

IMPLEMENTATION OF METANOIA - SHIFT OF MIND IN SHAPING THE CHARACTER OF MEMBERS OF THE INDONESIAN POLICE CRIMINAL AND INVESTIGATION ORGANIZATION (BARESKRIM POLRI)

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ABSTRACT

The purpose of this study was to analyze the implementation of metanoia - shift of mind in shaping the character of organizational members (Bareskrim Polri). The type of research that researchers do is qualitative research. The data was collected by means of interviews and focus group discussions, but research was also carried out in the sociological field to strengthen this research. Furthermore, the data analysis process is carried out in order to arrange the data obtained into a category or a basic description of the field study by reducing, presenting data and drawing conclusions. The results of this study found that through a new perspective, someone increasingly understands the reality faced in order to create the reality that the National Criminal Investigation Unit wants to show that it produces a change of thought (metanoia or new mind set) at Bareskrim which is marked by the achievement of four conditions: loyalty, creativity, integrity, competence of organizational members at Bareskrim. First, loyalty, namely loyalty and willingness of organizational members to realize a common vision. Second, honesty and commitment of members of the organization not to abuse their authority for personal interests that are against the expectations of society. Third, the ability to master and carry out work is faced with changing environments that develop complex and dynamic. Fourth, namely the ability to systematically describe the various problems faced as current realities then determine decisions, actions and implement ideas or innovations that can realize the expected reality (vision).

Keywords: *Metanoia*, Shift Of Mind, Character, Members, Organization

INTRODUCTION

According to (Senge, 2002), the learning cycle does not only develop new abilities, but also a fundamental shift of mind, both individually and collectively. This cycle can run and be active if the five basic disciplines in learning are understood, mastered, practiced and developed within the organization. In addition, (Senge, 2002) said that the way organizations are designed, managed, workers are regulated and determined and educated to think and interact without understanding, guiding and practicing the discipline of learning organizations will broadly create fundamental learning disabilities, where this means that the learning carried out will not produce metanoia – a shift of mind which enables the organization to understand and face the realities that exist and create the expected reality or expand the capacity to realize its future.

The existence of disciplinary practice problems in learning at the National Police organization, especially the Criminal Investigation Unit, resulted in a suboptimal shift in the

condition of the mind set or the old paradigm of the National Police that was formed so far resulting in the formation of attitudes and behavior with conventional patterns, patrimonial bureaucracy, only oriented to position and power, antagonistic, reactive, legality, elitist, arrogant, authoritarian, closed, vertical and monological accountability. The behavior displayed by the National Police also results in people's assumptions regarding the condition of the mind set and culture set of Polri members as someone who: 1) is quickly satisfied 2) is less creative and innovative 3) is less able to improve himself 4) is unable to compete freely and healthily 5) is less likes to read 6) justifies the usual not getting used to the right 7) likes to see other people difficult and difficult to see other people happy 8) likes to be merciful and proud to be free 9) inconsistent inconsistent 10) double ambivalent 11) oversimplify problems 12) fear fail 13) good at building vertical relationships and less able to build horizontal relationships 14) like to take shelter behind a sponsor / person 15) unable to carry out a mission just a slogan that is not turned into action 16) the older one demands respect 17) mentality and feudal culture 18) seek prestige without achievement 19) want light work big results or not brave to take risks 20) clever in demanding that others are not good at demanding oneself (Mabes Polri, 2014).

Based on the results of surveys and focus group discussions of members of the National Police and various elements of society in 18 Polda regions of Indonesia in May - June 2012, it is found that the current state of the Police's mindset, that is:

“In general, there has been a change in the mind set of members and leaders of the National Police, namely the mindset that the main task being carried out is for the benefit of the community but this understanding is sometimes only at the conceptual level while the implementation has not been optimally implemented. Obstacles in the implementation of the mind set, namely from the internal side are the hierarchical pattern that is still rigid, operational support, the level of member job satisfaction, lack of member motivation, member trust in the value of justice provided by the organization in career development, leadership, understanding of the bureaucratic reform of the National Police. still lacking, and the use of the budget that has not been used as a control mechanism. The expectations of Polri members for the implementation of mind set changes are strengthening the value of justice that the organization provides to members, giving reward and punishment proportionally and professionally”

Furthermore, the results of a survey of the community regarding changes in the mind set of Polri members show that the public has seen (Polri, 2015) members have made a change in mindset, but the level of recognition of these changes is still not optimal which means there are still things that need to be improved. In the implementation of mind set changes, the public acknowledges that there are changes in the attitudes and behavior of Polri personnel, but these changes tend to be small. The public stated that the gaps between the symbol of change in institutions and the reality were very large. The public assessed that the quantity of Polri personnel who made changes was still small (Adair, 2003).

