

**BRIDGING SUSTAINABILITY AND POLICING TO BALINESE *ORMAS*
CONFLICT: AN INTEGRATIVE CONCEPTUAL FRAMEWORK**

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ABSTRACT

The link between sustainability and policing has not been widely discussed and systematically analyzed in conflict resolution to gain long term goals of post-conflict recovery and reconciliation. A fairly large cross-disciplinary literature has developed and proposed a multi-dimensional notion of sustainability in organizational performance including public services and law-enforcement activities. Thus, the purpose of this paper is to present a conceptual framework to bridge sustainability practices and policing activities in the background of Balinese mass organization conflict. A conceptual literature review is adopted to customize diverse connections of sustainability, policing, and hence conflict. The results of the research show that the policing activities may place a stronger focus on conflict resolution by developing sustainable conflict transformation when there are regular conflict potential and a dynamic changing environment. The primary conclusion of this paper is that the relationships between sustainability practices and policing activities rely on divergent factors, including social dynamics, culture, organizational structure, and institutional landscapes.

KEYWORDS: Sustainability; Policing; Balinese; Ormas; Conflict.

INTRODUCTION

The mass organization (*ormas*) conflict in Bali presents significant challenge to the Indonesian Police Institution (*Polri*) that provides policing activities to create stability for the Balinese tourism environment. Local *Polri* representative at province level, *Polisi Daerah (Polda)* Bali, has responded to the conflict by a variety of actions intended to resolve the dispute and create peace among *ormas*. The actions have been discussed widely as part of conventional policing tasks in which law enforcement is the core of the strategies (Anjaya, 2020; Braga, 2015; Brogden and Nijhar, 2005; Coquilhat, 2008; Dobrin, 2006; Eck, 2006). The general procedure of the actions, however, has considering the root of the cause of the conflict with relatively a linear perspective without taking into account the complexities of the sources of the problem (Anjaya, 2020: p.83).

The Balinese *ormas* conflict has become a complex problem, with a range of clashes, such as caste dispute between *Surya Kanta* and *Bali Adnyana* in the 1920s (Picard, 2004)¹, security contestations (McDonald and Wilson, 2017), lack of understanding to implement the Balinese cultural capital (Izawa, 2009) and conflict within *Tri Hita Karana*'s fields (Sudama, 2020)². As a result of these convolutions, there is a growing demand to set up the foundation for a sustainable policing model for *Polri* or *Polda Bali* that will support the *ormas* conflict resolution and provide initiation for a long-term conflict transformation. This paper fills the gap of this foundation by proposing the sustainable policing model tailoring several concepts from different theoretical pieces of knowledge.

Conventional policing has resolved the *ormas* conflict by utilizing a conflict management strategy that is characterized by a fundamental weakness and not suitable for long term peacebuilding post *ormas* conflict in Bali. Anjaya (2020: p.91-160) mentioned that there were significant changes in *ormas* conflict resolution in Bali since 2017. He found that *Polda Bali* implemented three actions after the year 2017 such as focus actions to combat organized crime (e.e. *ormas* crime interrelations), situational prevention strategies on *ormas* conflict, and positive influence perceptions on *ormas* conflict by using mass media communication. Nevertheless, the solutions encourage a short temporary problem solving between conflicting agents without considering the sustainability aspects of the conflict.

This paper offers an alternative model of policing, based on the sustainable policing framework and sustainable performance of public organizations (Caputo and McIntyre, 2015; Diana, 2014; Osborne et al., 2014). Therefore, this paper presents a sustainable policing model that highlights several elements such as: improving interrelation between policing agents, conflict

¹ *Surya Kanta* and *Bali Adnyana* are two prominent *ormas* in 1920s in Bali

² *Tri Hita Karana (THK)* is the most important principle of balance and harmony between physical and spiritual worlds in Balinese perspectives (Wesnawa and Sudirta, 2017; Purnaya, 2016, Triyuni et al., 2019). The balance relations among *parhyangan* (spiritual), *palemahan* (environment or nature) and *pawongan* (human) are the goal of human life.

transformation process, strategic and performance assessment, the integration process of practice and strategies, and fostering sustainability.

