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## Middle-level management capability in Central Kalimantan Regional Police

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**Abstract.** Middle-level managerial capabilities in the Central Kalimantan Regional Police could also be referred to as relevant role capabilities for members who hold managerial positions at each level of the Resort Police and Sector Police. The Middle Officer's capabilities consisted of the quality of impact and influence ability, achievement drive, cooperation, analytical thinking, initiative, developing others, self-confidence, understanding others, direction/assertiveness, information seeking, team leadership, conceptual thinking, organizational awareness and fostering relationships, and specific knowledge capabilities. This study aimed to analyze middle-level management capability in Central Kalimantan Regional Police. Police as a modern organization in general also expect to have human resources who were proactive and show initiative, had responsible for their own professional development, and committed to high quality performance standards. Police in middle-level management capabilities were qualities and actions that the main characteristics of professional people at the level of Middle Officers. The conclusion of this study explained that the development of middle-level management capabilities in the human capital personnel of the Central Kalimantan Regional Police, especially at the Resort Police level, was one of the main focuses for balancing external developments that adapted to internal conditions within the police institution. external developments which were bureaucratic reforms carried out and seeing these challenges, while internal conditions in the form of the institution's ability to map personnel and direct human capital capabilities to be able to win the competition and demands for quality police performance also require serious efforts to make it happen because the performance The current police bureaucracy was suspected to have not shown optimal performance.

**Keywords.** Capability, management capability, middle-management, middle management capability, police

## **Introduction**

The task of the Indonesian National Police is currently getting more complicated because it is marked by the arrival of globalization and the liberalization of the world economy. Globalization will bring new civilizations and new political conflicts, which will eventually lead to new forms of crime. All of these require the role of the police not only to provide a sense of security for all citizens in society but also to deal with new forms of crime to enforce the law. Law enforcement as a means to create legal goals, then all energy should be mobilized so that the law can work to realize moral values in law. The failure of the law to realize its legal value is a dangerous threat to the bankruptcy of the existing law.

According to Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia, there are 3 main tasks of the police, namely: (1) Maintaining public security and order, (2) Enforcing the law, (3) Providing protection, protection, and services to the community. The task of the Indonesian National Police in realizing law enforcement to maintain security and order can essentially be seen as a living law because it is in the hands of the police that the law becomes concrete or experiences its manifestation in society. In this position, the police are expected to be able to do much to play a role in law enforcement of the communities they serve.

The concept of police with professional capabilities is expected to have collected and accommodated all the qualities of policing that are capable of dealing with community development. The professionalism of the capable police force in the 21st century is evolving as technological innovations are incorporated into police work. Knowledge of police work methods develops as a special knowledge group that must be mastered by a police officer that there are five conditions that must be met, namely:

1.) Well-Motivated, namely a prospective police officer must have good motivation when he chooses to become a police officer. This motivation also gives color to the policing of a member of the police in developing his career.

2.) Well-Educated, i.e. to get a good police officer must be educated to be a good police officer. This concerns the education system, curriculum, and teaching and learning process which is quite a strict, complicated discipline in police education institutions.

3.) Well-Trained, which is the need for continuous training for police members through a strict managerial process so that synchronized education and training can answer various actual and future policy challenges.

4.) Well-Equipment, which concerns the provision of adequate facilities and infrastructure for police institutions, as well as the provision of good police technology systems and targets so that police officer can carry out their duties properly.

5.) Welfare, which is given well-being to members of the police, regarding salaries, allowances, and other legal income that is sufficient to support the police and their family members.

A police officer will become a professional if he has the knowledge and skills to work in his field which can be seen in his ability to apply several concepts, and working principles as a police officer who can demonstrate some thinking and strategic planning with an interactive, disciplined, honest and consistent law enforcement approach. Professional means increasing the competence of Indonesian National Police human resources that are increasingly qualified through increasing education and training capacity, as well as conducting policing patterns based on standard procedures that have been understood, implemented, and whose success can be measured. Modern means modernizing public services that are supported by technology so

that they are more easily and quickly accessed by the public, including meeting the needs of special material tools and increasingly modern security equipment.

