AKADEMI KEPOLISIAN

2024
PROCEEDINGS OF
POLICE ACADEMY
BILLINGUAL SEMINAR

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

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POLICE ACADEMY BILLINGUAL SEMINAR

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

SEMARANG, 6-7 DECEMBER 2024

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ABSTRACT

This editorial comment introduces papers by the Indonesian Police Academy (Akpol) 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 (Akpol) (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 (Akpol) 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; Cordner 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 Babinkamitibmas 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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BINMAS ONLINE SYSTEM V2: EFFECTIVENESS AND PERFORMANCE IMPROVEMENT OF BHABINKAMTIBMAS IN CIREBON CITY POLICE RESORT

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ABSTRACT

Digital transformation can have a significant impact on the police, because the use of information technology which is the main basis of digital transformation can enable the police to be able to analyze information faster, process larger and more accurate data, and provide more effective services to the public. To solidify the performance of maintaining public security, strengthening the performance of Bhabinkamtibmas was carried out with the launch of Binmas Online System Version 2 (BOS V2) by Baharkam Polri on May 5, 2021 which helps Bhabinkamtibmas carry out their duties. However, the use of the Binmas Online System Version 2 (BOS V2) application is still not effective and has not been able to support the implementation of Bhabinkamtibmas tasks at the Cirebon City Police Station. This study aims to describe the effectiveness of the Binmas Online System (BOS V2) application in improving the performance of Bhabinkamtibmas as well as improving the performance of Bhabinkamtibmas after the use of the Binmas Online System (BOS V2) application at Cirebon City Police. The method used in this research is qualitative. The theories and concepts used include effectiveness theory, technology acceptance theory, Bhabinkamtibmas concept, and Binmas Online System (BOS V2) concept. The results showed that based on the indicators measuring effectiveness in the theory of effectiveness, it can be concluded that the objectives of BOS V2 and Bhabinkamtibmas have not been achieved and the BOS V2 application still has a number of shortcomings in terms of features and functionality including the inability of the server to be reached, limited time for sending reports, and inconsistencies in data input.
Keywords: *Bhabinkamtibmas,* BOS V2, Crime Prevention, Performance, Effectivity

I. INTRODUCTION

Digital transformation in policing focuses on improving the effectiveness and efficiency of services to the community. In

the face of increasingly complex crimes and high public demands, police forces must innovate in order to improve their performance. Information technology (IT) plays a big role in making policing easier, speeding up the data analysis process, and strengthening relationships with the public through transparency and responsiveness.

Digital transformation has great potential to change the policing model, making it more modern and responsive to the challenges of globalization. Technology enables the police to analyze information quickly and accurately, and provide more effective services. In Indonesia, Polri (National Police of the Republic of Indonesia) continues to utilize IT to improve performance, public service, and community trust. This technology also helps Polri to respond quickly in various regions, even down to the Polsek level.

Under the leadership of Indonesia National Police Chief General Listyo Sigit Prabowo, Polri has launched a number of priority programs, including changing organizational systems and methods and strengthening the use of modern policing technology. One example of the application of technology is the launch of the Binmas Online System Version 2 (BOS V2) application by Baharkam Polri in May 2021. This application assists Bhabinkamtibmas in carrying out the task of fostering community security and order more effectively and efficiently.

BOS V2 collects data through seven types of reports made by Bhabinkamtibmas, including early detection, police services, and community development. Using this data, Polri can predict potential security disturbances and measure the performance of Bhabinkamtibmas. Overall, this digital technology strengthens Polri's role in maintaining public order, simplifying services, and improving responsiveness to public needs.

This study aims to describe the effectiveness of the Binmas Online System (BOS V2) application in improving the performance of Bhabinkamtibmas as well as the improvement of Bhabinkamtibmas performance after the use of the Binmas Online System (BOS V2) application at Cirebon City Police.

II. LITERATURE REVIEW

In this research, reference is made to several theories related to the implementation of information technology in organizations, especially in the context of policing. These studies show that the implementation of information systems can improve efficiency, data accuracy, and coordination between work units. In addition, this research also refers to the technology adoption theory, which explains the factors that influence the acceptance of new technology by users. Here are some previous studies related to the issues and research objects being examined, including: Aulia Widyastuti (2022) titled "The Effectiveness of the LAPOR! Application in Improving the Quality of Public Services to the Community of Banjarbaru City, South Kalimantan Province." This study aims to ascertain the effectiveness of the LAPOR! application in raising the standard of public services in accordance with Campbell's effectiveness theory. It also aims to pinpoint the obstacles and efforts involved in the application's use in Banjarbaru City, South Kalimantan Province. These two studies are similar in that they both employ the application effectiveness theory and take a qualitative approach. The participants in this study—the residents of Banjarbaru city—and the research site—Banjarbaru city, South Kalimantan—are where the differences in this study are found.

Nur Kurniasih (2023) was entitled

"Efforts to Develop the Competence of Community Security and Order Supervisory Officers (Bhabinkamtibmas) of the Polda Metro Jaya" . The goal of this study is to outline the elements that have an impact on the growth of Bhabinkamtibmas' competencies in Polda Metro Jaya and to establish strategies for doing so. This study is comparable in that it employs a qualitative methodology and involves Bhabinkamtibmas as research participants. That research, however, focuses on initiatives to enhance Bhabinkamtibmas' skills. In the meanwhile, it concentrates on assessing how well the BOS V2 application performs on Bhabinkamtibmas. The research site, which is in Polda Metro Jaya, is another distinction that can be observed in this study.

Bernard Sibarani, Ilham Prisgunanto, and Agam Tsaani Rachmat's 2024 study, "The Influence of Using the Binmas Online System Version 2.0 (BOS V2) Application on the Work Effectiveness of Bhabinkamtibmas at the South Tangerang Police Department." The goal of this study is to investigate in detail how digital applications affect Bhabinkamtibmas' productivity at work. An analysis of Bhabinkamtibmas's usage of the digital application BOS V2 is another aspect of this study. However, the precise distinction between these two studies is found in the quantitative research methodology, which places greater emphasis on the relationship between variables. The research site, which is at the South Tangerang Police Department, is another distinction that is apparent.

To understand the differences in this research compared to previous studies, it is necessary to examine the similarities, differences, and other elements among those studies. This point requires the author's analysis to identify which aspects have not been explored by previous research and to take a different approach with a fresh and engaging perspective in the realm of similar research.

In order to maintain authenticity and ensure that this research is conducted in accordance with the agreed legal principles, it is necessary to use concepts and theories that have been legitimized by experts, resulting in research findings that can be trusted and used to develop understanding in this study.

Effectiveness, derived from the word "effective" which means successful, refers to the extent to which an activity or action successfully achieves the previously set goals. In the context of an organization, effectiveness serves as a barometer of success in optimizing existing resources to achieve the outlined vision and mission. The effectiveness of something can be measured through several indicators such as goal achievement, integration, and adaptation during task execution.

A hypothesis called the technologies Acceptance Model (TAM) is used to forecast and explain how people will embrace and utilize new technologies. It is an information systems theory that aims to clarify how consumers comprehend and utilize information technology (Aldino, 2013). An organization's overall structure, particularly its human resources, will be impacted when new technology is introduced.

According to Davis (1989: 319-340), there are 5 (five) variables that constitute TAM, namely perceived usefulness, perceived ease of use, attitude toward behavior, behavioral intention, and behavior. To prove whether a technology is accepted or not, a benchmark is used through those 5 variables.

TAM focuses on two main variables that influence a person's willingness to use technology, namely, ease of use and usefulness. These two variables directly

affect the willingness to use technology. The higher the usefulness and ease of use, the greater the intention of someone to use the technology.

The police operational guidelines are a set of rules, procedures, and instructions that detail the implementation of police duties. This document serves as a reference for all police personnel in carrying out their daily duties, ensuring that police activities can be conducted in an orderly, effective, and accountable manner. This guideline covers various aspects, ranging from case handling, patrols, to crowd control. In this study, the Regulation of the Chief of the Indonesian National Police (Perkap) Number 7 of 2021 concerning Community Security and Order Supervisors, which is related to the topic raised by the author, is used.

III. RESEARCH METHOD

The qualitative method was chosen for this study because it is undoubtedly simpler and more useful to examine in detail how Bhabinkamtibmas use the BOS V2 program in their day-to-day work environment. Furthermore, a qualitative approach can offer a comprehensive knowledge of the ways in which the BOS V2 application affects bhabinkamtibmas' performance. Furthermore, a qualitative method would be more appropriate because the primary goal of this research is to gain a thorough understanding of how the BOS V2 application is utilized and what contributions may be made to performance development.

A qualitative approach can help identify the factors that hinder the application of BOS V2, such as technical issues, lack of training, or incompatibility with work culture. By understanding these hindering factors, strategies can certainly be developed to address all existing problems and improve the effectiveness of the BOS V2 application. From the perspective of performance impact, a qualitative approach also allows for a comprehensive assessment of all aspects of Bhabinkamtibmas performance, such as efficiency, accuracy, and coordination. Thus, by understanding the impact of the BOS V2 application on performance, the measurement of the success of improving Bhabinkamtibmas performance through this application can be carried out.