In terms of its perspective meaning, sustainability can probably be defined as an approach that is a necessary part for examining human activities and their outcomes (Salas-Zapata and Ortiz-Munoz, 2019). Therefore, it is more important to consider the concept of sustainability based on its use in real cases involving policing sustainability policies (Meliala, 2003). Particularly, in Indonesian security and public order policies development, there is a bias in its evolution processes characterized by many frictions in the past several decades. Meliala (2003) argues that

“Kuatnya motivasi “proyek” di balik kebijakan dan juga penerapannya; maka begitu proyek selesai, dimensi keberlangsungan (sustainability) tidak ada sama sekali sehingga selesailah seluruh kegiatan”

“The dominant of “project” motivation behind policy development and their application; soon after the end of the project terminology, continuity dimension (sustainability) has never been applied, consequently, all the process will end up on the basis of the project timeline”

Therefore, bridging sustainability and policing in Indonesia can be a good stepping-stone to pave the way for long term solutions of conflict escalation in the post democratization and decentralization era. The sustainability should also be part of any Indonesian *ormas* conflict prevention structures to ensure that *Polri* carries out its mandates and executes an action based on law, rules and regulations for enduring peace, wellbeing and quality of life. These ultimate goals are crucial for Indonesian regional development, particularly tourism-based regions like Bali since a safe and secure environment is one of the basic conditions to promote tourism.

Thus, this paper consists of four parts. The first part reviews the literature on policing and conflict resolution, from conventional or traditional policing approach, modern and post-modern policing model. This part draws special attention to the challenges of the various policing approach to different scenes. It will highlight how the conflict resolution strategies as policing activities are getting tougher and strenuous which need paradigm shifts in policing activities. The next part will then discuss the methodology of the paper followed by the result and analysis. This third part will offer the basis of the sustainable policing model and deduce some arguments and premises from the model. The last part of the paper will underline theoretical and practical implications of the paper and future research recommendations to expand the future sustainable policing framework.

It is crucial to emphasize that this paper is a literature, conceptual and theoretical review which propose model based on previous studies, built frameworks and theoretical discussions. Despite that, the model is a structure which is a conceptual and theoretical rather than empirical test and application. The model is utilized to describe the solving problem for conflict

transformation in the long term. Thus, empirical and statistical test is suggested for future agenda of the policing research involving sustainability concepts to support model validation and to apply the proposed sustainability policing framework.

LITERATURE REVIEW

The sustainability concepts have been widely discussed in many literatures (Caputo and McIntyre, 2015; Diana, 2014; Osborne et al., 2014). In public service organization, the sustainability was explored as the nature of the public service as complex system of organization covering many aspects of human discourses (Diana, 2014; Osborne et al., 2014). Accordingly, sustainability become a future model that need to be integrated as part of public service paradigm shift toward better public procurement in many part of human businesses. Besides, the sustainability concept integration shed more light to long term solution in public service organization including law enforcement agencies like *Polri*, *Polda* or Indonesian Regency Police (*Polres*).

The point where the concept of sustainability arises and its exact meaning is undisclosed however it can be viewed as a target and a process simultaneously (Barbosa et al., 2014). Therefore as a goal and a process, sustainability will depend on social economic contexts applied in different purposes. However, the integration of the meanings and definitions of sustainability in different contexts sometime emerge as inconsistency and contradictory if the terms are utilized based on definition (Barbosa et al., 2014; Salas-Zapata and Ortiz-Munoz, 2019). To avoid that, Salas-Zapata and Ortiz-Munoz (2019) examine four perspectives of sustainability based on its application that is sustainability as a set of criteria, a vision or goals, an object, and an approach. These standpoints make the sustainability notions as a dynamic principles or generalities that enclose complex systems as well as composite structures.

The sustainability general applications and its wide implications are gaining increased attention worldwide demanding the use of the concept in corporate or private sectors and public service organizations (Maletic et al., 2014; Diana, 2014; Osborne et al., 2014). The purpose of the integration of sustainability at the corporate level is to support organizational goals and extend company long-term values (Maletic et al., 2004). This view has been underpinned by the findings in several pieces of literature that there is a close relation between sustainability integration and company performance (Caputo and McIntyre, 2015; Maletic et al., 2014).

There are growing discussions of corporate sustainability application in the public service organization but this tendency cannot be seen in law enforcement sectors. Lack of conceptual basis might the most important cause to be noticed. Thus, this paper proposes a sustainability policing model in the form of an integrated framework to fill the gap of applying sustainability structures in law enforcement organizations. The four views of Salas-Zapata and Ortiz-Munoz (2019) are

espoused to distinguish the sustainability process in achieving the goals of policing activities for conflict resolution. The framework is then examined concerning organization performances, strategies, and core values. This new policing framework incorporates different concepts having similar arrangements with sustainability structures involving circular economy (Geissdoerfer et al., 2017), sustainable conflict transformation (Warnecke and Franke, 2010), sustainable policing framework (Caputo and McIntyre, 2015), sustainability practices (Maletic et al., 2014), actors-factors and implementation (Gelderman, et al., 2017), and integration process of circular economy practices and strategies (Klein et al., 2020).

