

## Capacity Building of The National Police in The Implementation of the 2023-2024 Mantap Brata Tinombala Operation in The Central Sulawesi Regional Police

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### Abstract

*The purpose of this study is to find out the development of the institutional capacity of the National Police in the implementation of the 2023-2024 Mantap Brata Tinombala Operation in the Central Sulawesi Regional Police area. This study uses a qualitative approach with strategic case studies to collect data through observation, in-depth interviews, and documentation, involving five key informants from the Regional Police. The theoretical framework used is Grindle's theory and the concept of institutional capacity building that includes the dimensions of individuals, organizations, and systems. The results showed that the individual dimension had been effective with a good work culture and smooth communication, although some members still felt that they lacked relevant training. In the organizational dimension, the decision-making structure is democratic with strong synergy between the National Police, the community, and the government, but the increase in member participation in decision-making still needs to be considered. In the system dimension, rules and SOPs are clear, but periodic evaluations and internal supervision need to be improved to prevent deviations and increase transparency. The conclusion of this study shows that although many aspects have been effective, there is still room for improvement that can improve the overall performance in the implementation of Operation Mantap Brata Tinombala.*

**Keywords** Institutional capacity development, National Police, Operation Mantap Brata Tinombala, Individual, Organization, System.

## INTRODUCTION

Renops Mantap Brata Tinombala for the 2023-2024 period, which was published in October 2023, is the object of research to understand and analyze the operational integrity of the National Police organization. This research will explore the relevance, effectiveness, and desirability of the proposed approach and its impact on organizational performance. In the context of the 2024 Election, the Central Sulawesi Police has an important role in maintaining security and reminding, considering the high enthusiasm of the community and the potential vulnerabilities that exist.

Operation Mantap Brata Tinombala 2023-2024 is a strategic step in preparing the National Police to face these challenges, with a focus on developing institutional capacity and personnel readiness. This study aims to analyze the concrete steps taken by the Central Sulawesi Police in increasing its capacity and its contribution in strengthening democracy in Indonesia.

The National Police's commitment to neutrality and professionalism is the main focus of this research, with the hope that the results can provide valuable input for election security policies as well as contribute to the development of police theory and practice. The development of the institutional capacity of the National Police needs to be optimized, especially related to training and the use of technology, coordination between agencies, and



human resource development. This research is expected to provide insights to overcome existing problems and offer sustainable strategies to improve operational effectiveness.

The purpose to be achieved from this study is to find out the development of the institutional capacity of the National Police in the implementation of the 2023-2024 Mantap Brata Tinombala Operation in the Central Sulawesi Police area.

## **LITERATURE REVIEW**

Previous research (journal) related to this research is a research conducted by D. Haryono and Nurlatipah Nasir (2021) with the title Development of the Institutional Capacity of the Regional AIDS Control Commission (KPAD) in the Prevention and Control of HIV/AIDS in Tasikmalaya City. This study discusses Institutional Capacity Development (KPAD) in the Prevention and Control of HIV/AIDS in Tasikmalaya City, the results of the research obtained from this study that institutional capacity development (KPAD) has not been effective in the prevention and control of regional AIDS and there are still several inhibiting factors including, first, the individual dimension, the limited number of employees in KPAD which affects effectiveness, the second structural dimension, namely the organizational structure KPAD Tasikmalaya has not been fully filled so that it has not met the needs of the community and the three dimensions of the legal rule system that currently exist are considered insufficient. This research is studied through a capacity development model according to (Grindle) with three dimensions of development, namely: individual dimensions, structural dimensions and system dimensions

### **Institutional Capacity Building**

According to (Milen, 2004) Institutional capacity development is the strengthening of organizations and traditional capacity development that focuses on development resources that are related to human resources, processes, and organizational structures.