The type of research used in this study is a case study or field study. According to Denzin (1998), Ary (2002), and Drew (2005), field research is conducted to intensively study the environment, position, and conditions of a research unit as they are. The subjects of the research can be individuals, communities, or institutions. Although the research subjects are relatively small, the focus and area being studied are quite broad.

The excerpt suggests that case studies yield rich qualitative data, including narratives and in-depth descriptions, which enable a thorough comprehension of problems or occurrences. Additionally, field studies allow for the firsthand observation of elements like the actual work environment, the accessibility of technology infrastructure, and potential challenges when utilizing the application. Furthermore, case studies allow for the direct examination of additional elements like community dynamics, social structure, local setting, and customs.

The main focus of this research is to analyze the effectiveness of the BOS V2 application in improving the performance of Bhabinkamtibmas. Specifically, the focus of this research is to outline the extent of the impact of using the BOS V2 application on the performance of Bhabinkamtibmas, such as increased efficiency including task automation and faster access to information. Additionally, the improvement in data

accuracy includes standardization of data formats and minimization of input errors. Furthermore, the enhancement of coordination involves performance monitoring and information exchange between work units.

The research on the effectiveness of the Binmas Online System (BOS V2) application is located within the jurisdiction of the Cirebon City Police, specifically in Cirebon City, which has a diverse population and rapid growth. This growth is often accompanied by various social problems, such as crime, group conflicts, and other issues. Thus, in this context, the effectiveness of the BOS V2 application will be measured, which is expected to be a solution for improving the performance of Bhabinkamtibmas in addressing various issues.

The researcher uses both primary and secondary data to get information for this study design. Hasan (2002:82) defines primary data as information that is gathered or acquired firsthand in the field or by people who require it. Several primary data sources were used in this study, including field observations and interview recordings. When further explained, these primary data sources include important Cirebon City Police Department observations and interviews.

Methods for gathering research data from data sources, such as study subjects and samples, are known as data collection techniques. The methods of data collecting employed in this study—namely, observation, documenting, and interviewing—are tightly tied to the nature of the research being done. Additionally, the implementation is modified based on the type.

In this research, data collection techniques will be utilized using methods such as interviews, observations, and document studies. All forms of information or data obtained will be sought from various different sources to avoid confusion and ensure clear confirmation. Based on this, it will certainly strengthen the accuracy and completeness of the data.

Qualitative data analysis methods were applied in this study. They are data reduction, data presentation, and conclusion making, according to Miles and Hubermann (2014).

1. Data Reduction selection process, choosing and sorting data so that the data in the field can be simplified. This process can take place throughout the research. Subsequently, the reduced data can be processed and presented in accordance with the reality on the ground.

2. Data Presentation According to Muhammad and Djaali (2005;97), data presentation is an arrangement of information that allows for the drawing of research conclusions. Through data presentation, researchers are able to formulate predictions, draw conclusions, and take actions to understand what is happening and what needs to be done based on the existing understanding.

3. Conclussion Making According to Miles and Huberman (2007:19), in this section, the researcher will begin to search for the meaning of objects, noting regularities, patterns, explanations, configurations that may indicate cause-and- effect sequences, and propositions from which conclusions can be drawn.

The process involved document examination, location observation, and gathering informant interview results. Since the data gathering process, it is necessary to document knowledge of the issues encountered, including regularities, question patterns, and setups that follow a cause-and-effect loop.

IV. RESEARCH RESULTS AND DISCUSSION

The study was carried out between September 13, 2024, and November 24, 2024, under the supervision of the Cirebon City Police. An overview of the Cirebon City region, the Cirebon City Police, the Cirebon City Police Community Guidance Unit, and the Binmas Online System application will all be covered in the explanation of the research emphasis. (BOS version 2). The purpose of the study is to determine whether the Binmas Online System V2 application's ability to affect Bhabinkamtibmas' performance at the Cirebon City Police can result in an improvement or, on the other hand, have the opposite effect. Thus, the purpose of this research is to examine the issues and identify suitable and efficient remedies so that Effective usage of the Binmas Online System V2 program can increase performance, particularly in the jurisdiction of the Cirebon City Police, which has a technologically sensitive community and a complicated population. Determining if the Binmas Online System V2 application, which Bhabinkamtibmas uses, is efficient and capable of improving Bhabinkamtibmas' performance is also crucial.

Polres Cirebon Kota is the main pillar of law enforcement and crime control for the entire jurisdiction of Polres Cirebon Kota. Polres Cirebon Kota has 9 Police Sectors as the executors of territorial duties with a jurisdiction covering 11 Sub-districts, 22 Villages, and 61 Villages. Among these, there are 6 sub-districts and 61 villages from the Cirebon City area that fall under the jurisdiction of Polres Cirebon Kota. All of these police personnel are distributed across various divisions, sections, units, and police precincts throughout the jurisdiction of Polres Cirebon Kota. The average allocation of personnel is 35 officers at each precinct,

who assist Polres Cirebon Kota in carrying out police duties on a daily basis. Here is the number of personnel per police precinct in the jurisdiction of Cirebon City Police :

The Binmas Unit of the Cirebon City Police is an implementing element of the main duties in the function of Community Development. The Binmas Unit of the Cirebon City Police, in carrying out its daily duties and functions, is led by a Head of the Binmas Unit (Kasat Binmas), assisted by the Head of the Operational Development Section (Kaur Bin Ops) in the operational field, and the Head of the Administration and Secretariat Section (Kaur Mintu) in the administrative field, as well as the Heads of Units in each unit, which consist of the Head of the Community Policing Development Unit (Kanit Bin Polmas), the Head of the Social Order Development Unit (Kanit Bin Tibsos), the Head of the Self-Security Development Unit (Kanit Bin Kamsa), and the Head of the Bhabinkamtibmas Development Unit (Kanit Bin Bhabinkamtibmas).

Based on the table, it can be seen that the number of personnel in the Binmas Unit of Cirebon City Police has not yet met the standards set by the Personnel Structure List (PSL), where the Binmas Unit of Cirebon Police should have 21 personnel and 3 ASN, but in reality, there is still a shortfall.

In carrying out its functions, the Binmas unit of the Cirebon City Police and its staff have several functions that are performed to prioritize the pre-emptive role of the police. In the implementation of the activities carried out, there is a reporting requirement that must be fulfilled by the members conducting the activities, specifically after the activities are completed. The reporting is made as a form of accountability to the leadership, as a means of supervision and evaluation material, as well as to convey information.In the Binmas

Unit of the Cirebon City Police, reporting activities are carried out routinely by Binmas Unit members who perform the activities. In addition to the previously mentioned Binmas members, the Binmas Unit of the Cirebon City Police also has Bhabinkamtibmas officers spread across all sub-districts and villages within the jurisdiction of the Cirebon City Police. These reports are accumulated and can be monitored directly by the Binmas Unit operators of the Cirebon City Police, either directly or through the Binmas Online System V2 application. The BOS V2 is a strategic step to enhance the effectiveness of police services. BOS V2 allows Bhabinkamtibmas to report activities in real- time, supporting more comprehensive and accurate data analysis. By utilizing artificial intelligence technology, the Indonesian National Police (Polri) can better predict potential threats to public security. BOS V2 is designed to equip Bhabinkamtibmas with effective tools in carrying out their duties, so they can be closer to the community and provide better service. This application was officially launched on May 5, 2021, and has been implemented at the Cirebon City Police Department.

The Effectiveness of the Binmas Online System Application (BOS V2) Bhabinkamtibmas plays a crucial role in maintaining security and public order at the sub-district and village levels. They are required to report all activities periodically to the Binmas Unit of the Cirebon City Police. However, there are no clear indicators to measure the qualitative effectiveness of Bhabinkamtibmas's performance.The use of the BOS V2 application requires each Bhabinkamtibmas to report at least five activities per day. Nevertheless, operational constraints such as server connection issues often hinder timely reporting. Interview results show that some Bhabinkamtibmas

experienced difficulties when using the application due to technical issues.This study aims to evaluate the extent to which the use of the BOS V2 application can improve the performance of Bhabinkamtibmas at the Cirebon City Police Resort by using the effectiveness theory from Siagian (2001) and the evaluation theory by Thoha. (2003). The effectiveness of the application in the National Police refers to the extent to which the use of information technology, especially applications, in supporting police duties can achieve the expected goals. These goals can vary, ranging from improving work efficiency and effectiveness, speeding up responses to public reports, to enhancing the quality of public services of the Bhabinkamtibmas.

The achievement of improving the performance of Bhabinkamtibmas through the BOS V2 application has not yet met the established goals. Based on observations and interviews, the number of reports from activities is still low compared to the standards set by the Kapolri Regulation Number 7 of 2021. Based on the applicable regulations, each month, 81 Bhabinkamtibmas personnel at the Cirebon City Police are required to submit a minimum of 243 to 405 reports through the BOS V2 application. However, based on the available data, the reporting through the BOS V2 application has not yet met the established standards. Bhabinkamtibmas is still facing obstacles in using the BOS V2 application, as these obstacles often delay reporting because they have to wait until the server is accessible again.

