
RESEARCH ARTICLE

Structural Reform of Police Organization at Village Level Government in Bandung Regency, West Java Province

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ABSTRACT

The research aimed to enhance the Police's performance in delivering exemplary community service and harmonize the National Police's structure with the Village/District Level Regional Government. The study employed qualitative description with SWOT and ASOCA Analysis. In Bandung Regency, there's a notable security vulnerability. The data indicates: 1) Potential disturbances exceed 70%, 2) Disorder threshold surpasses 60%, and 3) Actual disruptions are above 30%. Addressing this and to achieve structural synchronization between the National Police and the Regional Government, a strategy is devised titled "Structural Reform of the Police Organization at the Village Government Level." This aims to optimize police performance, resonating with the National Police's 2005-2025 Grand Strategy. SWOT analysis reveals 1) Strength in Leadership, 2) Weakness in Organizational Structure, 3) Opportunities within the Legal Framework, and 4) Threats from misalignment with the Village's Regional Government. ASOCA Analysis emphasizes several factors. Internally, it points out the Police Leadership's ability and members' loyalty. It stresses the importance of harnessing police resources and an Organizational Performance Improvement Program. There's a highlight on the intellectual prowess of police members and their potential to act creatively. Externally, the community's aspiration for better police service is noted. The Bandung Regency's distinct culture and traditions play a role. Challenges persist, like the misalignment of the organizational structure with geographical realities and limited flexibility in local Police management. Community participation and educational levels remain concerns. Lastly, the Village Police follows a "Line and Staff Organization" model. This aligns with the higher-level organizational structure, emphasizing task decentralization and role clarity, ensuring a robust hierarchy and efficient task delegation.

KEYWORDS

Structural Reform; Police Organization; in Bandung Regency

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1. Introduction

The police force is an essential institution in a country. This is because the police play a strategic role in maintaining security, order, and the comfort of community life (Sunantara, I., & Untung, M, 2020). Given their duties and responsibilities, the police should ideally engage directly with the community and be an integral part of it. The history of police development has seen several changes, especially during the reform era. The merger of the TNI/ Indonesian National Armed Forces (military) and POLRI (police) into one institution, ABRI (Armed Forces of the Republic of Indonesia), led to confusion, overlapping roles, and a deviation in both their functions, resulting in the stagnation of democratic tenets (Huda, N.M, 2014). Due to pressures and demands from various groups at that time, the People's Consultative Assembly (MPR) of the Republic of Indonesia issued a decree separating the Polri from the TNI, clarifying the division of duties and authority between the two institutions. This separation aimed to establish a clear working environment in line with each institution's roles and functions, ensuring that the values and goals of Indonesian democracy are realized. The police are no longer part of the military, leading to numerous changes within the POLRI (Indonesian National Police), from its primary duties and functions to its organizational structure. Prof. Tito Karnavian, Ph.D articulated the police's duty

as to create and maintain public security and order as well as to enforce the law. According to Karnavian & Sulistyono (2018), the best policing system is one that can adapt to strategic environmental situations and conditions. Without adaptation, the police will face difficulties in achieving their primary objectives.

The reform era brought significant changes to the police structure. The police force (Polri) now stands independently and is no longer part of the military system or the Ministry of Defense. This requires the Polri to use its authority proportionally in accordance with Law No. 2 of 2002, which replaced Law Number 28 of 1997. This demands that the Polri not only enforce the law but also protect, nurture, and serve the community in line with democratic principles. This reform presents consequences for the Polri to modify its organizational structure, policing style, and preventive approach to maintaining public security and order. Syahfutra (2016) describes the internal reform of the Polri in three dimensions: structural, instrumental, and cultural. In the context of Village Governance, the Polri plays a crucial role in providing services down to the village level. The need to interact and get to know the community in the village is vital for the Polri to get a complete picture of the security needs and challenges at the grassroots level.

At the district level, such as in Bandung Regency, the organizational structure of the police (Polri) includes police precincts (Polsek) at the sub-district level. There are challenges when the location of the Polsek is far from the village under its jurisdiction. This can affect the effectiveness of security handling and law violations in that area. There is a structural mismatch between the Regional Government and the Indonesian National Police (Polri). While the Regional Government has organizations down to the Village/Sub-district level, Polri is only structured to the Sub-district level through the Polsek. This raises issues when dealing with the dynamics of the strategic environment and the increasing demands of the community. Furthermore, Polri's Grand Strategy focused on "Service for Excellence" (2016-2025) emphasizes the urgency to expand the Polri organizational structure to the village level to achieve service excellence.