In the case of Balinese *ormas* conflict, there are several comparative advantages in place that why a sustainability policing framework is a suitable solution to transform the conflict in the long term. The first reason is that Bali community has a strong network organization, namely *Desa adat, Banjar, sekehe and tempeken*³. Some pieces of literature explain that long term conflict transformation requires strong networks of community organizations (Casey, 2010; Davis et al., 2003), a security community communication network (King Wa, 2009) and a networking of a range of resources (Shearing, 1997). Following a strong network and organization in the Balinese community, police institution can develop a fundamental intensity of trust between police and community required for conflict transformation (Clegg et al., 2000; Casey, 2010; Grabosky, 2009; Groenwald and Peake, 2004; Hills, 2007; Minaar, 2009). Both the network organization and trust will support the formation of stability and cohesion as the most important part of long-term conflict transformation in policing strategies (King Wa, 2009; Casey, 2010; Davis et al., 2003). In practice, network organization, trust, and stability, and cohesion as a unique local Balinese comparative advantage cannot be separated and should therefore not be regarded as sequential in policing sustainability framework.

RESEARCH METHOD

There are several categories of literature reviews involving systematic, semi-systematic, integrative, theoretical, and conceptual review (Jaakkola, 2020; Snyder, 2019; Callahan, 2010; Rocco and Plakhotnik, 2009; Torraco, 2005). All of them play important role in theoretical development and creating new ideas in any kind of researches as stated by Snyder (2019):

³ Balinese social community systems developed by people living in a particular area with certain rule of customs and traditions.

“Literature reviews play an important role as a foundation for all types of research. They can serve as a basis for knowledge development, create guidelines for policy and practice, provide evidence of an effect, and, if well conducted, have the capacity to engender new ideas and directions for a particular field. As such, they serve as the grounds for future research and theory”

Besides, Snyder (2019) reminds that to ensure accuracy, validity and quality of the literature research, precise identification, careful investigation and rigorous review have to be conducted. Therefore, this paper follows the guideline of integrative (Snyder, 2019) and conceptual (Jaakkola, 2020) review as follows:

Elements	This Paper	References
Choice of theories and concepts	Sustainability, policing, conflict	Jaakkola (2020)
Unit of analysis	Perspective; level(s) of analysis /aggregation	Jaakkola (2020)
Variables studied	Key concepts to be analyzed/explained or used to analyze/explain	Jaakkola (2020)
Operationalization, scales, measures	Translation of target phenomenon in conceptual language; definitions of key concepts	Jaakkola (2020)
Approach to data analysis	Approach to integrating concepts; quality of argumentation	Jaakkola (2020)
Typical purpose	Synthesize	Snyder (2019)
Search strategy	Not systematic; purposive	Snyder (2019)
Sample characteristics	Research articles, books, and other published texts	Snyder (2019)
Analysis and evaluation	Qualitative	Snyder (2019)
Examples of contribution	Theoretical model or framework	Snyder (2019)

Table 1.
 Research method guidelines (adopted from Jaakkola (2020) and Snyder (2019))

An integrative literature review is used in this research to gain knowledge from previous researches and synthesizes representative literature on policing and sustainability (Rocco & Plakhotnik, 2009; Torracco, 2005; Callahan, 2010). The method combines several steps (Figure 1) to obtain a better perception of research topic and more insight to analyze policing models. The method has also been widely accepted as a timeline historical technique to achieve a convergence point of view between different conceptual discourses. Rocco & Plakhotnik (2009) use the term *“honoring the past to inform the present that affects the future”* to describe the important of the method. Therefore, as a growing adopted method, the integrative review is suitable for policing research in comparing previous researches, examining related concepts and hence developing conceptual frameworks.

This paper combines archival research (Bachrioktora, 2018), a descriptive literary method (Ramadhani and Lestari, 2018), semi-systematic review (Snyder, 2019), conceptual review

(Jaakkola, 2020) and finally resumes all the methods toward an integrative conceptual review (Liu et al., 2017; Callahan, 2010; Carter et al., 2015; Borek and Abraham, 2018). The paper was started by materials exploration, compilation, and documentation followed by a description of the existing literature in literary works. A semi-systematic search to access published paper employs online publication inquiries, the Google search, journal websites, university online publications, the Google scholar, and open access research sources with key words sustainability, policing, and combining sustainability and policing. The steps of the designed research can be seen in Figure 1.