The integration between Bhabinkamtibmas and technology is still not optimal. Some personnel still do not fully understand how to use the BOS V2 application, even though training has been provided by Polda Jabar. Server connection issues also led some Bhabinkamtibmas to

prefer reporting activities manually through WhatsApp groups. The low level of competence among Bhabinkamtibmas personnel contributes to the suboptimal utilization of the BOS V2 application. Insufficient knowledge and skills cause them to often rely on experience and traditional approaches in solving community problems. Field observations indicate that although Bhabinkamtibmas personnel generally understand the steps that need to be taken, there are still deficiencies in the preparation and technical execution of information gathering in practice. This is evident from the suboptimal implementation of the stages outlined in the regulations. This research aims to evaluate the use of the Binmas Online System (BOS V2) application in improving the performance of Bhabinkamtibmas at the Cirebon City Police. This study uses the Technology Acceptance Model (TAM), which explains that technology acceptance is influenced by users' perceptions of usefulness and ease of use. Indicators of each variable will be used to measure the acceptance and effectiveness of BOS V2.

Perception of usefulness is an important factor that influences individuals to use new information systems. Research shows that Bhabinkamtibmas feel that the BOS V2 application helps improve work efficiency and the quality of public services. They are required to use BOS V2 in reporting their daily activities, which also serves to assess their performance. BOS V2 is designed to provide an overview of the productivity of members at each police precinct by setting daily report targets. Ease of use is also an important factor in the acceptance of the system. The interview results show that although many feel that BOS V2 simplifies the reporting process, there are various technical obstacles such as system disruptions and difficulties in data entry. These issues have caused some members not to fully utilize BOS V2.

A positive attitude towards the use of the information system encourages members to actively use BOS V2. Bhabinkamtibmas showed a proactive attitude despite facing some technical obstacles. Although challenges remain, the level of acceptance of BOS V2 among Bhabinkamtibmas is quite good.

Interest is an important factor in the acceptance and use of information systems. The greater someone's interest, the higher the likelihood they will use the system. In the use of the BOS V2 application, the interest of Bhabinkamtibmas in using the application's features reflects their acceptance of the system. Interviews with Bhabinkamtibmas show that although there are no additional incentives, they remain motivated to perform their duties well, inspired by the dedication of their very own leaders in the field.

The motivation of Bhabinkamtibmas comes from their professional obligations and high discipline. Although showing commitment to the Polri modernization program, the effectiveness of using the BOS V2 application has not been optimal due to low reporting quality, lack of initiative, and ineffective sanction issues.

The usage behavior of the BOS V2 system is measured through quantitative data on access frequency. Although there is an obligation to submit reports every day, the compliance rate is still low due to technical issues and lack of motivation. The lack of follow-up from the leadership on the reports also reduces the motivation of Bhabinkamtibmas. Additionally, there is a pattern where they tend to report data en masse without paying attention to quality, driven by high workloads and lack of supervision.

V. CONCLUCION AND RECOMENDATION

This study concludes that the effectiveness of the Binmas Online System Version 2 (BOS V2) in improving Bhabinkamtibmas performance at the Cirebon City Police is still insufficient. The system has not consistently enhanced performance, as the number of reports submitted through BOS V2 falls short of the expected standards. Bhabinkamtibmas personnel face challenges such as a lack of knowledge and skills to fully utilize the technology, limiting their ability to address community issues effectively, although their attitudes and community interactions are commendable. Additionally, BOS V2 has not been successful due to limited technical competence, connectivity issues, data inconsistencies, and insufficient follow-up on reports, which compromise data quality and the system's overall effectiveness.

To improve BOS V2's performance and Bhabinkamtibmas' effectiveness, recommendations include enhancing coordination and training through knowledge exchange, system upgrades by Baharkam Polri, improving user- friendliness, and ensuring data accuracy. Furthermore, the introduction of standardized reporting formats, data verification processes, better user support, and comprehensive manuals, along with re- verifying submitted reports to ensure accuracy, are essential for improving the system's functionality and the quality of services provided by Bhabinkamtibmas.

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THE EFFECTIVENESS OF FOUR-WHEEL PATROL UTILIZING WHATSAPP FOR PREVENTING MOTORCYCLE THEFT AT PABUARAN POLICE SECTOR IN CIREBON POLICE RESORT

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis efektivitas patroli roda empat dengan menggunakan WhatsApp dalam mencegah tindak pidana pencurian kendaraan bermotor roda dua (curanmor) di wilayah Polsek Pabuaran, Polresta Cirebon. Penelitian menggunakan metode kualitatif dengan teknik pengumpulan data berupa observasi partisipatif, wawancara terstruktur dan tidak terstruktur, serta studi dokumen. Hasil penelitian menunjukkan bahwa patroli berbasis WhatsApp berkontribusi dalam meningkatkan pengawasan, tetapi belum sepenuhnya efektif karena berbagai kendala. Faktor-faktor penghambat utama meliputi keterbatasan jumlah personel, kurang optimalnya pemanfaatan teknologi, dan rendahnya kesadaran masyarakat dalam menjaga kendaraan. Penelitian ini menyarankan peningkatan pengawasan, optimalisasi teknologi digital, serta edukasi masyarakat untuk mendukung efektivitas patroli dan menciptakan kondisi keamanan yang ideal di wilayah Polsek Pabuaran
Kata kunci: Patroli Roda Empat, Penggunaan WhatsApp, Curanmor, Pencegahan Kejahatan.

ABSTRACT

This study aims to analyze the effectiveness of four-wheeled patrols utilizing WhatsApp in preventing motorcycle theft (curanmor) within the jurisdiction of the Pabuaran Police Sector, Polresta Cirebon. The research employs a qualitative method with data collection techniques including participatory observation, structured and unstructured interviews, and document analysis. The findings indicate that WhatsApp-based patrols contribute to enhanced supervision but remain partially effective due to various challenges. The primary obstacles include a limited number of personnel, suboptimal use of technology, and low public awareness regarding vehicle security. This study suggests improving supervision, optimizing digital technology, and educating the public to support patrol effectiveness and foster a safer environment in the Pabuaran Police Sector area.

Keywords: Four Wheel Patrol, WhatsApp Usage, Motorcycle Theft, Crime Prevention

I. INTRODUCTION

Public order and security (kamtibmas) are fundamental aspects in creating a harmonious environment and supporting social welfare. In this context, the Indonesian National Police (Polri) has an important role as an institution tasked with maintaining security, enforcing the law, and providing protection and services to the peoples in accordance with the mandate of Undang-Undang (UU) No. 2 of 2002 concerning the Indonesian National Police. One form of preventive effort carried out by the Polri is patrol, especially to prevent criminal acts such as motor vehicle theft (curanmor).

According to criminal law Indonesia, theft act in UU No.1 year 2023 mentioning Any person who takes an item which partly or wholly belongs to another person, with the intention of possessing it unlawfully, shall be punished for theft, with a maximum prison sentence of 5 (five) years or a maximum fine of category V. Not only according to the law, but some experts also have opinions about theft. Moeljatno (2018), A criminal act is an act that is prohibited by legal regulation, the prohibition of which is accompanied by a threat or sanction in the form of a certain criminal penalty for anyone who violates the law. With the mention of theft and its definition in the Criminal Code and the opinions of experts, theft is included in a criminal act that can create conditions in society that are disorderly, make society restless, and also cause loss of life, body, property and finances of the peoples so that it is necessary to take preventive measures so that it does not happen.

The jurisdiction of the Cirebon Police, especially in the Pabuaran Police, faces serious challenges related to the high number of two-wheeled motorcycle thefts. Based on data from 2024, the Pabuaran Police recorded the highest number of motorcycle theft reports compared to other police stations in the area. Routine patrols have not shown optimal effectiveness in reducing this crime rate. This indicates the need for an evaluation of the patrol methods applied, including the use of information technology as a supporting tool for supervision and reporting.

The violation of the law regarding motorcycle theft in Cirebon is very disturbing. Proven in the news in Rejabar, Cirebon Police handled 2,270 criminal cases in 2023, up from 1,347 cases in 2022. The case resolution rate reached 79.55% with 1,806 cases successfully resolved. The most common case was motor vehicle theft (curanmor) with 257 cases (Fitrat, 2023). Therefore, Pabuaran Police is the police station with the highest number of motorcycle theft reports among the 23 other police stations in the Cirebon area.

In today's digital era, the use of messaging applications such as WhatsApp is one of the innovations implemented in the implementation of patrols at the Pabuaran Police. WhatsApp is used as a medium for communication and real-time reporting by patrol personnel. However, the effectiveness of implementing this technology in preventing motorcycle theft is still questionable, considering the high rate of incidents even though the patrol system has been running.

This study aims to evaluate the effectiveness of WhatsApp-based four-wheeled patrols in preventing two-wheeled motorcycle theft at the Pabuaran Police, as well as identifying inhibiting factors that influence the implementation of the policy. Through a qualitative approach, this study is expected to contribute to developing more effective strategies to improve security in the jurisdiction of the Pabuaran Police.