Being trustworthy means carrying out internal reforms towards an Indonesian National Police that is clean and free from corruption, collusion, and nepotism to realize the objective, transparent, accountable, and fair law enforcement. Middle-level managerial capabilities in the Central Kalimantan Regional Police can also be referred to as relevant role capabilities for members who hold managerial positions at each level of the Resort Police and Sector Police. Managerial capability is a special part of impact and influence, expressing the intention to have a certain specific influence (Ratchford, et. al., 2021). The specific purpose is to develop others, lead others, and improve important teamwork, especially for middle-level Officers.

Middle management has the middle position of the management hierarchy in a company (Akhtar, et. al., 2021). Middle management is appointed directly by top management. The duties and responsibilities have also been determined by top management (Atre, 2018). Those who are at the middle management level will tend to work by relying on managerial skills and various other technical matters (Alvesson & Kärreman, 2015). At the level of middle management, middle-level managers carry out their duties and authorities according to their professional ethics. Generally, management principles have positions such as General Manager, Regional Manager, Division Manager, and so on (Botelho, 2020). The middle managerial level has direct responsibility to their superiors at the top management level so that most of their functions also carry out policies or plans that have been determined by officials at the top management level (Imhanrenialena & Sinclair, 2019).

According to Chen, Ellsworth & Schwarz (2015), the tasks carried out by the level of middle management or middle management level are 1.) Explaining policies from the top level of management to employees or the first level of management. Or it can be said, the middle management level becomes the liaison between the top management level and the first level management; 2.) Regulate and manage activities according to policies determined by the organization; 3.) Provide support so that employees provide the best ability; 4.) Carry out the recruitment process according to the company's needs in the specified work unit; 5.) Monitoring and evaluating employees in the department; 6.) Execute top-level management plans and policies.

The middle-level Officers' capabilities consist of the quality of impact and influence ability, achievement drive, cooperation, analytical thinking, initiative, development of others, self-confidence, understanding of others, direction/assertiveness, information seeking, team leadership, conceptual thinking, organizational awareness and fostering relationships, and specific knowledge capabilities. However, in its development, middle-level managerial capabilities among middle-level Officers have become the center of opinion debate on the decisive aspects of managerial capability that have not been achieved until the Regional Police sector. In addition, there is also no agreement of opinion regarding the best and most appropriate way of developing managerial capabilities. The absence of such agreement is because the concept of capability is neither static nor universal, as it is directly related to the contextual managerial role of middle-level officers.

Role capabilities are categorized into capabilities related to activities, people, resources, and information (Heslin & Keating, 2017). Role capabilities contribute to the plug-and-play capability model because there are no significant differences within the organization (Keating & Heslin, 2015). The National Police of the Republic of Indonesia is an institution in Indonesia whose job is to protect the community and enforce the law to create order in society. In carrying out their duties, members of the police in Indonesia are divided into various levels

and ranks with their respective duties. What are the levels of police rank within the Intermediate Officer? Within the police force, there are several ranks which of course have different duties, obligations, and responsibilities. One of them is the rank of Police Officer.

In the process of identifying the managerial work of middle-level Officers which includes basic requirements and managerial characteristics, it is influenced by various factors such as environmental, occupational, people and situational factors, so a process of identifying the capabilities of managers that is sensitive to the context and business functions is needed. Although identifying the middle-level managerial capabilities of these Middle Officers is contextual, at least in understanding managerial capabilities, there are four pillars of capability, namely understanding the organization, leading, and managing people, managing resources, and communicating effectively. This study aims to analyze middle-level management capability in Central Kalimantan Regional Police.

### **Methods**

This study uses a qualitative approach with a literature research method. Literature research is a series of studies related to library data collection methods, or research whose research objects are explored through various library information (books, encyclopedias, documents, and scientific journals) (Denzin & Lincoln, 2010). According to Bryman (2012), literature research is research that critically reviews knowledge, ideas, or findings in academically oriented literature and formulates theoretical and methodological contributions to certain topics.