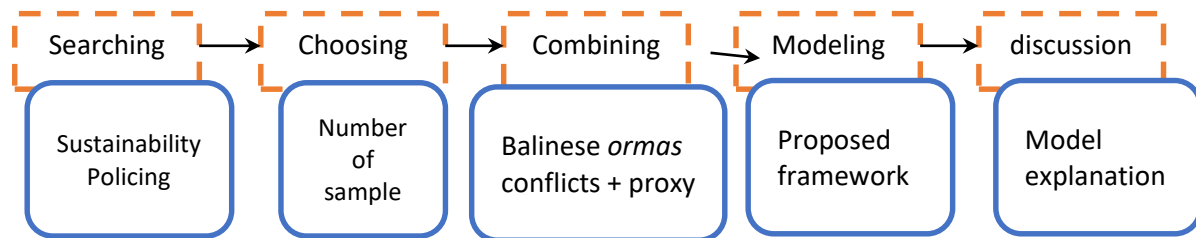


Figure 1.
Overview of the methodological approach

In the searching phase, the concepts were defined based on the topic of the paper. Therefore, sustainability and policing research papers were examined to identify the knowledge discussed in different sources. After choosing the seminal work by purposive subjective sampling method, the additional works on Balinese *ormas* conflict and proxy of the related papers were added to the research phases before proposing a sustainable policing framework. This additional term was incorporated into the research step as it is the most significant purpose of the built model to drive the goals of policing activities both at specific communities and over a wide range of conflict *ormas* cases.

This study uses theories and concepts for discussion and analysis. Both are employed to initiate comprehensive and extensive intuitions with concept integrations and discussions as the method of analysis. These steps make the proposed framework an open flexible model tailoring any concepts found during the searching, choosing and combining processes. Consequently, despite of the keywords, sustainability and policing, related concept mimicking sustainability and policing might be included as a basis of a contemporary integrative conceptual framework.

RESULT AND ANALYSIS

Sample Studies

To describe the selection process of the paper under review, a semi-coordinate figure is created (Figure 2). This step includes a review of the papers whether they support the process of developing a new framework of sustainable policing model or only cover general knowledge of sustainability and policing approach. The studies were precisely selected by subjective predetermined author's knowledge that they will give new insight and an innovative perspective toward model construction. Therefore, the papers were critically read, analyzed, compared, and selected based on policing, sustainability and a combination of sustainability-policing.

To support the review study of this paper, a proxy approach is used to give comparison literature of sustainability-policing. This approach is mimicking the proxy that is commonly used as an indirect measure of outcomes that corralate with the outcome itself. In this case, various concepts relate to sustainability-policing that make this topic becomes general terms. Therefore, this paper chooses circular economy, conflict resolution, system dynamics and complexity, and peacebuilding as a proxy for the proposed framework (Antikainen and Valkokari, 2016; Guldmann et al., 2019; Grunwald, 2011; Samuels, 2005; Madachy, 2017; Ernest, 1961). Besides, based on Figure 1, this review also examines conflict literature to give more insight of analysis since the proposed framework relates to Balinese *ormas* conflict.

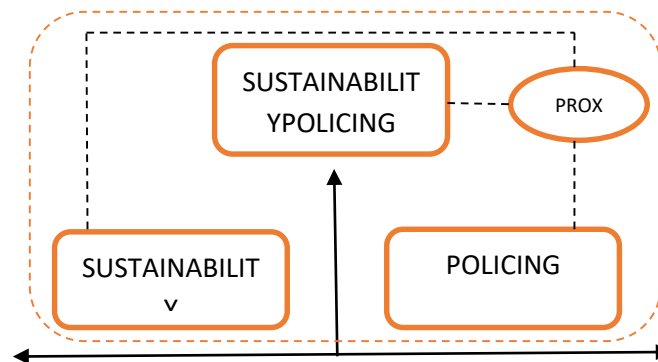


Figure 2.
Literature selection process.

The 40 studies were selected from 71 recognized papers. They were published in more than 20 journal articles and other kinds of publication including dissertations, working papers, and

research reports. The core review of this paper is about policing, therefore, most of the selected literature is about policing (35 %)⁴. Six studies (15 %) were categorized as sustainability papers and another six papers (15 %) were chosen as example studies emphasizing a proxy to support the sustainability-policing framework⁵. The selected process considered nine pieces of literature (22.50 %) as a conflict case study and five studies (12.50 %) examines the combination of sustainability and policing⁶.