Research Question
1. Does the implementation of four-wheeled vehicle patrols significantly reduce the frequency of motorbike theft incidents in the Pabuaran Police Area?
2. How does the use of WhatsApp application improve communication and coordination between patrol officers and local residents?
3. What is the perception of local residents towards the effectiveness of the four-wheeled vehicle patrols and the WhatsApp application in preventing motorcycle theft?

II. LITERATURE REVIEW

Analysis of Effectiveness refers to the

level of achievement of the designed goals. According to the Great Dictionary of the Indonesian Language (KBBI), effectiveness is defined as success in achieving desired results. Supardi (2015) stated that effectiveness is a combination of various aspects, including humans, materials, and methods used to achieve certain goals. Effectiveness in a program can be seen from several aspects, namely: arrangements and provisions, implementation of tasks and functions, plans or programs, and achievement of ideal goals (Muasaroh, 2011).

Patrol Concept

Patrol is a police activity that aims to prevent disturbances to public security and order (kamtibmas). Based on the Regulation of the Head of the Police Security Maintenance Agency (Perkabaharkam) No. 1 of 2017, patrol is a preventive action to detect and prevent potential disturbances and to present the police in the Peoples. Patrols are carried out using various methods, including dialogical patrols that involve direct interaction with the community.

WhatsApp in Patrol

WhatsApp is an instant messaging application that allows real-time communication via an internet connection. In the context of the police, WhatsApp can be used as a communication tool between officers to report patrol results and monitor the situation in the field. The use of WhatsApp in patrol activities aims to increase the effectiveness of supervision and coordination between personnel.

Concept of Motorcycle Theft (Curanmor)

Theft is defined in Article 479 of the Criminal Code as the act of taking someone else's property with the intention of owning it unlawfully. Motor vehicle theft (curanmor) is a form of crime that can cause great losses to the Peoples. The high number of curanmor in an area reflects the need for more effective preventive efforts to reduce this incident.

Previous Research

Several relevant studies have been conducted regarding the effectiveness of patrols in preventing crime. For example, research by Putri Herliana (2024) on the implementation of the use of GPS in patrols at the Jombang Police shows that the use of digital technology can improve supervision and reduce crime. Meanwhile, Fadly Iwan (2023) examined the optimization of the performance of four-wheeled patrols in minimizing curanmor at the Surabaya Police and found that well-coordinated patrols can reduce crime rates.

This study continues the study by focusing on the use of WhatsApp as a patrol support tool at the Pabuaran Police. The results of this study are expected to provide theoretical and practical contributions in increasing the effectiveness of information technology-based patrols.

III. RESEARCH METHODS

In this study, the method used is a qualitative approach by collecting data collectively. According to Jaya (2020: 6) in his book entitled, Qualitative and Quantitative Research Methodology, he explained that research that produces several findings that cannot be achieved using statistical procedures or other methods of measurement. Qualitative research can be used for research activities on Peoples life, history, behavior, organizational functionalization, social and economic activities.

Type of Research

The type of research used is field research with a qualitative descriptive method. Researchers collect data through direct observation, structured and unstructured interviews, and documentation studies.

Research Location

This research was conducted at the Pabuaran Police, Cirebon Police, West Java. This location was chosen because of the high number of two-wheeled motorcycle thefts reported in this area compared to other police stations in Cirebon. In addition, the Pabuaran Police has unique geographical and sociological challenges, especially because it

borders Central Java Province.

Data Sources

The data sources in this study include Primary data, and Secondary data. Primary or main data sources in qualitative research are words and actions, in addition to additional or secondary data (Moleong, 2010: 157). Secondary data is data obtained by a researcher indirectly from the source, but through other sources such as textbooks, journals, magazines, newspapers, documents, laws and regulations (Kusumastuti, 2019:34).

Primary data was obtained through interviews with: Pabuaran Police Chief, Criminal Investigation Unit Head, Sabahara Unit Head, Binmas Unit Head, and Peoples members who were key informants. Secondary data was obtained from official documents, patrol reports, laws and regulations, and relevant previous research.

Data Collection Techniques

The data collection techniques used in this study are participant observation, structured and unstructured interviews, and document studies. Observations are divided into three, namely participant observation, overt and covert observation, and unstructured observation (Jaya, 2020:150). However, this work uses participant observation because researchers can be actively involved in observing the objects being studied. Therefore, the collection of data obtained factually in the field will be matched with interviews with primary data sources.

Participatory observations were directly involved in observing patrol activities to obtain a factual picture of the implementation of WhatsApp-based patrols. Interviews were conducted with patrol officers and the Peoples to obtain in-depth information regarding the effectiveness of patrols, obstacles faced, and Peoples perceptions of security.

Besides that, this study also use the data documentation for the part of resources. Documentation from patrol reports, motorcycle theft case records, and related policies were used to complete field data.

Document study is a research effort carried out by reviewing and studying various literature (books, journals, laws and regulations, etc.) as a reference based on the main problem being studied (Jaya, 2020:149).

To ensure data validity, this study used source triangulation and method triangulation techniques. Source triangulation is carried out by comparing data from various sources, while method triangulation involves the use of several data collection techniques (observation, interviews, and documentation) on the same data source. There are four types of triangulation, namely triangulation of sources, methods, investigators/writers, and theories (Moleong, 2010:330).

In this study, the triangulation data validity checking technique was used through the application of data sources and triangulation with qualitative research methods. The source triangulation technique in this study was used to find out a factual situation that was asked with the same questions to several informants to find out the differences or similarities regarding a situation. Thus, this study uses source triangulation through structured and unstructured interview activities with informants, for example the Pabuaran Police Chief, Sabhara Unit Head and the Peoples.

Data Analysis Techniques

Data analysis in this study used the Miles and Huberman interactive model which consists of three main stages: Data reduction, data presentation, and then conclusion drawing. Through these three stages, the data will be stronger and more valid in determining conclusions.

Data reduction will be carried out by reducing the collection of facts taken from interviews and observations by selecting information that is relevant to the focus of the study. The next stages, data presentation is carried out to make it easier to manage and classify the facts that have been reduced. The reduced data is presented in narrative form, tables, and diagrams to facilitate interpretation.

IV. RESEARCH RESULTS AND ELABORATION

The discussion in this chapter is the result of the writing that has been done by the author. The results of the writing refer to the formulation of the problems that have been discussed using the theories and concepts contained in the conceptual literature. The discussion of each problem consists of three components, namely the findings of this writing directly in the field, provisions or ideal conditions based on existing regulations and theories. The data presented by the author was obtained by writing about documents, observations and interviews. In the data collection process, the author tries to be guided by the problems that have been listed in the conceptual literature to limit the development or expansion of the problem.

To understand the general conditions of the writing area, it is presented in the form of images and descriptively about the situation in Pabuaran District, the Main Tasks and organizational structure of the Pabuaran Police, and the composition of the Sabhara Unit. In more detail, the following is the coverage area of villages in the two sub-districts:

a. Data Desa Kecamatan Ciledug
  1) Desa Bojongnegara : 167,678 Ha
  2) Desa Ciledug Tengah : 74,360 Ha
  3) Desa Cileduglor : 138,94 Ha
  4) Desa Ciledugkulon : 81,65 Ha
  5) Desa Ciledugwetan : 138,432 Ha
  6) Desa Damarguna : 113,823 Ha
  7) Desa Jatiseengkidul : 178,709 Ha
  8) Desa Jatiseeng : 139,070 Ha
  9) Desa Leuweunggajah : 140,10 Ha
  10) Desa Tenjomaya : 152,128 Ha
b. Data Desa Kecamatan Pabuaran
  1) Desa Sukadana : 133.066 Ha
  2) Desa Pabuaranwetan : 107, 165 Ha
  3) Desa Pabuaranlor : 216,35 Ha
  4) Desa Pabuarankidul : 76,961 Ha
  5) Desa Jatirenggang : 211,340 Ha
  6) Desa Hulubanteng : 89,835 Ha
  7) Desa Hulubantenglor : 97,40 Ha

Research focus description

The geography of Pabuaran District is a combination of two districts, namely Ciledug District and Pabuaran District. Ciledug and Pabuaran Districts are part of the Cirebon Regency area, which is located in the eastern part of Cirebon which is passed by the Alternative route connecting the West Java Province and Central Java Province. Pabuaran District, Cirebon Regency, West Java borders: East: Ciledug District, North:

Babakan District, South: Pasaleman District, West: Waled District.

Picture 1. Ciledug District

Ciledug District and Pabuaran District have fertile land, which can be used to plant various types of crops such as rice, corn, onions and besides that, the area can also be reached using two-wheeled or four-wheeled vehicles.

Ciledug District is located in the East Longitude and South Latitude position which is bordered by:
1) The north is bordered by Pabedilan District.
2) The south is bordered by Waled District.
3) The east is bordered by Losari District (Central Java Province).
4) The west is bordered by Pabuaran District.

Picture 2. Pabuaran District Source
: Urmin Intel Polsek Pabuaran

Pabuaran District is located in the East Longitude and South Latitude position which is bordered by:
1). The north is bordered by Babakan District.
2). The south is bordered by Waled District.
3). The east is bordered by Ciledug District.
4). The west is bordered by Waled District.