Institutional capacity development, according to (Sedarmayanti, 2005), is an important component in bureaucratic reform that is so decisive that it is truly directed, because it helps ensure efforts to form a government that meets the criteria of good governance. As explained about the capacity development of public organizations (government) by Grindle and Hilderbrand (1997), "as organization capacity development refers to the structure, processes and resources of theories of organization, and management styles that should be carried out by members of the organization". Based on this statement, organizational capacity development refers to the structure, process and resources of organizational theory and management that must be implemented or carried out by the members of the organization. Based on this, institutional capacity is determined by the objectives, tasks, and how the authority is determined so that it has balance in all aspects

### **Capacity Building Dimensions and Focus**

Capacity building is often interpreted as improving the abilities or capabilities of individuals, groups or organizations because capacity building involves many different components, so there are various dimensions and focuses. These dimensions and focus are

part of a dynamic, continuous process. The several dimensions and focus of capacity development according to experts are as follows:

The dimension of capacity development according to Grindle (1997) is divided into 3 levels/dimensions, namely:

1. Human resource development (HR) that focuses on the availability of professionals and technical personnel with types of activities: training, recruitment, hands-on practice and working climate conditions.
2. Strengthening an organization that focuses on the management system in developing the performance of special tasks and functions; structure by showing activities in the form of incentive systems, leadership utilization, organizational culture, communication, and managerial structures.
3. Institutional reform that focuses on macro institutions and systems by showing activities in the form of economic and political regime rules, policy and legal changes, constitutional reform.

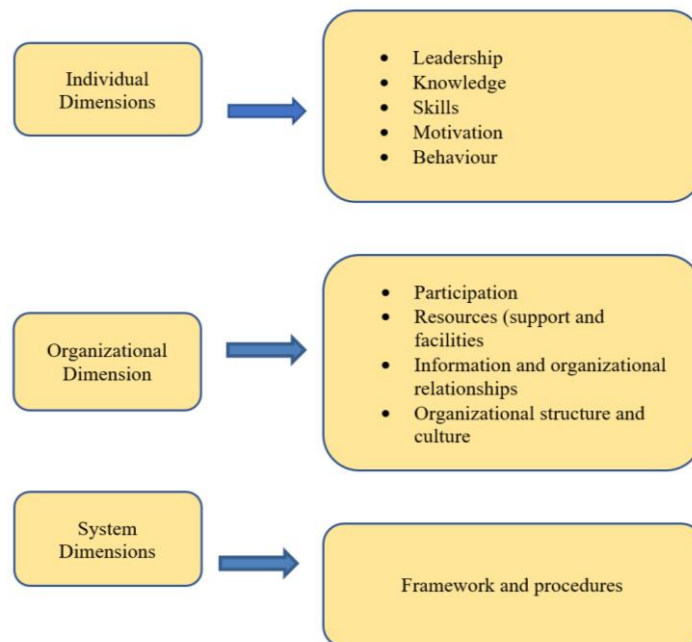
**Table 1. Dimensions and Focus of Capacity Building Initiative**

Dimension	Focus	Types of Activities
Human Resource Development	Supply of professional and technical personnel	Training, salaries, working conditions, recruitment
Organizational Strengthening	Management systems to improve performance of specific tasks and functions; microstructures	Incentive systems, utilization of personnel, leadership, organizational culture, communications, managerial structures
Institutional Reform	Institutions and systems; macrostructures	Rules of the game for economic and political regimes, policy and legal changes, constitutional reform

Source: (Grindle, 1997)

From the explanation above, it can be concluded that the focus of capacity development and its dimensions are interrelated. This linkage applies to various types of activities that generally require human resources to manage and implement, ranging from organizational training, management systems, and organizational changes in the implementation of institutional policies. According to, institutional capacity development includes various aspects such as improving the management system, improving human resource skills, and strengthening organizational structures Rivai, A., Nasrullah, N., Hasanuddin, H., Chrisstin, V., Fitriana, F., & Haryono, D. (2024)

Meanwhile, Morgan (2008) stated that capacity building efforts can be carried out in three dimensions, including:



**Figure 1. Capacity Building Levels**

Based on the figure above, it can be explained that capacity development can be carried out in three levels of dimensions that must be the focus of analysis and change processes in an organization or institution, namely:

1. Individual Level, at this level, emphasizes more on the aspect of individual learning with the aim of improving skills, knowledge of technology and improving behavior and increasing the motivation of state apparatus.
2. Organizational Level, at this level, more emphasis is placed on increasing organizational resources, increasing member participation, social networks and relationships between organizations, cultures, and structures in organizations.
3. The System Level, at this level, leads to an increase in the understanding of state apparatus regarding the framework mechanism related to program implementation guidelines, technical guidelines and interrelated procedures.