Data for this literature research can be obtained by using article searches collected from 2010 to 2021 using databases from Google Scholar and from journal sites or articles that are already available. The data obtained were then analyzed by descriptive analysis method. The descriptive analysis method is carried out by describing the facts which are then followed by analysis, not merely describing, but also providing sufficient understanding and explanation (Miles & Huberman, 2014).

### **Result and discussion**

The role of the Police in law enforcement is not only according to the words contained in the Act but in carrying out their duties members of the Indonesian National Police can interpret and actualize it in carrying out their duties to realize social and legal goals. Indonesian National Police as part of the Criminal Justice system and as the main gate in determining whether someone should be suspected of having violated the law or not, so that the capabilities of members of the Police are very vital in law enforcement. The demands of the community on the Indonesian National Police are very large in order to be able to maintain the upholding of the rule of law in the Unitary State of the Republic of Indonesia, this hope must of course be realized by making equal treatment of violators of the law (discrimination) so that public trust in the Indonesian National Police will grow better.

Police as a modern organization in general also expect to have human resources who are proactive and show initiative, are responsible for their own professional development, and are committed to high quality performance standards. Police in mid-level management capabilities are qualities and actions that are the main characteristics of professional people at the level of Middle Officers. Professional Indonesian National Police are attitudes, ways of thinking, actions, and behavior, the implementation of which is based on police science, which is dedicated to humanity or protecting human dignity as the nation's main asset in the form of maintaining security, order, and upholding the law.

The Melwich & Mofokeng (2020) studied that illustrates the potential for social learning about leadership competence, by presenting an empirical case study of the desirable and undesirable consequences of middle management positions and their potential for long-term positive and/or negative effects on subordinates in the South African Police. (SAPS), within the Cape Town Metropolitan Municipality (CCTM) police area. The results of research by Al-Hakim & Hassan (2011) showed that middle managers do not act as role models, fail to communicate the vision adequately to achieve the desired results, are unable to challenge the institutional system to bring about change, and are unable to guide or train their respective subordinates.

Based on empirical evidence, a variety of different training strategies are recommended including informal mentoring and foreshadowing of future or potential middle managers. Middle-level management will tend to work by relying on managerial skills and various other technical matters (Engle, et. al., 2017). So, they do not need more conceptual skills. In general, these management skills can be categorized into three groups, namely technical skills, interpersonal skills, and conceptual skills as described below:

- 1.) Technical expertise is management expertise in utilizing procedures, techniques, and knowledge in a particular field. These skills are needed by first-line management because they are often directly involved in various technical jobs.
- 2.) Interpersonal skills are skills to work together, able to understand, and also motivate other employees. These skills are leading, communicating, and providing strong motivation for employees to be able to complete their tasks. They must also always be diligent in interacting with their superiors or other parties outside their work.
- 3.) Conceptual skills are skills in integrating and coordinating all company interests and activities. Someone who is in top management must master this skill perfectly.

In addition to these three skills, there are also four additional skills that a manager must possess, the four skills are diagnostic skills, communication skills, time management skills, and decision-making skills, as described below:

- 1.) Diagnostic skills. A manager should be able to analyze a problem that exists in an organization and be able to develop solutions to the problem. If a manager is not able to diagnose a problem, then they are not a reliable manager and cannot be promoted to a higher career ladder.
- 2.) Communication skills. A good manager is a manager who is able to channel all ideas and is able to inform all employees. In addition, they must also be able to accept ideas and capture information from others well. So, later the manager can coordinate his work with co-workers in one team. Without having good communication skills, managers will certainly find it difficult to build teamwork.
- 3.) Time management skills. Time management is a skill that must be mastered by a manager. They must be able to prioritize one job over another. Then, they must also be able to divide the work and be able to work actively and more efficiently, so that the work can be completed on time.
- 4.) Expertise in making decisions. Management must be able to make every decision wisely. After they analyze and diagnose every problem, then a manager must be able to make the right decision, quickly and effectively to be able to solve every problem that exists and can develop it into an opportunity.