Profile of Pabuaran Police Sector

Police Sector is an extension of the sector police which is based in a sub-district or certain regional area according to their respective jurisdictions (Perpol, 2021: Article 55 paragraph 1). In addition, *Polsek* is responsible for carrying out the main duties of the police in maintaining security and public order in the sub-district. Therefore, *Polsek* is tasked with enforcing the law and providing protection, care, and services to the Peoples in the sub-district (Perpol, 2021: Article 56). Structurally, the Pabuaran Police Sector has a fairly complete structure. The following are the details of the structure of the Pabuaran Police Sector:

Picture 3.
The structure of Pabuaran
Police Sector Source: SIUM
Polsek Pabuaran 2024

Profile of *Satsabhara*

Police Regulation number 2 of 2021 concerning the Organizational Structure and Work Procedures at the Resort Police and Sector Police Levels, the organizational structure of the Sabhara Unit of the Pabuaran Police is as follows:

Pictures 4.
Structure of the Sabhara Unit in the
Pabuaran Source : Sium Polsek
Pabuaran 2024

The Sabhara Unit of the Pabuaran Police is a work unit under the Chief of Police Sector (*Kapolsek*). In carrying out its duties, the *Sabhara* Unit of the Pabuaran Police is led by a Head of Unit (*Kanit*) who is responsible to the *Kapolsek*. In the *Sabhara* Unit of the Pabuaran Police Sector, a *Kanit* is assisted by 2 members who also serve as members of the *Binmas* function. In accordance with Article 40 of Police Regulation Number 2 of 2021 concerning the Organizational Structure and Work Procedures at the Resort Police and Sector Police Levels, the duties of the *Sabhara* Unit are as follows: 1. Operational Guidance Affairs which carries out the tasks of regulation, guarding, escorting, patrolling, conducting skills training, technical guidance for maintaining public order. 2. Administrative and secretarial affairs are tasked with carrying out administrative activities. 3. The Regulation, Guarding,

Escorting, and Patrol Unit carries out regulation, guarding, escorting, patrolling, first actions at the crime scene and enforcement of the law and securing the headquarters. 4. The Vital Object Security Unit carries out guarding, escorting, patrolling and securing vital objects. 5. The Mass Control Unit carries out negotiations, securing demonstrations and controlling the masses. 6. The Animal Police Unit carries out tracking and deterrence, provides technical assistance in carrying out investigation tasks and maintaining animal health.

In carrying out its duties, the Satsabhara Unit of the Pabuaran Police is also supported by a budget for activities to maintain public security and order, one of which is the implementation of regulations, guarding, escorting and patrolling.

Based on the results of the Pabuaran Police's evaluation in the 38th week, the highest number of reports of motorcycle thefts occurred at the Pabuaran Police. This certainly does not achieve ideal conditions for the people of Pabuaran District regarding security and order. The high number of reported motorcycle thefts at the Pabuaran Police is the highest among other police stations, 10 reports.

According from the interview we did at 2 October 2023, The Head of Pabuaran Police Sector AKP M. Soleh, S.H. explained that, "Most of those who get stolen are due to negligence, sir. The keys are left behind, parking carelessly, even if it is correct, it is broken into. I have told the Sabhara unit that if they carry out patrols, they will also touch the neighborhood security, convey the message of public order and security to prevent C3, in addition to the spread in the border area between Central Java Province." Therefore, every police effort in Paburan Police sector needs to be optimized.

Summary of motorcycle theft cases during 2024

The problem experienced by the Pabuaran Police is the high crime of motorcycle theft compared to other police stations in the jurisdiction of the Cirebon Police. The author's identification of this condition was carried out by examining police reports received by the Criminal Investigation Unit related to motorcycle theft and the following data was obtained.

If observed that the criminal acts that occurred in the housing complex were 5 reports and the other 5 were areas near the roadway. The housing complex in the Pabuaran and Ciledug sub-districts has and still uses the *siskamling* system (environmental security system) which is run by the village apparatus and the village Peoples. An interview conducted with the Head of *Samapta* Aipda. Sudarsono, S.H stated that, "*For ordinary housing targets, we will visit the siskamling in the area to convey the message of public order against brawls, motorcycle gangs, or other security disturbances*".

Police Patrol Roadmap

The police unit in Pabuaran carries out routine operations in order to prevent and prosecute criminal acts in the Pabuaran area. In carrying out its operations, the Pabuaran police have several routes. The routes used by the Pabuaran police are as follows:

Picture 5. Roadmap Patrol
Source: *Kanit Samapta* Pabuaran 2024

The image above shows the patrol implementation points of the Pabuaran *Poslek* which are predominantly located in the highway area. The implementation of patrols which is mandatory for every patrol personnel was stated during the leader's hour roll call in

front of the general officials of the police. "Yesterday I saw myself that there were people who asked the personnel, but the Peoples did not respond. I hope that the implementation of patrols is not just passing by, but also visiting people who are doing activities, having a dialogue so that there is a perception in the Peoples that the presence of the police is something they are grateful for. Convey the message of public order and security to them, if they ask questions, they must be answered, don't ignore them. Because you are a reflection of the police because you interact directly with the Peoples," explained by the police chief and personnel of the Cirebon, Kombespol Sumarni, S.H, S.I.K, M.H.

This direction is certainly an indirect attention from the leadership to the police chiefs to change the way their personnel patrol each. Interview with the Pabuaran Police Chief AKP. M.Soleh, SH stated that, "I emphasize the implementation of patrols to communicate more with the Peoples. Not only in Peoples activities or the surrounding Peoples but also the existing siskamling. Convey the message of public order so that awareness grows in the Peoples about their own safety and can also help us if there is a disturbance to public order."

In accordance with Perkabaharkam Number 1 of 2017 concerning Patrols. There are three stages of Patrol implementation, namely the first preparation stage, the implementation stage and the ending stage, to avoid deviations from duties, there is supervision. The preparation stage where patrol personnel will prepare patrol administration, personnel who will carry out patrols and the completeness of the patrol itself concerning facilities such as officer equipment and infrastructure such as patrol vehicles.

The implementation stage includes the patrol activity process. The implementation can be carried out in 7 ways, namely by walking, using motorized vehicles, using roller skates, using segway techniques, using bicycles, using water transportation, using animals and using air transportation. The implementation of patrols expected by the Cirebon Police Chief to be carried out by all regional units is patrol officers who explore areas or targets that have been determined with vehicles traveling at speeds that can make observations. During patrols, patrol officers visit communities, ongoing peoples or government activities, and peoples self-initiated security posts to provide appeals or engage in communication dialogue with the peoples so that patrol officers can find out what the peoples's complaints are about aspirations and important information for police duties.

Controling and Reporting via WhatsApp

Pabuaran Police performs the control function of the monitoring and reporting method via WhatsApp containing the Pabuaran Police Chief as the tactical controller of the police activities and the Samapta Unit Head as the technical controller of the patrol. Patrol personnel who carry out patrols will send a report in the form of a paragraph containing the time of implementation, implementation of activities, description of activities, and results achieved and include photos and locations at that time. Reporting is carried out by personnel directly during the patrol so that supervision can be carried out on time on patrol personnel. The exact implementation of patrols is certainly closely related to the supervision stage. Because no matter how good the plan, direction and resources are, if the implementation results in deviations, inconsistencies in the target patrol points, then security and order in the peoples will not be achieved. AIPDA Sudarsono, S.H also emphasized that in the interview, "*Here I am directly responsible for the implementation of patrols as a unit head. I am in Samapta myself, so I will involve SPKT members to carry out regular patrols. My responsibility for implementing patrols during the day and at night is the responsibility of the SPKT KA. Patrol reporting is still reported to the*

WhatsApp group of the police station."

In preventing the occurrence of two-wheeled motorcycle theft crimes at the Pabuaran Police Station, which generally occur in residential areas, patrols must of course target neighborhood watch (siskamling) to convey public order messages regarding public order disturbances and how to act to the peoples to assist the police in carrying out early prevention.

The implementation of Pabuaran Police patrols has its own route or beat which is carried out every day, but the implementation in the field will be dynamic because it is usually hampered by existing resources. police patrol points are points that are used as standard references in the implementation of daily patrols by the Pabuaran Police to facilitate comparative analysis of patrol implementation at points prone to theft of two- wheeled motor vehicles. "*Our patrol will move towards the Jatiseeng traffic light - Ciledug shops and market - Ciledug town square - Ciledug terminal - Gilipanggung intersection - Pabuaran shops and market - Sukadana intersection - Grobog intersection because these places often have brawls and crimes, but sometimes we are also constrained by resources, for example during the day we should have 3 patrol activities, C3, motorcycle gangs and regional elections, but sometimes we only do 1, so we usually just report it, meaning we have carried out the patrol,*" Head of Samapta Aipda. Sudarsono, S.H

Communication in Patrol Implementation

Communication plays an important role in the successful implementation of WhatsApp-based patrols at the Pabuaran Police. Information related to patrol policies and operational procedures has been conveyed to members through routine briefings. However, there are still obstacles in the delivery of instructions that are sometimes inconsistent, resulting in different interpretations in the field. Coordination between units has also not been fully integrated, especially in ensuring that each

member understands the objectives and targets of the patrol as a whole. To increase effectiveness, more transparent and systematic communication is needed, both through direct direction from leaders and the use of WhatsApp groups to provide information in real time.