## METHOD

This study uses a qualitative approach with a case study strategy to collect information on the development of the institutional capacity of the National Police in the implementation of the 2023-2024 Mantap Brata Tinombala Operation at the Central Sulawesi Police. The basis of the research focuses on data collection and analysis through observation, in-depth interviews, and documentation, involving five key informants from the Regional Police. Grindle's theory and the concept of institutional capacity building are used as a frame of reference, which includes the dimensions of individuals, organizations, and systems. Data was collected from two sources, namely primary (direct interviews) and secondary (related documents).

Data analysis was carried out using the Miles and Huberman interactive model, which included collection, condensation, presentation, and conclusion drawn. This research was conducted at the Central Sulawesi Regional Police for three months, from July 23 to October 7, 2024, with the aim of deeply understanding how the institutional capacity of the National Police is developed and applied in the context of ongoing operations.

## RESULTS AND DISCUSSION

Operation Mantap Brata Tinombala 2023-2024 is one of the National Police's strategic efforts in facing security challenges, especially ahead of the 2024 elections. In this context, the development of the institutional capacity of the National Police is very crucial.

In this discussion, we will examine the various dimensions of the development of the institutional capacity of the National Police, which include the individual, organizational, and system dimensions, as stated by Grindle's theory. With a qualitative approach and case studies, this research will uncover findings from observations, in-depth interviews, and documentation, involving key informants from the Regional Police. Through in-depth analysis, it is hoped that both achievements and challenges faced can be identified.

Therefore, this paper not only provides an overview of the effectiveness of Operation Mantap Brata Tinombala but also contributes ideas to the development of better security policies.

### Individual Dimensions

In the individual dimension, the informants showed a diverse view of their involvement and responsibility in the execution of the operation. Kombes Pol. Ferdinand highlighted, "The work culture and cooperation team during the operation went very well, especially in planning and control." AKBP. Rahmat Lubis, SH, emphasized the importance of communication between members, stating, "The work culture in the organization is already very good, with maximum communication during operations." However, AIPDA. Arman felt limited in individual roles, stating, "I felt I wasn't fully involved in decision-making." On the other hand, AKP. Desmon noted, "The synergy between the National Police, the government, and the community in the implementation of the operation is also very good," which reflects the collective support among individuals and groups. Overall, despite the challenges in terms of individual involvement, there are joint efforts to create synergy in the implementation of Operation Mantap Brata Tinombala.

In the individual dimension, there is a recognition of the importance of work culture and collaboration among team members. Nonetheless, some individuals feel less involved in decision-making, which can impact their motivation and performance. The more active involvement of each individual in the decision-making process is expected to increase the sense of ownership of operations and strengthen synergies between various parties. Awareness of the importance of the individual's role in the success of the operation must be increased to ensure every member feels valued and engaged.





## Organizational Dimension

Based on an interview with Kombes Pol. Ferdinand Maksi Pasule, SIK, Karoops of the Central Sulawesi Police, he stated, "Karoops as the 2024 Karendalops Mantap Brata Tinombala is in charge of planning and controlling the implementation of operations in the field, so that they can make decisions related to security patterns and systems." He added that decision-making was carried out democratically in accordance with the policy of the National Police and reported to the Central Sulawesi Police Chief. Regarding resources, Kombes Ferdinand revealed, "The existing facilities are adequate enough to support operations, but it is necessary to improve the capabilities of human resources to better understand the tasks in the field." AKBP. Rahmat Lubis, SH, as the Head of Mantap Brata Tinombala 2024, emphasized that "the decision-making process takes place democratically, starting from the level of the Police Chief to the task force." He also noted, "The work culture in the organization has been very good, with maximum communication during the operation." AKBP. Ronaldus Karurukan, SIK, revealed that the synergy between the National Police and the community is very good, with "joint efforts to maintain security and guard during operations." However, AKP. Desmon highlights, "I feel like I can't make decisions regarding surgery, because it's only a small part of the organization." Meanwhile, AIPDA. Arman revealed, "I don't feel fully involved in decision-making," which shows a difference in the level of personnel involvement in the decision-making process.