Within the framework of the Unitary State of the Republic of Indonesia, the village is the foremost governmental entity that directly interacts with the community. The police, in relation to village development, play a vital role in overseeing and guarding the development, especially those sourced from the state budget (APBN). However, there is a structural gap between the Polri organization and the regional government structure that can complicate coordination. The implementation of police services at the village level is also not yet optimal. The absence of a police structure at the village level impacts the numerous service cases that have not been handled to the fullest, reducing community satisfaction. A report from the Ombudsman Institute in 2018 ranked the police second with 212 complaint reports. Therefore, structural reforms are needed within the Polri organization to align better with the regional government structure.

The structural gap between the government and the structure within the Polri organization becomes an issue when faced with handling problems that need to be addressed jointly between the Regional Government and the Police in the region. Therefore, the Police need to develop their organization through structural reform aligned with the structure of the Regional Government, where villages serve as the forefront of community service organizations. The organizational structure is expected to address issues at the sub-district or village level based on the following fundamental interests:

1. Shape the foremost organizational structure of the Police in line with the development level of the Sub-district or Village Government;
2. The primary tasks and functions are in accordance with the needs expected by the community in improving services and security at the sub-district or village level;
3. Competence of Polri human resources with capabilities aligned with the advancements in technology and information prevalent in the sub-district or village community;
4. The number of police officers at the sub-district or village level and their equipment corresponds to the needs in line with the number of residents in the respective sub-district or village.

Based on the background provided, the researcher intends to conduct a study on the Urgency and Challenges in Implementing Structural Reforms of the Police Organization at the Village Government Level. This research will discuss the reasons why the Indonesian National Police needs to carry out structural reforms at the village government level and identify the urgent factors and obstacles in its implementation and the Form of Structural Reform of Police Organization at the Village Level Local Government.

2. Literature Review

The reform movement that took place in mid-1998 brought changes to various aspects of life in society, nationhood, and the state. The reform movement that occurred in the governance system in Indonesia is fundamentally based on the paradigms of democratization and community participation to realize good governance. In realizing good governance, the Police, as one of the government institutions, theoretically must actively contribute to developing governance and the Police organization.

In developing the Police organization, with the shift in the governance paradigm, the Police must follow these changes by reforming themselves to create a stronger, cohesive, professional, and accountable Police organization. Through the bureaucratic reform of the Police, it is an inseparable part of bureaucratic reform in government. The restructuring of the Police organization at the precinct level is solely to support the realization of good governance. Government Regulation No. 101 of 2000 defines good governance as governance that develops and applies principles of professionalism, accountability, excellent service, democracy, efficiency, effectiveness, and the rule of law and is accepted by the entire community. (Sumaryadi, 2016)

Realizing good governance through structural reform of the Police organization refers to the foundational theory of Governance Science, where the Grand Theory is based on the thoughts of Ermaya Suradinata (2002), stating that "the government is an organization that has great power within a country, covering societal matters, territorial, and power affairs in the pursuit of state objectives." As an organization with significant power, one of the ways to achieve the state's objectives is by restructuring the police organization as part of the state's governmental institutions.

Success in restructuring the Police organization is inseparable from the leadership of the government, which becomes the Middle Theory. This is based on the thoughts of Khasan Effendy (2009), who states that "leadership is the ability of the government to communicate, interact, and influence society, especially in providing service products in public service and civil service funds." The enactment of Law No. 2 of 2002 on the Indonesian National Police stipulates that the Police are a state tool with the function of state governance in the fields of maintaining public order and security, law enforcement, protection, guardianship, and serving the community while upholding human rights. The enactment of this law has sparked the people's desire for the Police to transform into a force closer to the people and more oriented to the people's wishes. The Police are not only tasked with creating and maintaining public order and law enforcement but are more oriented to protect, guard, and serve the community, which is characteristic of the Police's duties in a democratic system. The public also demands that the Police monitor and guard democracy by upholding the values of the rule of law, protecting human rights, and preserving the unity and integrity of the nation.