The analysis process is to compare the implementation of patrols with the rules of Perkabaharkam number 1 of 2017 concerning patrols with direct observation of the implementation. Starting from the preparation stage of the Pabuaran Police *anything happens, report it to the police station, anything related to security, sir. We often chat here, sir, with the unit head here,*" explained a Pabuaran people who did not want to be identified.

However, informants interviewed by researchers as a sample of the peoples in the jurisdiction of the Pabuaran Police did not know that if there was a security disturbance, they did not need to go to the police station directly but could go through the 110 patrol unit. Where the patrol unit will carry out patrols when it is close to patrol hours, the patrol unit will chat for a while where the patrol will be determined.

The implementation of patrols by the Pabuaran Police patrol unit uses a four-wheeled patrol type with the Ranger vehicle brand. Carried out by at least 2 people in the vehicle Driving at a speed of 30 km/h, making it easier for personnel to observe and obey traffic rules. However, the Pabuaran Police patrol unit does not turn on the rotating lights and short sirens of the vehicle, this is because the implementation of police patrols is in the outskirts of the district where the peoples is still traditional, doing so can disturb the peoples, especially if the patrol is at night. In fact, the function of the rotating lights and sirens is vital for patrol vehicles because it will indicate the presence of patrols as a crime prevention activity that eliminates the intention to meet opportunities. "*We don't use lights and sirens, sir, because the village people here are generally high-tempered, we*

are afraid that our members will be the ones who will be hit if we do that," explained the Head of Samapta Aipda. Sudarsono, S.H.

In addition to patrol activities, police units will visit places or peoples activities passed during patrol activities in order to conduct dialogue with the peoples at that location. The dialogue conducted by police personnel with the peoples is known through interviews with the peoples. "*The police who often pass by here, sir, have also visited, at most they say don't join in the brawl, if* emergency call of the Republic of Indonesia Police. This shows that communication between patrol personnel and the peoples is not complete. Moreover, if the crime that occurs is in a residential area such as theft of a two-wheeled motor vehicle, of course this reporting from the peoples helps patrol personnel in responding to the occurrence of the crime.

In more detail, this study also found several things that should have been done during patrols but not all of them were implemented. The details of these findings are explained further in the table below.

Human Resources

Limited human resources are one of the main challenges in implementing patrols. The Pabuaran Police have an insufficient number of personnel compared to ideal needs, limiting the intensity and scope of patrols. In addition, some personnel have dual responsibilities that reduce focus on patrol duties. To overcome this, additional personnel and ongoing training are needed to improve the capacity and competence of members in using technology such as WhatsApp. Member motivation and dedication must also be strengthened through a better managerial approach.

Personnel in resources are humans owned by the organization. The human factor is the most determining factor. In the Samapta Unit at the Pabuaran Police, based on the organizational structure, it consists of 2 members, namely the technicalcontroller held

by the Head of Samapta Aipda. Sudarsono, S.H, and samapta member Aipda. M. Reza Saputra. However, Aipda. M. Reza Saputra who was just transferred to the Pabuaran Police was indeed sprin (order letter) by a samapta member, but he himself was in the field carrying out SPKT duties.

This happened because of the consideration of the Pabuaran Police Chief who needed efficiency from personnel. Because the distance from the residence of Aipda. Reza to the police station took approximately one hour, it did not support conditions that supported Aipda. Reza to make a quick response. Personnel with the implementing function must be on standby every day at the police station, while the SPKT implementer only needs to carry out pickets which are carried out every 3 days. So that the samapta personnel who have direct responsibility for the implementation of patrols only consist of one personnel, namely the Head of Samapta. Aipda. Sudarsono also does not have a specification in educational expertise regarding patrols, but has long experience in the field of samapta.

Operational Budget

The implementation of patrols at the Pabuaran Police is supported by a budget from the Central Police for the program of maintaining public security and order. Although the budget has been allocated, its use has not been fully optimal. The budget for patrols and operations is often limited, especially for the maintenance needs of vehicles and communication devices. Therefore, more focused and transparent budget planning is needed, as well as strict supervision of its use so that each fund can be used effectively to support the implementation of patrols.

Facilities and Infrastructure

The availability of facilities and infrastructure is also an important factor in the effectiveness of patrols. The Pabuaran Police has several four-wheeled and two- wheeled vehicles, but some are in less than optimal condition due to limited

maintenance. In addition, communication devices such as handy talkies (HT) and car radios often experience network disruptions. The use of WhatsApp as a communication tool is helpful, but requires adequate device support and a stable internet network. Routine repair and maintenance of facilities and infrastructure must be a priority to support more efficient patrol operations.

Bureaucratic Structure

The bureaucratic structure at the Pabuaran Police has a significant influence on the implementation of patrol policies. As a sub-district-level organizational unit, the Pabuaran Police operates with a hierarchical structure involving various units, including the Sabhara Unit as the main patrol implementer. However, the long bureaucratic and procedural process often becomes an obstacle to quick decision- making. To increase effectiveness, there needs to be a simplification of procedures and a more flexible reporting mechanism. Standard Operating Procedures (SOPs) must be applied consistently, and performance evaluations must be carried out periodically to ensure that each member complies with applicable provisions.

The Paburan Police carry out their capabilities and obligations as members of the Police as much as possible, by creating programs that will be able to monitor, supervise and prevent criminal acts. One of them is implementing the form of Integrated Patrol which aims to maintain security and harmony of community obedience (Prabawa, 2021:71). By improving communication, increasing human resources, optimizing the budget, improving the quality of facilities and infrastructure, and perfecting the bureaucratic structure, it is hoped that WhatsApp-based patrols can be more effective in preventing motorcycle theft in the Pabuaran Police area.

V. CONCLUSION AND SUGGESTION

Conclusion

Based on the results found during the research discussed in the discussion, the author draws conclusions from the results of the research. The conclusion of this study is the answer to the research problems discussed in the previous chapter. The following is a conclusion about the Effectiveness of Four-Wheeled Patrols Using Whatsapp to Prevent Motorcycle Theft at the Pabuaran Police: 1. The stages of implementing four-wheeled patrols carried out by the Pabuaran Police consist of 3 stages, namely the preparation stage, the implementation stage and the ending stage, during which the 3-stage process is carried out by the Pabuaran Police Chief via the Pabuaran Police WhatsApp group. The preparation stage is the stage where the technical controller prepares for the patrol by preparing administration, personnel and patrol equipment. Then the patrol is carried out using a four-wheeled vehicle, namely a ranger car.

Before the patrol is carried out, an AAP (leader's briefing event) will be carried out regarding the technical patrol that will be carried out so that the perceptions of patrol members are the same regarding the analysis and evaluation of public order disturbances, targets, obligations, how to act, forms, regions, areas, characteristics of vulnerability of target areas, time, prohibitions and patrol obligations. Patrols are carried out by visiting various designated places such as school areas, markets, and neighborhood watch. After arriving at the location, a dialogue is held with the peoples and observing the surrounding area. Then the consolidation of the Samapta unit is carried out after the patrol ends by checking the patrol equipment and personnel. Supervision is carried out by the Pabuaran Police Chief by observing reports made in the WhatsApp group. The report contains the time and place, personnel strength, description of activities and the results that have been achieved. Supervision is carried out to find out whether the patrol unit has gone to the designated points and to find out whether there is any deviation from the task.

2. Factors that influence the effectiveness of the implementation of four-wheeled patrols using WhatsApp are analyzed using the theory of conditions for successful policy implementation and there are 4 influencing factors. The first factor is Communication, personnel communication is carried out at the implementation stage by implementing AAP. However, in terms of implementation, it has not been carried out operly, plus there are also several variables that have not been conveyed to personnel, communication with the peoples has not conveyed public order messages such as reporting 110. The second factor is resources, namely in the form of humans, budget and facilities/infrastructure. The third factor is the disposition or behavior of members in carrying out their duties. Finally, the fourth factor is the bureaucratic structure or SOP on four-wheeled patrols using WhatsApp.

Suggestions

The author in his capabilities provides two suggestions that can be considered in making policies on the effectiveness of four-wheeled patrols using WhatsApp to prevent theft of four-wheeled motor vehicles at the Pabuaran Police as follows:

1. Increase capabilities in the supervision stage of the implementation of four-wheeled patrols using WhatsApp at the Pabuaran Police. Narrowing down the possibility of manipulation of member reporting by empowering the timestamp application and video recording while at the patrol point and using WhatsApp live location.