The survey regarding the existence of mind set problems in the Polri organization above is still relevant to the current condition of the National Police which is strengthened by the statement of Badrodin Haiti at the closing of the National Police leadership meeting and the opening of the Bareskrim meeting in 2015 related to his desire to encourage mindset change and culture set and to improve based on the dominant complaints. and public complaints in law enforcement duties.

Another problem that needs to be studied related to matters affecting metanoia – shift of mind in the learning process is the problem of leadership. By (Senge, 2002) stated:

“I talk with people all over the country about learning organizations and metanoia and the response is always very positive. Says Hanover’s Bill O’Brien. “ If this type of organisations is so widely preferred. Why don’t people create such organizations? I think the answer is leadership. People have no real comprehension of the type of commitment it requires to build such an organization. Learning organizations demand a new view of leadership”.

This statement shows that leadership has a very significant role in building learning organizations and making mind set changes because without leadership, learning that is carried out by practicing discipline in learning organizations will not occur. In these conditions, the learning discipline will only become a collection of tools and techniques as a means of solving problems because these tools and techniques cannot work in organizations that aim to create completely new things. The leader makes the vision of the learning organization the breath of the organization through the role he plays. Senge said:

“In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models—that is, they are responsible for learning”.

The statement about the role of the leader is further explained that as a designer, a leader must be able to integrate the five organizational disciplines of learning. As teachers, leaders always encourage and provide understanding of organizational members about the systematic pressure that shapes change. Leaders in carrying out this role are also expected to foster the enthusiasm of organizational members to learn to understand the reality that occurs so that a shift of mind (metanoia) occurs. Furthermore, the role of the leader as a servant does not emphasize the power of control but emphasizes service as a force that encourages members to move to achieve the vision and mission of the organization.

The role of the leader is still a problem at Bareskrim Polri. Februarianto said that the leader has not been able to adapt to the development of the changing environment dynamically and the leadership shown is not suitable with the tasks that must be carried out. The leader's inability to understand the environment makes it difficult for the leader to see the reality they face and the reality that will be created, including the reality that is conveyed to members, will be biased and not comprehensive and holistic.

Leaders are not able to practice and live the discipline of all systems thinking, thus leaders are not optimal in carrying out their role as teachers. Discipline practice, the role of leaders and metanoia - shift of mind in the National Police Criminal Investigation Organization needs to be studied and carried out research in order to find out the ongoing learning and future prospects so that it can be understood the ability of the National Police Criminal Investigation Unit to adapt, grow and develop in a complex and dynamic environment.

LITERATURE REVIEW

Metanoia Concept

Metanoia comes from the Greek which means "shift of thought". The point is the occurrence of fundamental changes in thinking and behavior. To get the meaning of "metanoia" means to accurately practice the process of "learning", the output of learning will result in a basic shift of movement of the mind. By (Senge, 2002) said that:

“Through learning we re-create ourselves. It is through learning that we can do things that we could never do. Through learning, we re-experience the world and our connection to it. Through learning, we expand our capacity to create, become part of the process of shaping life”.

The shift of thinking (metanoia - a shift of mind) aims to understand a reality both at present and in the future, namely thinking through systems, discipline in building a vision, and directed to foster commitment for the long term. Besides that, there is a shift in thinking in seeing the world. The shift in thinking that occurs is from seeing something partially shifting to seeing something as a whole, from seeing people as helpless reactors, shifting to see them as active participants in shaping their reality, from reacting to the present shifting to creating the future. Systems thinking requires the discipline of building a shared vision, mental models, team learning, and personal mastery to realize its potential. Building a shared vision fosters commitment for the long term. Mental models focus on the openness needed to explore deficiencies in our current way of looking at the world. Team learning develops the skills of a group of people to look for the bigger picture that lies outside the perspective of the individual. And personal mastery fosters personal motivation to continue learning how our actions affect our world (Senge, 2002).