The professionalism of the Indonesian National Police is very much needed in law enforcement. With this professionalism, it is hoped that members of the Indonesian National Police can carry out their functions and roles so that people feel the existence of the Indonesian National Police and feel safe and secure with them. Free from fear (freedom from fear), in enforcing the law indiscriminately. There are several levels of rank within this Police Officer. The Middle-Management Level in the Police is a member of the Police with the rank of Middle-Management Officer who is in the middle one level lower than the High Officer and one level higher than the First Officer.

Given the multi-skilled nature of police management, it may be worthwhile to consider whether a similar process would be useful for identifying and training police middle managers in the future (Schroder, et. al., 2019). Middle-level management will be responsible for all activities carried out by lower management levels, and is often responsible for several operational employees. Some of the tasks and roles of middle level management are as follows:

- 1.) Realizing all policies prepared by top management and explaining them to the management under it. This means that the middle level management functions as a liaison between the top management and the lower-level management.
- 2.) Organizing all departmental activities in order to carry out all plans and policies that have been determined.
- 3.) Recruiting, selecting, and placing employees who are really needed by the department or work unit.
- 4.) Motivate employees to be able to do the best for their department.
- 5.) Supervise and mobilize all employees in the department.
- 6.) Cooperating with other departments for the smooth operation of the company.
- 7.) Carry out plans that have previously been prepared by top management.

Research of Hartviksen, Aspfors & Uhrenfeldt (2020) aimed to identify current knowledge and critically discuss how health care middle managers experience to develop leadership capacities and capabilities in healthcare systems characterized by high complexity. This review of outcome studies provides evidence of the need for a changed approach in healthcare in light of a critique of current organizational structures and management methods and suggestions for how to strengthen the capacities and capabilities of health care middle managers for leadership in a healthcare system characterized by high complexity. Evidence of how leadership development affects the clinical context and, thus, the quality of health care is found to be an area in need of further research.

On the other hand, research conducted by Santos, et. al. (2020) seeks to explore the relationship between constructs of individual absorptive capacity and entrepreneurial intention in rural property successors in a cooperative system. This study seeks to explore the relationship between individual absorptive capacity constructs and entrepreneurial intentions in rural property successors in a cooperative system. Herlambang's (2020) research results it can also be seen that the implementation of SMED which was carried out for six months at an electronic component company has been successfully implemented. It is proven that there has been a decrease in time for change-over activities by 41%. Process capability for change-over activities has also increased. However, it is found that there are differences in the speed of changing process operators. so the process capability index still needs to be improved.

The Atre study (2018) discussed that the formation of a capable process, by stabilizing 5 M and studying the variations that occur by exploring the well-known terms used in RCA (Root Cause Analysis) operations. The results of this study conclude that process capability analysis and calculations on how to build a process that is stable, controllable, and capable. By

reducing process variation, a process can be controlled, stabilized and made capable in the long and short term. For a six-sigma process, the Cp capability metric should be 2 in the long run. In this paper the achieved Processability is 1.74 and it has been further increased to 1.94 which results in an increase in the sigma level from 5.22 to 5.82. Research of Akhtar, et. al. (2021) analyzed the impact of organizational learning abilities on the innovation performance of companies. This study also observes the mediating role of information technology adoption between the relationship of organizational learning ability and innovation performance. The results of the study explain that organizational learning ability has a positive and significant effect on innovation performance directly. In addition, these variables also have a positive and significant effect on innovation performance when mediated by the adoption of corporate information technology.

The study of Imhanrenialena & Sinclair (2019) investigated the influence of organizational learning abilities on Small and Medium Enterprise innovation with a particular focus on SMEs that are members of the Enugu Chamber of Commerce, Industry, Mining and Agriculture (ECCIMA). The findings of the study show that there is a strong relationship between knowledge sharing and innovation of Small and Medium Enterprises. Second, that there is a strong relationship between openness and product innovation in Small and Medium Enterprises. Third, the dialogue is significantly related to process innovation in Small and Medium Enterprises. It is therefore concluded that organizational learning ability has a large positive effect on Small and Medium Enterprises innovation. Therefore, SMEs in developing countries like Nigeria should encourage knowledge sharing, openness, and dialogue to promote innovation.