To that end, in building the Police organization, it is necessary to develop the organization in line with the current governmental development conditions that refer to the current societal conditions. Implementing the Police organization's development is a concrete step that must be taken by the Police's organizational structures, especially at the village level. Understanding from the Case/Substantive perspective refers to Haynes' opinion (Khasan Effendy, 2010), where "organizational development is a dynamic process carried out procedurally, structurally, and culturally. All of it runs integrally and cohesively towards the desired organizational change." Therefore, the dynamic process (procedural, structural, and cultural) is based on the Chief of Police's policies set out in the Police Grand Strategy 2005-2025. Through the structural reform of the Police organization, it can form Village Police Officers who are professional, modern, and trustworthy (promoter) to always be ready to provide public service, prioritize the interests of the village community, and not be under specific political pressures. Structural reform of the Police organization is expected to form Police Officers ready to provide excellent service to the community, fulfilling the public's desire for the Police to perform well and professionally.

Indeed, the structural reform of the Police organization opens opportunities for the development of the Police organization due to the paradigm shift of the governance system from centralism to decentralization. Through the ASOCA and SWOT analysis procedures, it will be evident why, in building the quality advantage of police performance, it is necessary to undertake structural reforms up to the village government level. Furthermore, the urgency factors and constraining factors in conducting structural reforms, including the cultural conditions of the existing village communities, will be evident. Thus, the ASOCA and SWOT strategy formulation is a strategy to determine the success level of the targeted objectives, including the model structure of the Village Police organization.

3. Methodology

This research determines informants based on the depth of knowledge and experience relevant to the research focus. There are five groups of informants defined for this study. First, the Official Element or officers of the Bandung Regency Local Government are represented by two individuals who have a deep understanding of the research subject. Second, the Village Governance Group, consisting of two active village heads who understand the research issues. Third, Community Leaders, represented by at least two people who receive direct services from the Police, have significant influence in the community and have at least a bachelor's degree education with an understanding of governance. Fourth, the Police Officers and Personnel, which includes officers from the West Java Regional Police, Bandung City Police, and police chiefs from the Urban Police to the Rural Police. In addition, the Community Policing Officer from each type of police station is also represented in this group. Lastly, the Police Observer group is represented by an individual from the National Police Commission. To maximize the depth and breadth of information, a snowball approach was used in data collection, where each informant recommended another informant. Once the informants were gathered, they were grouped into small teams to discuss and formulate existing problems. The research data obtained from informants was collected using a snowball method, where the research results emphasize meaning rather than generalization. Qualitative research

results are more about giving meaning than making generalizations or; in other words, qualitative research does not emphasize generalization but focuses more on meaning. (Djaenuri, 2007) In the research process, data validity is a crucial component. One method to ensure validity in this research is by using a triangulation model. This model consists of three main approaches. The first is Data Source Triangulation, where data from the same but different sources are compared within one informant group. This approach aims to assess the uniformity of information from similar sources. Second, Cross Source Data Triangulation takes a broader comparative approach by comparing data between three different groups: the police group, Local Government Officials, and the community. The goal is to see how information differs or is similar among these groups. Lastly, the Data, Theory and Observation Triangulation emphasizes comparing data with existing theories and field observation results. By comparing empirical data with theoretical frameworks and observations, researchers can ensure that the obtained data is not only accurate but also relevant and accountable in an academic context.

4. Results and Discussion

4.1 Research Locus

Bandung Regency is a plateau region with an altitude ranging from 500 m to 1,800 m above sea level. The slope gradient ranges from 0-8%, 8-15% to over 45%. Bandung Regency is located at 107° 22' – 108° 50' East Longitude and 6° 41' – 7° 19' South Latitude. Covering an area of 1,762.4 Km², Bandung Regency consists of 31 sub-districts with 280 villages/neighbourhoods.

The government of Bandung Regency is led by a Regent, assisted by a Vice Regent and by the regency's government apparatus. The Regency's government apparatus comprises the Bandung Regency's Regional Secretariat, Regional Bodies, Departments, Inspectorate, Sub-districts, Villages/Neighbourhoods, Regional Companies, and Regional Owned Enterprises (BUMD).

Population projections indicate that in 2021, the population of Bandung Regency was 3,666,156 people. This number comprises 1,869,009 males (50.98%) and 1,797,147 females (49.02%). With an area of 1,762.40 Km², the average population density of Bandung Regency is 2,080 people per Km². Out of the 31 sub-districts in Bandung Regency, the highest population density is in the Margahayu sub-district, reaching 11,539 people per Km², while the lowest is in the Rancabali sub-district with a population density of 346 people per Km².