METHODOLOGY

The type of research that researchers do is qualitative research. Data collection techniques were carried out by interviewing and observation. The implementation of the interview method is then directed by choosing an informant. The qualitative form of the data as well as in the form of written text (written database) is also on the head (mental database) informant as an actor in learning in Bareskrim. Determination of informants in this study using key person techniques carried out by determining the direct informants in their capacity considered to understand the research variables. Key person consists of members of organizations that have a position in the Leadership Communities starting from local leaders, Internal Networkers to Executive Leaders and members of the organization in charge of directly serving the community. The informants were the leadership of the National Police / Kabareskrim Polri or Wakabareskrim, Director/Deputy Director of the National Police Bareskrim, Head of the Supervisory and Investigation Bureau, Head of the Unit and Head of Investigators in each of them. The technique of determining informants was carried out by purposive sampling method.

The results of interviews in the form of audio in transcripts into written data and literary studies were collected. Emperic material in the form of data and facts is then selected, categorized and given the code based on the data you want to find which is five disciplines and the role of the leader. The results of the selection, categorization and coded are recorded in the

table and interpretation of the data. Furthermore, the data analysis process is carried out in order to be able to arrange the data obtained into a category or a basic description of the field study by reducing, presenting data, and drawing conclusions (Creswell, 2016).

FINDINGS AND DISCUSSION

Leverage Goal: Metanoia-Shift of Mind

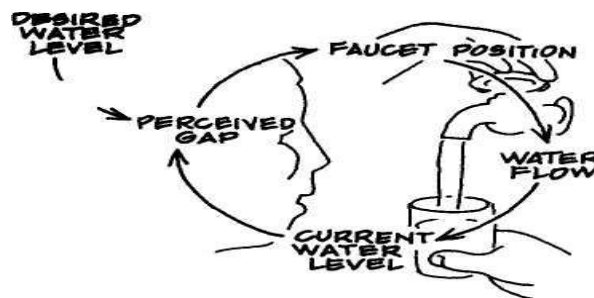
Senge said, the most fundamental thing of the all-systems thinking discipline is a shift in thinking (the essence of the discipline of systems thinking lies in a shift of mind) by looking at interrelationships rather than a linear cause-effect series and seeing the change process rather than a picture. static ones (snapshots). This shift in thinking is also termed by Peter Senge with "Metanoia". Furthermore, Senge said that all systems thinking is the first; a discipline to see the whole (whole). Second; a framework for seeing relationships (interrelationships) rather than things (things) that exist, seeing patterns of change rather than things that are static "snapshots". Third; a series of general principles covering a wide variety of fields. Fourth; a series of specialized tools and techniques, which derive from two ideas, namely the concept of "feedback" from cybernetics and the theory of "servo-mechanism" engineering. Fifth; sensitivity or acuity in sensing any connection or relationship that is not clearly visible or subtle which makes a living system with its unique character. Sixth; a discipline to see a structure that underlies a complex situation and know the levers of change from low to high.

All systems thinking can be active starting with restructuring or rearranging how we think so that there is a shift in thinking from seeing things partially, shifting to seeing things as a whole. From seeing people as helpless reactors, shifting to seeing them as active participants in shaping their reality, from reacting to the present shifting to creating the future. As a fifth discipline, systems thinking is the cornerstone of how organizations learn to think about their world. Systems thinking is formulated to deal with a world of dynamic complexity - a situation where cause and effect appear vague, the effects of intervening over time are unclear, when the same actions have dramatically different effects in the short and long term, when an action has one set of local consequences and a very different set of consequences in other parts of the system (George and Reuben, 1986).