In the organizational dimension, there is a strong recognition of the importance of democratic decision-making structures and processes in Operation Mantap Brata Tinombala. Synergy between the National Police, the community, and the government is a key factor in the success of the operation. Nonetheless, there are challenges in terms of lower individual involvement at some levels, which indicates the need for increased member participation at all levels to create a greater sense of responsibility for the success of operations.

## System Dimensions

In the system dimension, Kombes Pol. Ferdinand Maksi Pasule, SIK, emphasized, "The rules and SOPs that are currently guidelines in the implementation of operations are very capable and clear." He also added, "The framework that is currently running in my opinion is very good, but there needs to be coordination and collaboration." AKBP. Rahmat Lubis, SH, agreed that "the rules and SOPs that are currently guidelines are very clear in the elaboration of the tasks of each task force in the field." He also suggested, "What needs to be improved is the periodic evaluation of activities." AKBP. Ronaldus Karurukan, SIK, added, "The current accountability and reporting system is running quite well." He revealed that "the cooperative relationship between the functions of the operations task force needs to be improved." Meanwhile, AKP. Desmon stated, "The current accountability system and reporting system are quite good, but there needs to be increased supervision as management control." AIPDA. Arman added, "There needs to be regular supervision from within and outside the National Police to avoid irregularities."

In the dimension of the system, rules and SOPs that are considered clear and adequate by the informants, which shows that the framework that has been built is quite effective in

the implementation of operations. However, there is a need to improve periodic evaluation and supervision, both internally and externally, to ensure that the implementation of activities is carried out in accordance with the provisions and avoid potential irregularities. This signals the importance of increased accountability and transparency in the reporting system.

Thus, strengthening in the third dimension—organization, system, and individual—are strategic steps that need to be taken to increase the effectiveness of Operation Mantap Brata Tinombala in the future.

## CLOSING

### Conclusion

Individual Dimension that Already Running Effectively, the work culture and collaboration among team members are generally good, with good communication during operation. The training and education received by some personnel is considered to be quite supportive of their duties in the field. Not Running Effectively, There are some members who feel that they lack education and training relevant to their duties. In addition, individual involvement in the decision-making process still needs to be improved so that each member feels valued and contributes optimally. Organizational Dimension that has been running effectively The decision-making structure in the organization has taken place democratically, involving various levels ranging from the Chief of Police to the task force. The synergy between the National Police, the community, and the government is strong, with the support and active involvement of all parties in the implementation of the operation. and Not Running Effectively, Some individuals feel less involved in decision-making, which can affect their motivation and responsibility. Increasing member participation at all levels is still a challenge that needs to be overcome. System Dimensions: that Already Running Effectively, Rules and SOPs that are considered clear and adequate, provide good guidance for the implementation of duties. The framework in the preparation, implementation, and evaluation stages is also going well. The accountability and reporting system is running in accordance with applicable regulations. that Not Running Effectively, although system accountability already exists, improvements are still needed in periodic evaluation activities and internal and external oversight to prevent deviations and increase transparency.

Nonetheless, although there are many aspects that have been effective in this third dimension, there is still room for improvement that can improve the overall performance in the implementation of Operation Mantap Brata Tinombala.

### Recommendations

1. To Police Leaders: Schedule regular training for personnel at each level to improve relevant technical and tactical skills.
2. To the HR Division: Conduct a post-training evaluation to ensure understanding to the Chief of Police and the Board of Leadership: Hold monthly meetings to discuss operational decisions and feedback from personnel.



3. To the Task Force Coordinator: Form a cross-functional work team to improve collaboration between task forces.
4. To the SOP Drafting Team: Revise the SOP every six months to adjust to the development of the existing situation.
5. To the Information Technology Division: Create an online reporting system to facilitate real-time reporting of activities and problems.

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