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Digital Leadership Transformation to Produce PRESISI Polri Officers
Towards Indonesia's Golden Era





**PROCEEDINGS OF
POLICE ACADEMY BILLINGUAL
SEMINAR**

**DIGITAL LEADERSHIP TRANSFORMATION TO
PRODUCE "PRESISI" POLRI OFFICER
TOWARDS INDONESIA'S GOLDEN ERA**

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EDITORIAL COMMENT: POLICE RESEARCH AND DIGITAL LEADERSHIP

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ABSTRACT

This editorial comment introduces papers by the Indonesian Police Academy (Akpól) cadets at a seminar on digital leadership in policing. The cadets' papers highlight the application of digital leadership across five core policing functions: investigation, community policing, patrol, traffic, and intelligence. The cadets' papers present innovative uses of digital platforms, such as social media and dedicated applications, to enhance efficiency and effectiveness in crime prevention, investigation, and community engagement. The papers show the growing importance of police research, the INP's commitment to problem-oriented policing, and the implementation of digital leadership.

Keywords: Digital Leadership, Police Research, Crime Prevention, Community Policing, Law Enforcement Technology

Introduction

The Police Academy (Akpól) (Akademi Kepolisian, 2024a) graduates have research skills obtained from practising police research. At the fourth grade level (the cadets currently consist of four grades: first, second, third, and fourth levels), the cadets must practice police research. They must make a research plan, do fieldwork, and write. This year's research topic for the cadets is Digital Leadership Transformation to Produce PRESISI Polri Officers Towards Indonesia's Golden Era.”.

Indonesia will reach a golden age in 2045, the 100th anniversary of its independence (Subianto, 2023). In this

year (2045), Indonesia may have been one of the global superpowers. Indonesia must have superior, high-character, highly competent human resources (HR) to be a global superpower.

The Indonesian National Police's (INP) human resources with those indicators are expected to deliver predictive, responsive, and transparent services in line with the concept of "Polri Presisi" (Precise Policing) (see Prabowo, 2021 for a detailed discussion of Polri Presisi). To achieve "Polri Presisi," the INP needs competent police officers.

The Police Academy (Akpól) is expected to produce competent police

officers. Akpol graduates are expected to become future leaders with Bhayangkara character, sound physical and mental health, and digital insight.

The challenges of the digital era require every Akpol graduate to possess digital leadership skills and integrate digital technology into the vision, strategies, and operations of the institutions they lead. This year, the cadets' research aims to understand the application of digital leadership by the INP.

Some cadets' research outputs are presented in a seminar (Akademi Kepolisian, 2024b). The seminar was held on 6-7 December 2024 at the Auditorium Paramartha, the Police Academy, Semarang.

The seminar's papers are compiled in this proceeding book. This compilation consists of five cadets' research papers. The papers consist of five English papers. Additionally, there are two papers (one in Bahasa and one in English) from the keynote speakers of the seminar.

The cadets' papers show the existence of police research in Indonesia. The police academy is an institution that makes police research a core competency for its cadets. The papers also show that the Indonesian police research introduces problem-oriented policing. Some policing problems are targeted with interventions executed by five policing units at the police city or district level.

The papers also show that the city and district police have applied digital leadership. Digital leadership (shown in the papers) is the application of digital interventions by five ordinary police units at the city police or district police level.

This editorial comment on the papers consists of five sections. This first

section is the introduction. The second section explains police research. The third section discussed digital leadership. The fourth section outlines the main points of the papers from the cadets and keynote speakers. The last (fifth) section gives the conclusion.

Police Research

Police research (Greene, 2014; Corder and White, 2010; Rosenbaum, 2010; Reiner, 1992; Braga and Weisburd, 2007) involves scientists, police officers, and police staff (Lumsden and Goode, 2018). Social scientists are the competent actors conducting police research. Meanwhile, police officers and staff are actors in real-life policing. The settings can be organisational factors and broader political agendas.

Effective collaboration between academics and police practitioners (police officers and staff) is required (Lumsden and Goode, 2018, p. 815). Participatory action research is a research method that is considered appropriate for this collaboration/partnership. The other research methods are also essential to support the partnership.

Collaboration between academics and police officers will not be possible without the understanding and acceptance (Brown, 2015) of the police officers to research. The police officers must believe that research helps practice. This belief could not be attained without evidence that research is essential to practice. Officers who understand research (having academic qualifications) may also doubt the importance of research if they see it is not necessary for practice. For example, they know research is just part of the academic qualification (getting the undergraduate, master's, or doctoral degrees) or for publications.