Overall the studies under review are reflected in the combined literature that chooses sustainability and policing as their key themes. However, the backgrounds of the combination topics are different. Consequently, the sustainability-policing framework as the proposed model has a different reason in each case. The summary of the combined literature can be seen in Table 2.

Authors	Key themes	Backgrounds
Caputo and McIntyre (2015)	Sustainability Policing Framework (SPF)	Limited budgeting for Police Institutions
Policy Link and Advancement Project (2015)	Sustain community-centred policing	Police-community confrontations
Scharnick (2008)	Sustainable Governance Model for Metropolitan Policing	Apartheid-styled municipal police services
Seele (2017).	Predictive Sustainability Control	Predictive policing
Sitorus et al (2019)	Community policing sustainability	Community policing implementation assessment

Table 2.
 Key themes and background of sustainability-policing frameworks

All of the qualified studies are methodologically accurate following scientific research methods. Most of the studies utilize literature review methods (25 %), followed by qualitative

⁴ Bagaisar et al., 2014; Borrion et al., 2020; Carter and Moizer, 2011; Carter and Fox, 2019; Davis, 2012; Eck, 2003; Goldstein, 1993; Howick and Eden, 2011; Jackson and Bradford, 2009; McMillon et al., 2014; Moizer et al., 2015; Murphy et al., 2017; Newsome, 2008; Saraiva et al., 2016.

⁵ Sustainability studies include Cardoni et al., 2020; Barbosa et al., 2014; Hart and Milstein, 2003; Maletic et al.2014; Salas-Zapata and Ortiz-Munoz, 2019; Vojtko and Volfova, 2015. The proxy studies are Antikainen and Valkokari, 2016; Ernest, 1961; Madachy, 2017; Guldmann et al., 2019; Grunwald, 2011; Samuels, 2005.

⁶ Conflict studies are Bakker, 2017; Barron et al. 2004; Gallo, 2012; Hendrick, 2009; Hobart, 2017; Izawa, 2009; McDonald and Wilson, 2017; Parker, 2011; Robinson, 1992. Combined studies include Caputo and McIntyre, 2015; Policy Link and Advancement Project, 2015; Scharnick, 2008; Seele, 2017; Sitorus et al., 2019.

(17.50 %), theory and conceptual review (17.5 %), model building (15 %), mixed-method (7.5 %), quantitative (7.5 %), and others (10 %). A majority of the papers used interviews, primary data collections, sample surveys, and observation as a data collection technique. They employed descriptive analysis as a primary discussion, correlation, cause and effect, and empirical analysis in a form of statistical inferences. Besides, various research areas were discussed including environment, management, hospitality, marketing, education, and public service organizations.

SUSTAINABILILTY POLICING RESEARCH MODEL

Considering the lack of literature that combines sustainability in policing, this paper proposed a comprehensive model bridging sustainability in policing activities. Figure 3 presents an integrative conceptual framework of sustainability-policing to conceive sustainable-policing activities, the implementation of them, determinants of the model, and its correlation with other fields of study. As shown in Figure 3, the model illustrates the integration of sustainability in policing activities as the core of the framework.

The model is the combination of five sources of sustainability principle model such as the logic, implementing and continues improvement of sustainability model (Dalal-Clayton and Bass, 2002: 32-75); actors, factors and implementation of sustainability model (Gelderman et al., 2017); sustainability practice and organization performance model (Maletic et al., 2014); sustainable conflict transformation model (Warnecke and Franke, 2010); public service organization sustainability model (Klein et al., 2020); high-performance public sector value model (Diana, 2014); and a sustainable policing model (Caputo and McIntyre, 2015).