2. It is necessary to create an SOP during the implementation of patrols that have been considered mandatory before, during, and after patrols that can be used as a guideline by all Pabuaran Police personnel, improving the quality of personnel by providing training on the implementation of patrols and empowering technology. Samapta personnel also need to be given a room that is suitable for use to maintain the psychology of personnel while resting after carrying out duties, in addition it is also necessary to provide additional facilities for the samapta unit so that they can work independently and not interfere with the sium. And improve the approach between leaders and members so that a family relationship is established which will produce good work results.

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DRIVING LICENSE EXAMINATION BY CIMAHI POLICE TRAFFIC REGIDENT UNIT TO ENHANCE DRIVERS COMPETENCE

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ABSTRACT

This study aims to evaluate the effectiveness of driving license testing practices implemented by the Cimahi Police Regident Unit in improving motor vehicle driver competence. The research focuses on the application of technology, particularly the Computer-Based Test (CBT) system, and the role of digital leadership in enhancing the testing process. Qualitative research methods, including interviews, observations, and document analysis, were employed to collect data from various stakeholders, such as police officers, driving examiners, and test takers. The findings reveal that the implementation of the CBT system has significantly improved the efficiency and objectivity of the testing process. However, challenges such as technical issues and the need for continuous training for examiners persist. Moreover, the study underscores the importance of strong digital leadership in driving the digital transformation of the testing process. Recommendations are provided to further optimize the testing practices and enhance driver competence, including strengthening technical support, providing regular training for examiners, and fostering a culture of innovation and continuous improvement within the unit.

Keywords: *driving license testing, digital technology, CBT system, digital leadership, driver competence.*

I. BACKGROUND
1.1. Introduction

The ability to drive a motor vehicle is an important aspect in ensuring road safety. Adequate driver competence is essential in order to operate a vehicle safely and efficiently, given the high risk of traffic accidents on the road. One form of recognition of a person's driving competence is the ownership of a Driving License (SIM). A SIM is not only an official document that every motor vehicle driver must have, but also proof that the driver has the skills, knowledge, and driving attitude that are in accordance with the established standards.

Driver competence does not only depend on the testing process carried out by the Regident

Unit, but is also influenced by various factors. Internal factors such as the readiness of Polres members in providing services and information to the public play an important role in improving the quality of the testing process. Well-trained members can provide effective socialization regarding the procedures and requirements for making a SIM, so that prospective drivers have a better understanding of the safety aspects of driving. In addition, the readiness of the test equipment used, such as the Computer-Based Test (CBT) system, is also a determining factor in assessing driver competence objectively and accurately.

Digitalization in SIM testing through the use of the CBT system is an innovative step implemented by the Cimahi Police Traffic Unit to increase transparency and efficiency in the testing process. However, the implementation of this system requires readiness both in terms of infrastructure and the ability of personnel to operate and manage the system optimally. Leadership from Indonesian National Police members in the Regident Unit is an important factor in organizing and managing changes towards digitalization. The ability of members to lead and direct the digital transformation process will affect the success of implementing the technology in the testing process.

Considering the various factors that affect driver competence and the challenges faced in the SIM testing process, it is important to evaluate the testing practices carried out by the Regident Unit of the Cimahi Police Traffic Unit. This study aims to examine how the SIM testing practices carried out can contribute to improving the competence of motor vehicle drivers, as well as analyzing the factors that influence the success of the testing process, both from internal, external, and digitalization aspects. This evaluation is expected to provide recommendations to improve the quality of SIM testing services and ultimately improve driving safety in the jurisdiction of the Cimahi Police.

1.2. Research Problem

The problems that will be discussed in this research are as follows:
a. How is the application of technology in the practice of SIM testing by the Cimahi Police Traffic Unit Regident Unit to enhance the competence of motor vehicle drivers?
b. What factors influence the practice of SIM testing by the Cimahi Police Traffic Unit Regident in order to enhance the competence of motor vehicle drivers?
c. How is the implementation of digital leadership in the practice of SIM testing by the Cimahi Police Traffic Unit Regident to enhance the competence of motor vehicle drivers?

1.3. Research Purposes

The objectives of this research based on the formulation of the problem above are as follows:
a. Analyzing the application of technology in the practice of SIM testing by the Regident Unit of the Cimahi Police Traffic Unit to enhance the competence of motor vehicle drivers.
b. Identifying factors that influence driving license testing practices at the Cimahi Police Traffic Unit Regident Unit, including challenges and support that play a role in enhancing driver competence.
c. Exploring the application of digital leadership in the practice of SIM testing at the Cimahi Police Traffic Unit Regident Unit to support enhancing the competence of motor vehicle drivers.

1.4. Benefits of Research
a. Theoritical Benefits
1. The researcher hopes that the results of this study can be used to develop police science, especially in the field of traffic in the implementation of driving license testing practices that use technology in them.
2. Through the results of this study, the researcher also hopes that future writers with similar titles can be helped. The

results of this study are expected to be a reference used as a reference or comparison that can help complete the research.

b. Practical Benefits

The results of this study are expected to provide suggestions and input as considerations for the Indonesian National Police, specifically at the Cimahi Resort Police, especially in the field of traffic in the implementation of SIM traffic testing both digitally and in theory, to enhance the competence of motor vehicle drivers. Through the efforts that have been evaluated, it is hoped that the implementation of SIM traffic testing with the role of the regident unit can enhance the competence of motor vehicle drivers. In addition, the results of this study are expected to help in determining the policies that will be set at the Cimahi Resort Police.

II. LITERATURE REVIEW
2.1. Concept
a. Testing Practice Concept

Testing is a process carried out to verify and validate whether a system, product, or procedure works according to previously set specifications and expectations. This testing aims to ensure that the final results obtained are in accordance with the expected quality standards, are free from errors, and are able to meet the needs of users or stakeholders. During the testing process, data is collected and analyzed to evaluate system performance and detect any discrepancies. This testing can be done manually or automatically, depending on the complexity and needs of the project. In manual testing, the tester directly checks and validates the system based on test scenarios. Whereas in automated testing, scripts or software are used to run tests repeatedly and more efficiently. After testing is complete, the results are analyzed to determine if any defects or problems are found. If so, repairs and retesting arecarried out until all problems are resolved and the system is running according to

specifications. The final stage of the testing process is reporting, where all findings, analysis, and recommendations for improvement are documented in a structured report. This report provides an overview of the quality of the system and becomes evaluation material for future development.

b. Concept of Competence

Competence is a set of knowledge, skills, attitudes, and behaviors that a person has to be able to perform a task or job effectively and efficiently. Competence includes more than just technical abilities; it also includes personal aspects, such as professional attitudes, communication skills, and critical thinking skills that are needed to complete a task well in a given context. Competence is a key element that connects theoretical knowledge with its application in real life, enabling individuals and organizations to achieve optimal results in various contexts.

c. Motor Vehicle Driver Concept

A motor vehicle driver is an individual who operates or controls a motor vehicle, be it a car, motorcycle, bus, or truck, with the aim of moving from one place to another on the highway. The driver has a great responsibility to ensure the safety of himself, his passengers, and other road users. For this reason, a driver must have adequate knowledge, skills, and attitudes in driving in accordance with traffic rules and ethics. Motor vehicle drivers involve a combination of technical competence, compliance with regulations, and a responsible attitude in driving. A good driver not only focuses on his own goals, but also has social awareness and strives to create safe and orderly traffic conditions for all road users.

2.2. Theory
a. Behaviorist Theory

Behaviorist learning theory emphasizes learning outcomes, namely changes in behavior that can be observed, measured and assessed concretely. Learning outcomes are obtained

from the process of strengthening responses that arise with the learning environment, both internal and external. Learning means strengthening bonds, relationships, traits and tendencies to change behavior. Behaviorist theory in learning is an effort to form desired behavior. Behaviorist theory is often referred to as stimulus response learning. Student behavior is a reaction to the environment and all behavior is the result of learning. Behaviorist learning improves the quality of learning if its application is reintroduced in learning. Based on its components, this theory is relevant to use in learning lately. The application of behaviorist learning theory is easy to find in schools. This is due to the ease of applying this theory to improve student quality.

The learning objectives according to behaviorist theory emphasize the addition of knowledge and creativity. According to researchers, this theory is very helpful. Because it is in line with the concept of dikmas which is an educational extension effort. This theory is in line with and supports research because this theory explains that stimulus influences response. The stimulus given is dikmas lantas, and the response is the desire to learn knowledge about traffic that has been taught and the actions of the community to apply their increased knowledge.

b. Constructivist Theory

One of the principles of educational psychology is that teachers/educators do not simply provide knowledge to students, but students must actively build knowledge in their minds. The figures who play a role in this theory are Jean Piaget and Lev Vygotsky. Constructivism Theory is defined as generative learning, namely the act of creating meaning from what is learned. This is certainly different from the behaviorist school of thought that understands the nature of learning as a mechanistic activity between stimulus and response. Constructivism theory understands learning more as a student activity to build or create knowledge by giving meaning to their

knowledge according to their experience (Widodo, 2005).

Constructivism is actually not a new idea, what we have gone through in our lives so far is a collection and development of experience after experience. This causes someone to have more dynamic knowledge. The constructivist approach has several characteristics: (1) Students are not seen as something passive but have goals, (2) Learning considers the process of student involvement as optimally as possible, (3) Knowledge is not something that comes from outside but is constructed personally, (4) Learning is not the transmission of knowledge, but involves the arrangement of class situations, and (5) The curriculum is not just studied, but a set of learning, materials, and sources.