4.2 Discussion

To obtain valid data from informants, this research was conducted in 2 (two) ways, namely:

- a. First, through direct interviews with informants, conducted as in-depth interviews to discover conceptual formulations in building the quality superiority of regional police performance up to the village/neighbourhood level through structural reforms of the police organization at the village government level.
- b. Second, if there are obstacles making the interview impossible, the solution is to provide research questions to the informants so that they can directly fill in the research questions concisely and clearly.

To determine the informants, direct scrutiny was conducted to select and decide on the appropriate informants. To ensure smooth research proceedings, the researcher first provided the questions in written form to the informants. After that, an agreement was made on the interview schedule according to the mutually agreed-upon time and place. During the interview process, the researcher paid attention to the answers given by the informants. If an answer was unclear, the researcher would ask again until they fully understood the response. The answers to the research questions are not fabricated but are based on actual facts and supported by accurate data. The resulting data will be used as research data and are expected to be beneficial for the development of Governmental Science.

In this research, there are three problem formulations that serve as the basis for research questions, either through direct interviews with informants or, in case there are obstacles that prevent the interview, by providing research questions to the informants. The three problem formulations are as follows:

1. Why does the Indonesian National Police need to undergo Structural Reform of the Police Organization at the Village Government level?
2. What are the urgency factors and constraining factors in carrying out the Structural Reform of the Police Organization up to the Village Government level?
3. What is the form of the Structural Reform of the Police Organization at the Village Government level?

To answer the three formulated problems, a SWOT Analysis and ASOCA Analysis are carried out. The process to answer the first formulated problem uses a SWOT Analysis, while to answer the second and third formulated problems, the ASOCA Analysis is used.

The results of the Vulnerability Characteristics Analysis of the area indicate that security and order in the Bandung Regency have a high vulnerability level with an average based on the measurement results: 1) The potential for disturbance reaches > 70%; 2) Disturbance threshold > 60%, and 3) Actual disturbances > 30%. To address this high vulnerability level and establish harmony between the police structure and the Regional Government at the Village Level, the results of the SWOT Analysis indicate that the strategy the police must adopt is the "Structural Reform of the Police Organization at the Village Government Level." Carrying out the Structural Reform of the Police Organization at the Village Level can also enhance the performance of the police in realizing excellent service to the community as outlined in the Grand Strategy of the Police from 2005-2025. This is with consideration to solve problems that occur at the village or sub-district level based on fundamental interests, as follows:

- a. The form of the foremost police organizational structure is in line with the development level of the Sub-district or Village Government;
- b. The main duties and functions match the community's expected needs in improving services and security for village or sub-district residents;
- c. The competency of the police human resources has capabilities in line with the development of technology and information that is evolving in the village or sub-district community;
- d. The number of Village or Sub-district police officers and their equipment is in accordance with the needs required in line with the number of residents in the village or sub-district.

The SWOT Analysis in the implementation process of changes to the Police Organizational Structure at the Village Government level shows that there are four factors that must be considered in the Police Organization at the Village Government level, namely: 1) Strength factors in leadership, 2) Weaknesses in the Organizational Structure, 3) Opportunities in Legislation, and 4) Threats due to a misalignment between the police structure and the regional government at the village level. From these four factors, the SWOT Analysis is carried out through the strategy:

- a. SO Strategy (Strengths-Opportunities)
Leverage the leadership of the National Police to enhance the police function in accordance with Law No. 2 of 2002 through the policy of Police Organizational Structural Reform at the Village Government level.
- b. ST Strategy (Strengths-Threats)
Utilize the leadership of the National Police to achieve alignment between the Police structure and the Regional Government at the village level, making it easier to operate effectively in expanding to remote villages that were previously hard to reach. c)
- c. WO Strategy (Weakness-Opportunities)
Develop the police organizational structure through structural reform of the National Police in line with the Regional Government structure where the village becomes the forefront community service organization in realizing the provisions of Law No. 2 of 2002.
- d. WT Strategy (Weakness-Threats)
Enhance the alignment of the Police structure with the Regional Government at the village level as a manifestation to accommodate potential disturbances that need to be anticipated occurring at the sub-district or village level.