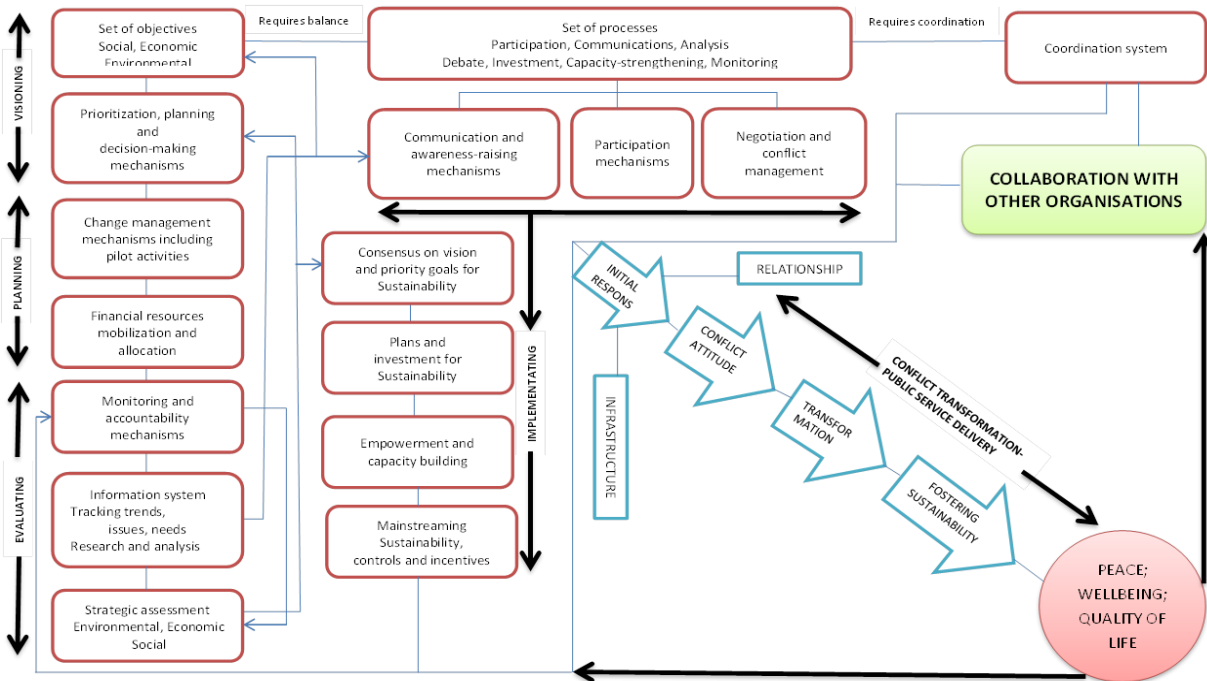


Figure 3.
 Sustainable Policing Model (adopted and rearrange from several sources⁷)

The first three sets of the flow are the logic of the model to specify the goals and vision of the policing activities followed by the process to achieve them which need a system of coordination internal and external police institutions. Concerning the logic of the model, Dalal-Clayton and Bass (2002: 32) stated that

“...a sustainable development strategy involves a linear sequence of steps. In practice, strategies need to follow a cyclical, continuous improvement approach with monitoring and evaluation of the processes and outcomes; enabling renewed debate on key issues and needs; review of the national development vision; and adjustment of actions”.

This implies that the logic of the sustainable policing model is linear in its stages but in practice,

⁷ The visioning, planning, and evaluating block is adopted from Dalal-Clayton and Bass (2002: 32-75); the implementing block is rearranged from Dalal-Clayton and Bass (2002: 32-75); the conflict transformation block follows the SCT model of Warnecke and Franke (2010); the terms visioning, planning, evaluating and implementing are mainly similar to the SPF of Caputo and McIntyre (2015).

it works as a cyclical system adopting continuous change and adjustment in a long-term period.

Based on this logic, policing have to be constructed with clear visions and objective which requires effective planning of policing activities. The plan will determine policing performance over a long time period. The plan includes the change in police management subject to financial resources to handle conflict and a wide range of policing tasks in a dynamic society environment. Caputo and McIntyre (2015) suggest that this phase of policing activities can employ a strategy-setting framework for organizational planning that has been effectively developed in business sectors. They argued that police services are still lag behind in developing strategy and decision making framework compare to private sectors. Thus, as part of this reason, this paper also uses public service organizations as a proxy to acquire sustainable concepts toward police institutions (Klein et al., 2020; Diana, 2014).

The next phase of the model is model implementation. The consensus of vision in the form of sustainability plans is supported through empowerment, capacity building and hence policy mainstreaming. To offer public services or conflict transformation process, the policing implementation needs a communication system, participation mechanism, conflict management, and negotiation. Accordingly, coordination system facilitating collaboration with other organizations is very important to be successful in the implementation steps.

To assess the implementation of the sustainable policing activities, three aspects of the policing are utilized which are monitoring and accountability mechanism, research and information system, and strategic assessment. Figure 3 also shows that despite this assessment, the visioning, planning, implementing and evaluating steps are sustainable by itself since there are loops of connection between these steps representing encircle open system that will be updated if there are change inside the police institutions, the rules and regulations, leadership, and social environment. As a result, the framework is flexible in nature and general in scope but a detail in practices covering any broad changes in policing aspects over a multi-year time horizon.