In the practice of all systems thinking, the first thing that must be understood is the concept of "feedback (feedback)" which shows how actions can strengthen or oppose (balance) each other from the variables that have an attachment. Understanding of feedback as a reciprocal flow of influence builds on learning to recognize the types of "structures" that occur repeatedly. The concept of feedback and structure that repeats itself and becomes reality is thought in systems thinking known as "cycles". This means that to understand reality systemically is to look at the circles of influence through tracking the influence of the flow, finding patterns that repeat themselves over time. The situation can be better or worse. Understanding the broader system of attachment requires an understanding of cycles. Peter Senge provides an understanding of the cycle by illustrating "how do we fill a glass of water". The intention or purpose to fill a glass of water creates a system that causes water to flow when the level is low, then shuts off the flow when the glass is full. This water filling process is in a "regulation water" system which has five variables: desired water level, current water level, gap between two levels, faucet position and water flow. The following is the story told by Peter Senge in drawing the process of filling water in a glass:

I set the faucet position, which adjusts the water flow, which changes the water level. As the water level changes, the perceived gap (between the current and desired water levels) changes. As the gap changes, my hand's position on the faucet changes again. And so on...

Figure 1: Regulation Water



Source: (Senge, 1990)

From a systems perspective as described above, human actors are part of the feedback process, not separate from it. The filling process shows how the structure creates certain patterns of behavior (or, in a complex structure, several patterns of behavior) and how these patterns may be influenced. Thus it can be seen how a person is continuously influenced or influences reality. To understand feedback, two things must be known, namely reinforcing and balancing. The feedback reinforcement process is an engine of growth or decline. Balancing (or stabilizing) the feedback operates whenever there is a goal-oriented behavior (underlie all goal-oriented behavior). In addition, there is a feedback process that contains a "delay (delay)," that is, a disturbance in the influence of the flow that makes the consequences of the action occur in stages.

Delay or delay in the balancing loop is aggressive behavior by not calculating the time needed to achieve the desired consequences, this will result in instability in the form of consequences that are too high or too low. For example, the more drastically turning the temperature control knob, the longer it will take to reach the right temperature. Aggressive action often produces the opposite of what was intended instead of moving faster towards the goal to be achieved, but it is important to know that delaying the reinforcing loop does not have an effect or impact on the consequences.

Metanoia - Shift Of Mind In Shaping Character Organization Members Organisasi

Metanoia is a new perspective so that a person is able to do something that was previously unable to be done, to know the position and relationship with the environment, to increase the capacity to create and become part of the growth process of life. Through a new perspective, a person increasingly understands the reality at hand in order to create the desired reality. In learning organizations, Metanoia is an output from disciplinary practice. Discipline practice has encouraged deep learning, resulting in metanoia. Research findings at Bareskrim Polri show that disciplinary practice results in a change of thought (metanoia or a new mind set) at Bareskrim which is marked by the achievement of four conditions: loyalty, creativity, integrity, competence of organizational members at Bareskrim. The formation of these four conditions can achieve the expected reality which is marked by the emergence of attitudes:

- a. Loyalty, namely loyalty and willingness of organizational members to realize a common vision.
- b. Integrity, namely honesty and commitment of organizational members not to abuse authority for personal interests that are contrary to the expectations of society.
- c. Competence, namely the ability to master and carry out work faced with environmental changes that develop in a complex and dynamic manner.
- d. Creativity is the ability to systematically describe the various problems faced as current realities then determine decisions, actions and implement ideas or innovations that can realize the expected reality (vision).

Through these four conditions, the Bareskrim organization can continue to live and exist in response to community expectations and environmental changes. The four conditions of metanoia go hand in hand and influence each other. If members are able to show loyalty to the vision of the organization, they will directly have high integrity in their duties. Integrity is shown by eliminating or overriding personal interests when dealing with organizational interests. Likewise, with high abilities, they will be able to understand the reality that occurs and foster creativity that can overcome the various limitations that exist in reality to realize the desired reality. Following are the findings of facts and data related to changes in thinking:

Loyalty Metanoia

Loyalty metanoia is the output of creative tension, namely the National Criminal Investigation Police organization is formed in a certain structure, moves in group bonds, has rules for relationships between superiors and subordinates as well as certain disciplines and ethics regulating interactions between organizational members so that with organizational design (as a medium for creating creative tension) (Februnto, 2011). This results in loyalty and willingness of members of the organization to realize a common vision by following and obeying the directions, guidelines and orders of superiors or leaders as the personification of the organization. Loyalty metanoia will see more clearly the current reality which has a gap with the desired reality. Forming, maintaining and increasing loyalty and willingness as an important foundation for various efforts to close the youth gap due to the practice of learning disciplines that can strengthen creative tension and eliminate powerlessness. Some of the informants' statements (several have been quoted), among others:

“Yes, also one TB because in my opinion, I was a direct member, I know how straight he is because everything is straightened out”. (“Ya juga TB satu karena menurut saya, saya pernah jadi anggota langsung, saya tahu bagaimana beliau lurus karena apapun diluruskan)”

“The important thing is there is a commitment from the leadership. leadership commitment, commitment to everything ... Commitment and consistency of leadership policies”. (“Yang penting ada komitmen dari pimpinan. komitmen pimpinan, Komitmen pada semuanya...Komitmen dan konsistennya kebijakan pimpinan”)

The above shows the loyalty of organizational members to their leaders, but the design of the Bareskrim organization has also made loyalty not blind or absolute to obey the leadership. The actual organizational design has made the members of the organization loyal and obedient to the achievement of a common vision. Findings related to knowledge sharing

and feedback mechanisms at Bareskrim include opportunities for subordinates to correct their leadership in the form of providing input, suggestions and recommendations describing the character of the highest loyalty is the achievement of a common vision. Some information from informants:

“Yes, because now the method is no longer top-down, but bottom-up. That's to be expected. Give flexibility to staff to be creative”. (“Ya, karena sekarang metodenya bukan top-down lagi, tapi bottom-up. Itu yang diharapkan. Memberi keleluasan pada staf untuk berkreasi”).

“Yes, we always convey the progress of the investigation, apart from the title of the case ... if there is a conflict between the investigator and the leader ... We follow the leadership, so far, this means that if there is an investigation or a lawsuit, yes we also have a basis we convey using official notes that steps we contradict the decision of the leader”. (“Ada, kita selalu menyampaikan perkembangan penyidikan, selain gelar perkara... bila ada pertentangan penyidik dan pemimpin...Kita mengikuti pimpinan, selama ini begitu, artinya kalau ada pemeriksaan atau ada gugatan ya kita juga mempunyai dasar kita menyampaikan pakai nota dinas bahwa langkah kita bertentangan dengan keputusan pimpinan”).

Organizational members have the capacity to provide advice, input and recommendations to the leadership so that there are no deviations and errors in the implementation of tasks, but the character of the Bareskrim organization which is formed hierarchically makes the leadership determine the final decision and policy direction in achieving a common vision (Cunningham & Cordeiro, 2003). One of the informants revealed:

“What kind of intervention .. on the phone, or in front of the Director... Yes, we are in accordance with what was conveyed to the leadership and the leadership who made the policy”. ...“Actually, the biggest influence from the leadership, because the leader determines the direction and he will sign it ... we are only executors”.

The position and role of the leadership as the final decision and policy maker has a big risk and responsibility in the event of errors and irregularities. Building shared vision as one of the disciplinary practices at Bareskrim works not only for organizational members but also to keep the leadership on the right and right path so that there is continuous effort to create a metanoia of loyalty throughout the institution.

Integrity Metanoia

The disciplinary practice at Bareskrim Polri gave birth to a change of thought that gave rise to integrity. Some of the findings of the informants' information obtained show this, namely:

“We get the integrity pact that we really press and indeed, if we look at the data all over Indonesia, there is a kind of increased discipline”. (“Kita dapat pakta integritas kita tekan betul dan memang kalau kita lihat data se-Indonesia ini terlihat ada semacam peningkatan disiplin).

“Reward and punishment yes you must. if not so contagious. There are still many smart people who want to become the National Police and in the future you have to remember that there is no more money for this that's that”. (“Reward and

punishment ya harus. kalo ga gitu nular. masih banyak orang pinter yang mau jadi Polri dan kedepannya harus diingetin gak ada lagi uang untuk ini itu yang itu”).

“Maximum efforts to continue to improve inward and maximum efforts, but if it's true say right, and if it's wrong say wrong. So that it provides learning to the people, provides learning to the National Police institution, provides learning to anyone”. (“Upaya secara maksimal untuk terus membenahi ke dalam dan upaya-upaya secara maksimal tetapi kalau sudah benar katakan benar, dan kalau salah katakan salah. Sehingga memberikan pembelajaran kepada rakyat, memberikan pembelajaran kepada institusi Polri, memberikan pembelajaran kepada siapapun”).