The ASOCA analysis indicates that the urgency factors and constraining factors in carrying out the Structural Reform of the police organization up to the Village Government level show that:

- a. Internal Urgency Factors aim to determine the performance capability level at the research location, which is the Regional Police of Bandung Regency, based on the internal condition of the organization. If the Internal Urgency Factors can be understood and mastered, the performance within the Regional Police of Bandung Regency can be improved optimally. The focus of the study on the internal environment analysis is not only to determine the capability level of the Regional Police of Bandung Regency in enhancing its performance but also to identify and formulate the elements of Strengths, Ability, and Agility. These three elements are taken into consideration to establish policies in performance resolution, which include:
 - 1) **Ability Factor** is a factor that can be relied upon in realizing the Vision and Mission of the Police Organization. In this case, there are two factors from the research results, namely:
 - a. Police Officer Leadership factors, and
 - b. Member loyalty to the National Police institution.
 - 2) **Strengths Factor** represents the main strengths in enhancing the performance of the Police organization. In this study, there are two factors, namely:
 - a. Building the Excellence of Police Members Resources and

- b. Organizational Performance Improvement Program.
- 3) **Agility Factor (Intelligence)**. Specifically, intellectual intelligence refers to the potential a police member has to learn how performance concepts can enhance optimal community service through the thinking tools they possess. Intelligence produces a thought pattern that is logical, precise, accurate, and trustworthy. A police member with intelligence will be able to have sharp analysis and possess the capability to devise good strategies to improve the performance of the Police organization. In the research results, there are two factors, namely:
 - a. Intellectual Ability of Police Members, and
 - b. Acting Creatively, Innovatively, and Productively.
- b. **Urgency Factors External**. Indeed, there are many factors in the external environmental analysis outside the police organization. In the external environment analysis, researchers try to sort out the problems faced by the police. In this research, the external environmental analysis contains factors:
 - 1) **Opportunity Factors (Opportunities)** represent both concrete and abstract room for maneuver and provide opportunities to carry out beneficial activities in an effort to achieve ideals, goals, and programs. The opportunity factors that provide a chance to utilize them in maximizing the performance of the police organization, based on the research results, are two factors, namely:
 - a. Building Partnership Programs
 - b. The Public's Desire for Improved Police Performance
 - 2) **Culture Factor (Culture)**. Work culture is a working habit that is cultivated within a group as a form of work reflected in their behavior when they work so that behavior or habit is automatically embedded in them. If formed positively, work culture will be beneficial because every member of an organization needs a positive scope in their work for the organization's advancement. The research results identified two factors, namely:
 - a. Work Culture and Mindset of Police Members.
 - b. Traditions and Culture of Bandung District Community
- c. Internal and External Constraining Factors. Identifying the obstacles or challenges faced by the regional police in their community performance is one of the most important things to be recognized in order to find the best solutions for implementing the best ideas as solutions to overcome them. In this regard, there are two factors, namely:
 - 1) **Internal Constraining Factors** are obstacles or factors causing suboptimal performance that originate from within the police organization carrying out its duties in the region where it operates. Internal constraints must be optimally addressed to maximize performance. In this regard, there are three factors, namely:
 - a. Low resources of police members.
 - b. Misalignment of organizational structure with geographical conditions.
 - c. Lack of flexibility in regional police management.
 - 2) **External Constraining Factors**, which are obstacles of factors causing suboptimal police performance, where these factors come from outside the police organization. External constraints also need to be optimally addressed in an effort to maximize performance. In this regard, there are two factors, namely:
 - a. Lack of community involvement.
 - b. Low education level of village communities.

The result of the ASOCA Analysis as a follow-up/activity for the implementation of the Police Organization Structure Reform at the Village Government Level in Bandung Regency to determine the Police Organization Structure model using the Tuckman Model analysis, which is a model that describes how the development and appearance of an Effective Team collaborates to determine the Police Organization Structure Model in accordance with the village governance system. The determination of the Police Organization Structure Model at the Village Government Level is a form of the implementation of the police reform program. The right organizational structure model will have implications for public services that can satisfy the villagers in Bandung Regency. The stages of the Tuckman Model Analysis are five steps, namely: 1) Forming (Team Formation), 2) Storming (Conflict), 3) Norming, 4) Performing, and 5) Adjourning.