Police service delivery by implementing sustainable strategies need a coordination system to benefit from collaboration between policing agents as well as partnership with other organizations. In conflict, transformation police have to deal with any kind of stakeholders that need to be considered as an important part of policing service delivery (Klein et al., 2020). The stakeholders will support the conflict transformation since policing agents can easily understand the conflicted attitude through relationship with stakeholders despite the effective use of infrastructure to underpin conflict transformation process particularly in the initial stages (Figure 3).

Overall, reaching the goal of conflict transformation as policing public service activities means the continuation of peace, wellbeing and quality of life. The reversal loop from this effect will improve the relationship of police organization with other stakeholders, create a more clear coordination system in a good environment, and hence assist better assessment of what has been

done and what needs to be done for service and social improvement. However, this model is a general review that could be applied in different police institution landscapes as well as various public services cases. Thus, implementation in diverse settings will enrich the understanding and the feedback loop of the system in the model.

BALINESE ORMAS CONFLICT

Bali as an international tourism destination has been known for its culture, beautiful landscape and beaches, friendly people, and spiritual environment (Parker, 2011; Izawa, 2009; Suartika et al., 2018; Antara dan Sumarniasih, 2017; Johnsen, 2008). However, some conflicting cases have been potentially ruined this point of view if ill-suited policies have taken place to handle them. Several fundamental conflicts are Balinese ormas conflict, *Surya Kanta* and *Bali Adnyana* in the 1920s (Picard, 2004), political conflict in 1965, mass conflict in 1999 and *ormas* conflict in 2015. Other than those, some potential conflicts are explained in Hobart (2017), Parker (2011), and McDonald and Wilson (2017). Hobart argues that the root of conflicts in Bali is a deficiency of unity manifested in a missing link of solidarity. Parker (2011) observes in his fieldwork in Bali that there is a conflicting trade-off between showing Balinese culture as a tourist attraction and the harmonious principle of Balinese life balance as part of culture evolution toward modern life. McDonald and Wilson (2017) notices that there were security contestations in Balinese society as part of culture movement which is different from conventional security practices.

All of the sources of the conflict in Balinese societies can potentially arise and become sources of chaos in the future, particularly the *ormas* conflict. To avoid that, based on Figure 3, this paper will elaborate on the policing step to solving the *ormas* conflict as the most recent dispute in Bali. The first step is the planning and vision pace in which the conflict of *ormas* in Bali is colored by political and security contestation that potentially can be open conflict at a later time. Thus, the policing in Bali need to be seat between some kinds of a model such as community, solving problem, democratic and predictive policing. The plan can be assigned by following the step of those models discussed widely in the literature. The vision is clear to make Bali free from *ormas* conflict for sustainable peace, wellbeing and quality of life.

The implementation of the policing program has to avoid a one-man action policy rather collaboration internal police institution (*Polda*, *Polres* and *Polsek* in Bali), other policing organization (*Hansip*, *Kamra*, *Menwa*, *Satpol PP*), jurisprudence institutions (Pengadilan Negeri dan Kejaksaan) as well as military covering security purposes. Non-governmental security institution must also be involved in all aspects of policing programs to form collaboration and coordination system in the Balinese conflict transformation process.

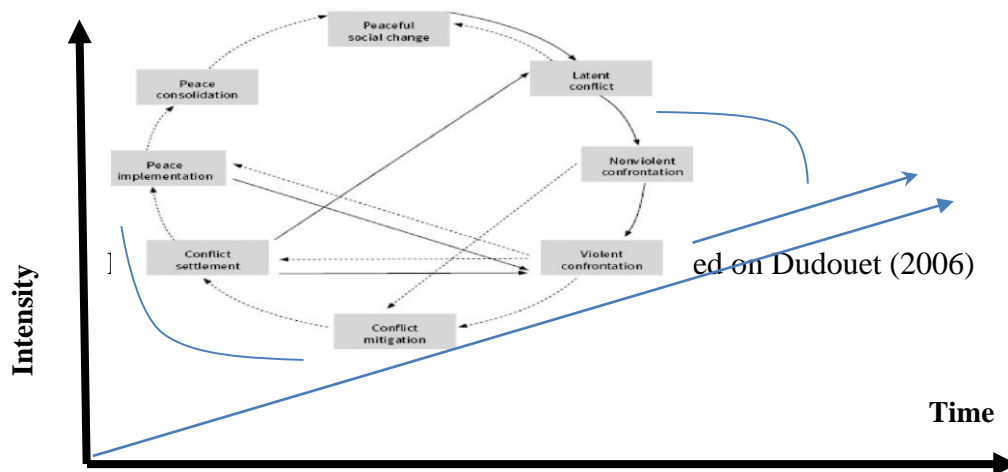
As Balinese conflict is also assigned from cultural movement, it is imperative to consider sociological approach in the conflict transformation. This includes but not limited, using *Banjar*

as a unit of observation and *sekehe* as the sub-unit policing object. Consequently, research in the root of *ormas* conflict is fundamental to find the origin of the problem and the factors that trigger the Balinese conflict become open conflict. The research also will maintain the monitoring, assessment, and information system update in a long term.