Police officers introduced to research must know (and, if applicable, practice) the practical research (see practical research discussion, for example, in Eck, 2015 or Tilley, 2015). This type of research has been conducted by academics in many parts of the world. The Indonesian police academy shall adopt this type of research. Also, this type of research shall be adopted by other INP police education and police research institutions. Academics in Indonesia (outside of the police) are suggested to use this type of research. If they do this type of research, they may help improve Indonesian policing.

Digital Leadership

Improving policing (Goldstein, 1979) in Indonesia will be easier if the police leaders support it. Police leaders (Adlam, 2002; Birzer et al., 2012; Carlisle and Loveday, 2007; Davis and Silvestry, 2020; Davis, 2017; Davis, 2018; Davis, 2019; Davis and Bayley, 2018) are the leaders from the lowest units to the top level of the organisation—the leaders connected in chains of command (the old theory of management). Communication in chains of command can be complex, especially from the lowest level of police officers to the highest level of officers (the chief of the INP). Nevertheless, this situation can be reduced or eliminated by applying digital leadership.

Digital leadership in policing (Nasution et al., 2023; Silalahi et al., 2023) is a new concept. This concept can be defined by using digital platforms to lead the police (internal policing aspect). On the contrary, the second definition is that digital platforms can lead policing (external parties can lead where policing goes). The first definition is usually seen as the digitalisation of the policing activities within the police forces. The second situation can be seen from the no viral, no justice term

(e.g., Greyca and Yahya, 2012; Runturambi et al., 2024). Police are considered laggards in responding to public expectations, such as conducting criminal investigations. The police will expedite the investigation of a case if it goes viral. The implementation of the two definitions of digital leadership concepts is discussed in the seminar, with a focus on the first one.

This seminar presented cadets' papers on applying digital leadership in five policing functions (many scholars debate what the correct typology of policing functions is; see, for example, Wright [2012] or Friedman [2020]). The policing functions are institutionalised in the police organisation at the city or district level in five policing units.

Main points of the papers

The cadets' papers focus on the application of digital leadership in five policing units: 1) community policing, 2) patrol, 3) traffic police, 4) investigation, and 5) intelligence. Digital leadership is shown by the implementation of policing in the digital space by the police units, as discussed in five papers.

The first paper explains the implementation of measurement of the effectiveness of the Babinkamtibmas (community policing) unit in Bandung City Police. An application is used to assess the working performance of the Babinkamtibmas unit.

The second paper presents the WhatsApp (WA) utilisation by the patrol police unit. The WA is used to prevent motorcycle theft in the Cirebon police district.

The third paper discusses the computer-based training used by the traffic police function in the Cimahi police district. Computer-based training is part of the

driving license test.

The fourth paper presents the effectiveness of media intelligence used by the intelligence unit. The intelligence media was used to prevent conflicts during the 2024 regional elections.

The fifth paper discusses the application of E-Investigation Management (EMP) to improve crime clearance. The increasing crime clearance is expected to reduce crime rates.

In addition to the cadets' papers, two are from the keynote speakers. The first paper's title is *Kepemimpinan Perwira Muda Akademi Kepolisian di Era Digital Menuju Indonesia Emas 2045* (The Leadership of young police officers graduated from the Police Academy in the digital age, working towards a prosperous Indonesia by 2045). The first speaker expected the cadets (the future police leaders) to lead the Polri effectively and competently in achieving Indonesia's 2045 vision. The second paper discusses police research for the police cadets. The second speaker contended that cadets' police research skills can help improve INP digital leadership.

Conclusion

The seminar shows the existence of police research in Indonesia. The police academy is an institution that makes police research a core competency for its cadets.

Indonesian police research (as evidenced by the seminar papers) has adopted problem-oriented policing. Some policing problems are targeted with interventions executed by five policing units at the police city or district level. Despite the limitation, this seminar indicates that problem-oriented policing (Goldstein, 1990) may be used to improve policing in Indonesia.

The seminar also shows that the city and district police have applied digital leadership. Digital leadership is seen as the application of digital interventions by five ordinary police units at the city police or district police level.

Other researchers can follow up on this seminar to research police digital leadership. The researchers can explore the concept, theory, and application of the theory of police digital leadership. However, the researchers are suggested to make their findings relevant in policing practice.

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