisis communication d. Limited access to fake news service confirmations (hoaks) e. Great risk of death involved in humanitarian action | |

Source: articles. The data is processed by yourself.

The adaptation of working culture in the police culture during the pandemic, as table 3.1 actually shows the performance of the police organization at the beginning of the pandemic where work performance and organizational commitment are the outputs of the organizational behavior process which is also influenced by individual mechanisms in the form of the extent of job satisfaction they get, the level of stress they experience. , self-confidence in the face of adaptation to change, confusion about the organization, justice obtained, ethics and learning and decision making. In addition to these individual mechanisms, performance is also indirectly influenced by organizational mechanisms in the form of organizational structures and job descriptions / Talking about organizational structures and job descriptions, a policy has been issued to carry out police operations with the code Aman Nusa II during the pandemic to answer contingency challenges faced by the police. The group mechanism is influenced by leadership in coloring the organization for its style and power or influence. Meanwhile, individual characteristics such as personality and values, structure and ability correlate with the adaptation to changes in the new work culture in its application to police culture.

Learning can be understood as a stage of change in all individual behavior which is relatively permanent as a result of experience and interaction with the environment which involves behavioral processes that arise as a result of the process of physical maturity, a state of being drunk, tired, and bored cannot be seen as a learning process (Syah, 2003). . Learning is the result of the interaction between stimulus and response (Slavin, 2000). A person is considered to have learned something if he can show a change in his behavior. According to this theory in learning what is important is input in the form of a stimulus and output in the form of a response. Stimulus is whatever the teacher gives to students, while

the response is in the form of a reaction or student response to the stimulus given by the teacher. The process that occurs between the stimulus and response is not important to note because it cannot be observed and cannot be measured. Observable are the stimulus and response. Therefore, what is given by the teacher (stimulus) and what is received by students (response) must be observed and measured. This theory prioritizes measurement, because measurement is an important thing to see whether or not changes in behavior occur. In the learning process this input can be in the form of teaching aids, pictures, or certain ways to help the learning process (Budiningsih, 2003).

Adaptation of working culture needs to be done because of the challenges in gaining police legitimacy in society. The extent to which public trust in the Police and the satisfaction of the community are shown to the police institution for the challenges of change. Change requires good teamwork in the organization; therefore, the leadership factor becomes important to bring to the goals of the organization. The main task of the leader for this change is to change the mindset & culture set in the direction that is expected, including being able to direct human resources to be wiser in dealing with problems. In addition, according to Alan D. Meyer (2011) that incremental change leading to comprehensive change is demanding a paradigm & fundamental change, breakthroughs through technology and others. However, what is more important in making strategic changes to the organization is crisis management. Crisis management is carried out when the organization enters a crisis period, namely when the organization starts to run out of blood and energy. Collaborative policing is important where the police cannot work alone.

Cooperation with stakeholders is an important requirement that organizations need to fulfill through their leaders. The socio-cultural approach is one of the efforts made by leaders in directing their resources. Theoretically, generally, the approach taken by the leader in crisis management includes 5 things starting from the escaping approach; the solving approach; the proactive approach; the reactive approach; and the interactive approach. In the implementation of police patriarchy where power starts from the top, it is natural that the leader is lined up by 10 major roles to make a leap when he wants to change which is divided into 3 things, namely interpersonally, information and decisions.

V. Conclusion

The conclusion of this study is that the main challenge of pandemic policing is maintaining relations with the community while ensuring compliance with new regulations and restrictions, because both citizens and the police are often under increasing pressure. The extent to which public trust in the Police and the satisfaction of the community are shown to the police institution for the challenges of change. To realize a learning organization where organizational performance will increase supported by individual performance starting from the support of organizational commitment, organizational culture and leadership. With regard to working culture during the pandemic, leaders are at the forefront of bringing about change and need support from subordinates. Good cooperation is the key to success in the midst of uncertain changes as a challenge that must be faced.

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