Maximum efforts to continue to improve inward and maximum efforts, but if it's true say right, and if it's wrong say wrong. So that it provides learning to the people, provides learning to the National Police institution, provides learning to anyone”. The above statement shows how integrity makes a significant contribution to the achievement of a shared vision.

Competency Metanoia

Discipline practice at Bareskrim has resulted in organizational learning that has resulted in changes in thinking that have an impact on increasing competence. This learning runs so that Bareskrim is able to deal with new crimes that develop in a complex and dynamic manner because these crimes change along with developments and changes in the environment. New and developing crimes with more sophisticated, varied and varied modus operandi. Informants at the director level conveyed:

“So far we have implemented the Law in ... we are familiar with it ... For the end of 2013 I can take action, yes, the term, yesterday was socialized with DUKP4, the approach is multidoor”. (“Selama ini kita menerapkan Undang-Undang dalam...kita akrabkan... Untuk akhir 2013 saya bisa melakukan tindakan, ya istilahnya kalo kemarin di sosialisasikan dengan DUKP4 itu pendekatan dengan multidoor”).

The expression above can be understood that learning is carried out through efforts to control the law. Mastery and understanding of this Law is followed up by generating the ability to apply the Law to deal with new and developing cases. The ability to apply laws has resulted in new methods that are more effective and efficient in handling new cases. The Bareskrim organization determines achievement targets in law enforcement and implements cooperation strategies with other agencies so that a common vision in law enforcement is achieved.

Creativity Metanoia

Learning at Bareskrim provides a change in thinking about the connection between reality conditions and organizational members. The reality of the organization, which is considered to have limited resources and delays in modernizing the availability of laws and regulations that support law enforcement, has a significant influence on Bareskrim Polri in carrying out law enforcement duties. Learning practices have made organizational members think to create

creativity, not just "business as usual" in realizing and accelerating the achievement of a common vision. The research results obtained information from informants at the Panit level as follows:

"If the cases are large and involve other crimes, other laws or need acceleration, yes, we can also ask the joint team, this banking case is handled by the banks themselves but because of the State Bank so there is a Tipidkor Team. Then we need to trace the suspect, we use the monitoring center, right across directorates, it could also be that if we are short on personnel we can ask for help from other units or from other satker outside Bareskrim, it is very possible". ("Kalau kasus-kasus yang besar dan juga melibatkan pidana lain, Undang- Undang lain atau butuh percepatan ya kita juga bisa meminta tim gabungan, kasus perbankan ini kan ditangani oleh perbankan sendiri tapi karena Bank Negara sehingga ada Tim Tipidkornya. Kemudian kita butuh pelacakan tersangka kita menggunakan monitoring centre itu kan lintas direktorat, bisa juga kalau kita kekurangan personel kita bisa meminta bantuan dari kesatuan lain atau dari satker lain diluar Bareskrim, sangat memungkinkan").

Big cases in the sense of being a public concern because they are disturbing and have a broadly detrimental impact on aspects of community life with unique case characters and new dimensions, require acceleration in disclosure and settlement so that they do not spread and create greater losses. Organizational creativity has encouraged the formation of a joint team with quality members who have special expertise and skills, supported by special facilities and equipment. Awareness of the limitations of various things in reality also encourages Bareskrim to form a team (task force) in collaboration with other parties so that team members according to their respective abilities, expertise and skills complement and support each other to overcome, anticipate and face the development of crime.

Changes in thinking in seeing reality so as to foster creativity are corroborated by the findings of data in research in the form of a creative breakthrough program document. Bareskrim in realizing this program has launched various creative breakthroughs to accelerate the achievement of a common vision.

CONCLUSION

Through a new perspective, someone increasingly understands the reality faced in order to create the reality that the National Criminal Investigation Unit wants to show that it produces a change of thought (metanoia or new mind set) at Bareskrim which is marked by the achievement of four conditions: loyalty, creativity, integrity, competence of organizational members at Bareskrim. First, loyalty, namely loyalty and willingness of organizational members to realize a common vision. Second, honesty and commitment of members of the organization not to abuse their authority for personal interests that are against the expectations of society. Third, the ability to master and carry out work is faced with changing environments that develop complex and dynamic. Fourth, namely the ability to systematically describe the various problems faced as current realities then determine decisions, actions and implement ideas or innovations that can realize the expected reality (vision).

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