Besides, the concepts of the balance life of Balinese people (e.g. *tri hita karana* and *rwa bhineda*) need to be included as a basis of policing activities. The first example of the philosophy explains about balance life in which conflict is viewed as a disturbance toward social system equilibrium. On another side, *rwa bhineda* accepts *ormas* conflict as an indisputable, common, and part of human life. These two-pole perspectives seem likely to make the policing activities become self-contradictory or paradoxical. Policing itself is already full of paradoxical in relating to jurisdiction and human rights (Ernest, 1961). These Balinese philosophies can also be incongruous with policing activities without exact clarity about what are the main sources of Balinese *ormas* conflict.

Another formation that could also be implemented in Balinese sustainability conflict transformation is the eight steps of conflict solutions proposed by Dudouet (2006) who combines a linear model of Curle (1971: 186) and Francis (2002: 57) in a circle mode form. By integrating intensity and time horizon, the implementation of Figure 3 in Balinese *ormas* conflict can be seen as a circular system of (1) peaceful social change, (2) latent conflict, (3) nonviolent confrontation, (4) violent confrontation, (5) conflict mitigation, (6) conflict settlement, (7) (negative) peace implementation, and (8) (positive) peace consolidation (Figure 4).

The main concern of the Figure 4 should be long term outcomes rather than a temporary solution. In many cases, this will entail considering the intensity of policing activities over a long term time horizon. That is, policing will focus on institutional performance covering crime preventions, conflict solutions, dealing with community problems, procedural justice, and community trust (Sargeant et al., 2014). Thus, this would match well with the combination of at least three policing models which are community policing, problem-solving policing model, and technology-based policing. Besides, predictive and intelligence policing are considered as an integral part of the overall policing models.



CLOSING

CONCLUSION

Some interesting facts can be concluded in this study regarding the sustainability and policing model. Firstly, there is various application of the sustainability in different contexts and areas that can be used as a basis to support policing activities. The application includes human security, peacebuilding, management conflict, public service organizations, and the environment. Second, the application of sustainability in public service paves a way toward the construction of the sustainability policing model since it can be approached as a proxy in the research model.

Third, collaboration with other organization shown in the model implies that there is crucial for police institution to improve its performance capacity trough community cooperation in the form of extended community policing (Meliala, 2006). The change of police performance in the long term has to consider broad societal changes including economic, political, cultural, social dynamics, environment, and technological changes (Caputo and McIntyre, 2015). Therefore, accountability based on sustainability is the core value of future policing (Meliala, 2003).

RECOMMENDATION

Based on the concluding remarks, this study suggests and recommends as follows:

1. Policing activities, in general, should consider developing and implementing sustainability policing structures in conflict transformation processes. The reality may be that the structure and processes involve complex systems that change over time, however, the connection of sustainability and policing will help to develop the logic and loop of decision-making processes.
2. Considering Meliala (2003; 2006) that *Polri* needs to enhance its capacity in policing activities this paper suggests and recommends that regular performance analysis is needed to anticipate comprehensive and fast societal, political, cultural, economic, environmental, and technological changes in the future.
3. As a means to prevent *ormas* conflict, plausible deterrence must be conducted with a combination of a short term conflict management and a structural long term conflict transformation.
4. The model of sustainability policing must be carried out simultaneously between coordinating with stakeholders, finding the roots of the conflict, involving the communities, restoring police-community relationships, and paradigm shifts of police performances.

SUGGESTIONS FOR FURTHER RESEARCH

Although the sustainability concept seems to be a robust notion to be integrated in policing, few studies have been done to bridge these two concepts for conflict transformations. In contrast, conflict needs long term solution as policing goals in every attempt to create a strong peacebuilding strategy for the future. Therefore, subsequent in sustainability policing either conceptual frameworks or empirical data analysis is likely to contribute to conflict resolution effort. Even though complexity of the policing and conflict needs a lot of perspectives to be discussed, any researches attempt to bridge policing and sustainability by employing statistical research instruments will contribute to knowledge innovations in conflict studies. In addition, the inclusion of technology in the model of sustainability policing still opens a lot of room for the hypothetical framework of future policing strategies.

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