Hermkens (2020) stated that leadership by top managers is important in creating a sense of urgency regarding the need for an organizational culture of continuous improvement through continuous improvement programs, commitment, involvement and leadership of the entire management of the organization is very important. But if top management's behavior doesn't match what they say, middle managers can't trust the change process and end up not cooperating. If top management thinks about continuous improvement from an integrated approach, this has a positive effect on the expectations of middle managers, who therefore believe that continuous improvement can be incorporated into the organizational culture on an ongoing basis (Burnette, et. al., 2013). Such an approach is more holistic, helping to ensure that an organization does not end up with "just another tool", but with substantial improvements in behavior and culture.

Another case, such as a study conducted by Parthasarathy, et. al. (2021) examined the relationship between the innovation capabilities of healthcare organizations and their ability to successfully implement electronic medical records (EMR), a health information technology (HIT) innovation. The results showed that the ability of organizational product innovation has a positive effect on the successful implementation of human capital. A positive relationship also exists between the ability of organizational process innovation and the successful implementation of human capital. This study is one of the first to empirically validate the relationship between the innovation capabilities of healthcare organizations and the successful implementation of HIT innovations, in the context of EMR. The implications of the study for academic and industrial practitioners are discussed.

The results of Botelho's (2020) research show that cultural traits have a direct and significant effect on promoting innovative abilities and that they also have a strong effect on the effectiveness of applied human capital practices, the latter having a mediating role. The importance of considering generic and specific (innovation-focused) human capital practices to

obtain a synergistic effect in the promotion of innovation is also demonstrated. Intermediate Officers consist of Senior Superintendent, Superintendent, and Assistant Superintendent. Meanwhile, the groups included are the Police Commissioner, Adjunct Police Commissioner, and the Police Chief Commission, as described below:

1.) Police Commissioner. Even though we've passed all three levels of the High NCO class. But there is still another class that we have to understand, namely middle officers. At the officer level, the lowest rank is the rank of Police Commissioner. The rank of Police Commissioner is symbolized by a gold-colored flower.

2.) Police Grand Commissioner Adjutant. The Police Grand Commissioner Adjutant while on duty is assisted by the Commissioner of Police. This rank is called Superintendent, but before 2011. The rank of Police Grand Commissioner Adjutant still has a senior who is located above him named Police Commissioner. This rank is symbolized by two gold-colored flowers.

3.) Police Grand Commissioner. The Police Grand Commissioner is the highest rank at the officer middle-management level. The Police Grand Commissioner formerly also had a senior who was called a superintendent or a senior called Police Grand Commissioner Adjutant. The rank of Police Grand Commissioner is symbolized by three gold-colored flowers.

### **Conclusion and recommendation**

The conclusion of this study explains that the development of middle-level management capabilities in the human capital personnel of the Central Kalimantan Regional Police, especially at the Resort Police level, is one of the main focuses for balancing external developments that are adapted to internal conditions within the police institution. external developments which are bureaucratic reforms carried out and seeing these challenges, while internal conditions in the form of the institution's ability to map personnel and direct human capital capabilities to be able to win the competition and demands for quality police performance also require serious efforts to make it happen because the performance It is suspected that the current police bureaucracy has not shown optimal performance.

In this case, the Police are expected to be able to ensure that the public service sector organization can fulfill the stated objectives, and achieve the results expected by the community as service users in an effective, efficient, and ethical manner. This means that human capital is the only capital that cannot be replaced because human capital is the most important asset which is also the main source in realizing a nation's competitive advantage through achievements and innovations in various fields so that it is superior in the field of public service at the Central Institution. Kalimantan Regional Police.

On the other hand, for the Police, this effort is also to ensure that the majority of police resources can be utilized amid the 4.0 revolution in responding optimally to the challenges of the times, responding to the development of information and communication technology, and having a positive impact on the social conditions of the people in Indonesia so that they can ensuring that the transformation can go according to plan requires a catalyst from the basic values of organizational culture in the Indonesian National Police Institution.

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