The result of the Tuckman Model Analysis obtained the form of the Village Level Police Organization Structure Model, namely the Line Organization Structure Model (Line Organization) created by Henry Fayol. The form of the Line Organization (Line Organization) structure model where subordinates only know one superior/leader as a source of authority that gives orders/instructions. If illustrated, the Police Organization Structure at the Village Level is as follows:

Village Police
Chief

Administrative and
Internal Affairs Officer

Village Community
Police Officer

Village Community
Police Officer

Village Community
Police Officer

Figure 1 :
Village Police Organizational Structure

The explanation of the above image is as follows:

- a. Village Police Chief
The Village Police Chief held by a First Officer or Senior Non-commissioned Officer.
- b. Administrative and Internal Affairs Officer
Administrative and Internal Affairs Officer is a part of the organizational structure at the village level responsible for administration and all necessary administrative affairs needed by the Village Police.
- c. Village Community Police Officer
Village Community Police Officer is the Non-commissioned Officer for Community Security and Orderliness at the village level. They are the main implementing element at the village-level police and are responsible for carrying out police functions at the village level, including building actions (preemptive), prevention (preventive), and limited law enforcement (repressive).

The organizational structure of the Village Level Police is led by Kapoldes, adhering to the principle of delayering, which is the grouping of primary tasks or types of Kapoldes jobs to carry out decentralizing, which is handing over some of its duties and responsibilities to the implementing elements, namely: a) Taud (Administrative and Internal Affairs); and b) Babin Kamtibmas is the Non-commissioned Officer for Community Security and Orderliness at the village level.

5. Conclusion

The research data on security and order in the Bandung Regency area have a high vulnerability level with an average measurement result of 1) Potential Disturbance > 70%, 2) Disturbance Threshold >60%, and 3) Actual Disturbance >30%. To address the vulnerability level and establish harmony between the police structure and the Regional Government at the Village/Sub-district level, SWOT analysis results show the strategy undertaken by the police is "Structural Reform of the Police Organization at the Village Government Level" to enhance performance in providing excellent service to the community as outlined in the Grand Strategy of the Police from 2005-2025. SWOT analysis indicates the Police Organization at the Village Government level 1) has Strengths in Leadership Factor, 2) Weakness in Organizational Structure, 3) Opportunities in Legislation, and 4) Threats in the misalignment between the police structure and the Regional Government at the Village/Sub-district level.

The ASOCA Analysis results indicate that internal Urgency Factors include 1) Ability, namely (a) Police Leadership; (b) Member Loyalty to the Police Institution; 2) Strengths, namely (a) Building the Excellence of Police Members Resources and (b) Organizational Performance Improvement Program; 3) Agility, namely: (a) Intellectual Ability of Police Members, and (b) Acting Creatively, Innovatively, and Productively. External Urgency Factors include 1) Opportunities, namely (a) Building Partnership Programs and (b) Public Desire for Improved Police Performance Service; 2) Culture, namely (a) Work Culture and Mindset of Police Members and (b) Traditions and Culture of the Bandung Regency Community while the Internal Constraining Factor is (a) Low

police member resources, (b) Misalignment of organizational structure with geographical conditions, and (c) Lack of flexibility in regional police management, for External Constraining Factors: (a) Lack of community involvement, and (b) Low education level of village communities.

The ASOCA analysis results for the Village Police organizational structure are in the form of Line and Staff Organization, following the higher-level organizational structure led by a Head or leader with the principle of layering, which is grouping the main tasks of the Head or leader in decentralizing the delegation of duties and responsibilities to the implementing elements, assisted by staff: 1) Staff (Administration); and 2) Function executor (as the implementing element of building (preemptive), prevention (preventive), and limited law enforcement (repressive), with a strong hierarchy).

From an academic perspective, the results of this study pave the way for the development of Governance Science, particularly in the context of Governmental Organizational Structural Reforms. This research not only enriches the literature in this field but also provides valuable insights and references for other researchers keen on further exploration, especially in human resource management aspects, to enhance performance quality with a professional approach. Beyond its academic contribution, this research has practical implications, offering significant recommendations for the Indonesian National Police (Polri). By understanding these research outcomes, Polri can consider their Organizational Structural Reforms, especially for the development of the Regional Police Organization in West Java. An intriguing proposal from this study suggests a shift in the organizational structure, where the lowest organizational unit is no longer the Police Sector at the Sub-District level but rather the Village Police at the Village or Community level. This underscores the importance of adaptability and structural reforms in bringing police services closer to the grassroots level of society.

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