III. RESEARCH METHODS

The research employed a qualitative approach to explore the implementation of the Computer-Based Test (CBT) system in driving license examinations by the Cimahi Police Traffic Unit. Using a field research method, data were gathered through structured interviews, non-participatory observations, and document studies. Primary data sources included insights from officers such as Head of Traffic Unit of Cimahi Police and Head of Traffic Police Registration Unit of Cimahi Police, driver's license examiners, and test takers, while secondary data encompassed Cimahi Police Traffic Unit Policy Document, Driving License Test Implementation Report, Cimahi Police Traffic Unit Organizational Structure, and CBT Implementation Evaluation Document.

The study applied descriptive qualitative analysis, focusing on data collection, data reduction, data presentation, and conclusion verification. Triangulation techniques ensured data validity, incorporating multiple sources and perspectives to enhance credibility which involves collecting data from multiple sources and using different methods to gain a clearer and more complete understanding. In this

study, the researcher used 4 (four) triangulation methods, namely triangulation of data sources, methods, researchers, and theories. The research was conducted on-site at the Registration and Identification Unit (Regident) of the Cimahi Police Traffic Unit, providing contextual and empirical insights into the implementation of CBT, the role of digital leadership, and challenges faced in enhancing driver competence.

IV. RESULT AND DISCUSSION
4.1. General

The Cimahi Police Department is part of the Indonesian National Police, responsible for maintaining security, public order, and law enforcement in Cimahi and its surrounding areas. As part of the West Java Regional Police, Cimahi Police encompasses various units, including the Traffic Unit (Satlantas), which plays a crucial role in traffic management and issuing driving licenses (SIM). With a humanistic and innovative approach, the Cimahi Police prioritize optimal service delivery through modern technology, such as the Computer-Based Test (CBT) system, to improve transparency and objectivity in theoretical SIM examinations, aiming to produce more competent drivers.

The CBT system in SIM testing seeks to raise applicants' awareness of traffic laws and driving responsibilities. Additionally, the testing process has been tightened to ensure candidates meet technical driving qualifications. The success of this system is affected by internal factors such as personnel readiness and infrastructure, as well as external factors, including public digital literacy and supporting policies. This digital transformation aims to reduce traffic violations and improve road safety.

This study explores the role of technology and digital leadership in supporting the transformation of public services in the Unit Regident of Cimahi Police. Digital leadership is deemed crucial in ensuring the successful implementation of technology by managing

changes and enhancing team competence. The research aims to analyze the application of CBT technology, identify challenges faced, and provide strategic recommendations to improve the quality of SIM testing and support digital transformation within law enforcement institutions.

4.2. Technology Implementation in Driving License Examination to Enhance Driver's Competence

The implementation of technology in the driving license (SIM) testing process by the Unit Regident of Cimahi Traffic Police aims to enhance driver competence and can be analyzed through behaviorist theory, which focuses on the relationship between stimuli and responses in shaping behavior. Key principles of this theory, such as Stimulus-Response, Reinforcement, and Habit Formation, were developed by figures like Edward L. Thorndike, who proposed the Law of Effect, Ivan Pavlov with classical conditioning, and B.F. Skinner with operant conditioning. These principles emphasize that behaviors are influenced by positive or negative consequences and can be shaped through consistent practice and reinforcement.

The application of Computer-Based Test (CBT) technology in the SIM testing process by the Unit Regident of Cimahi Traffic Police aligns with behaviorist principles to enhance driver competence. CBT serves as a consistent stimulus to evaluate drivers' knowledge of traffic rules and ethics, ensuring standardized and objective testing. The expected response is enhanced understanding and skills, reflecting the behaviorist notion that learning occurs through stimulus-response interactions. Positive reinforcement is provided via SIM issuance for those who pass, while those who fail must retake the test, encouraging better preparation. Practical driving tests and repeated practice further establish safe driving habits. This approach effectively applies behaviorist principles, aiming to develop competent, responsible drivers and reduce traffic violations

and accidents.

4.3. Factors that Affect Driving License Examination to Enhance Driver's Competence

The process of testing for a driver's license (SIM) at the Registration and Identification Unit (Regident) of the Cimahi Police Traffic Unit (Satlantas) plays a crucial role in ensuring the competency of motor vehicle drivers. This process assesses the knowledge, skills, and attitudes of prospective drivers in line with traffic safety standards. The effectiveness of the SIM testing process is influenced by various internal and external factors, such as the quality of human resources (HR), infrastructure, testing procedures, and external influences like driver awareness, regulatory policies, and traffic conditions.

Internally, the competency of the testing officers, their ongoing training, and the availability of adequate facilities and technology (like computer-based testing) are key factors in ensuring the quality of the testing process. Consistent operational procedures and a fair, standardized approach contribute to the credibility and effectiveness of the process. Externally, the level of driver knowledge, public awareness of traffic rules, and the condition of local traffic infrastructure also play significant roles in the success of the testing process. Government regulations and cooperation with driving schools further support the development of competent drivers.

The testing process can be analyzed through two psychological theories: behaviorism and constructivism. Behaviorism focuses on shaping driving behavior through repeated stimuli and reinforcement, such as through computer- based tests and practical driving tests, which lead to desired behaviors. Constructivism, on the other hand, emphasizes learning through personal experience and reflection, where candidates internalize traffic rules and driving skills through practice and feedback from the examiner. By integrating both approaches, the SIM testing process can

better foster driver competence and contribute to road safety.

4.4. Digital Leadership in Driving License Examination to Enhance Driver's Competence

The application of Transformational Leadership theory, as proposed by James MacGregor Burns, emphasizes the role of leaders in inspiring and motivating followers to achieve positive change. In the context of the Registration and Identification Unit (Regident) at the Cimahi Police Traffic Unit (Satlantas), digital leadership is analyzed through this lens, where leaders act as agents of change to drive digital transformation, improving both the efficiency of the testing process and the competence of motor vehicle drivers. The adoption of technology, such as Computer-Based Testing (CBT), is central to this transformation, enhancing transparency, efficiency, and objectivity in the testing process.

Transformational leaders inspire and motivate personnel by providing clear vision and direction. In the Unit Regident, leaders encourage personnel to embrace new technology and methods, offering training and support to build confidence in using CBT systems. Leaders also empower staff by recognizing and rewarding good performance, fostering a sense of ownership and accountability in the transformation process. This motivation not only boosts morale but also ensures the continued success of the digital transformation, enhancing the overall effectiveness of the SIM testing process.

Additionally, Transformational Leadership focuses on achieving shared goals through collaboration. In the Unit Regident, the primary goal is to enhance driver competence and road safety. Leaders integrate technological approaches with humanistic ones, ensuring that the testing process remains efficient while also producing responsible drivers. By fostering open communication, including through digital platforms for traffic education and test

information, leaders create a participatory environment that supports the achievement of these shared objectives. Through this approach, digital leadership at Unit Regident transforms the SIM testing process, leading to safer roads and more competent drivers.

V. CONCLUSION & RECOMMENDATION

5.1. Conclusion

Based on the research, the implementation of Computer-Based Testing (CBT) in the driver's license (SIM) testing process at the Registration and Identification Unit (Regident) of Satlantas Polres Cimahi has proven effective in improving transparency, efficiency, and objectivity. This has positively impacted the competence of motor vehicle drivers, contributing to traffic safety. Additionally, digital leadership has played a strategic role in supporting the digital transformation within the Unit, with leaders inspiring and motivating personnel to integrate technology into the testing process. However, the study also identified challenges, such as limited digital literacy among the public and the need for better supporting infrastructure.

5.2. Recommendation

Based on the conclusions, several recommendations can be made to improve the SIM testing process at the Regident Unit of Satlantas Polres Cimahi. First, the unit should continue to enhance its technology infrastructure, including both hardware and software, to support digital-based SIM testing. Additionally, efforts should be made to increase digital literacy among prospective drivers, through online tutorials and exam simulations. Continuous training for personnel on new technologies and testing methods is also crucial to improve service effectiveness. Strengthening digital leadership through training will ensure the successful and adaptive integration of digital transformation.

Furthermore, regular evaluation and monitoring of the technology-based SIM testing process is necessary to ensure its relevance to the changing traffic conditions and public needs. By implementing these recommendations, the Regident Unit can improve the quality of SIM testing, enhance driver competence, and contribute to greater road safety. These efforts will not only improve the effectiveness of the testing process but also support a safer and more competent driving culture in the community.

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THE IMPLEMENTATION OF "E-MANAJEMEN PENYIDIKAN" IN INCREASING CRIME CLEARANCE TO REDUCE CRIME PERCENTAGE

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ABSTRACT

This study examines the impact of the E-Manajemen Penyidikan (E-MP) system on crime clearance rates. The E-MP system, a web-based application, is designed to streamline investigative processes and enhance the efficiency of law enforcement agencies. Analyzing the findings through suitable theories; Management Information System, Legal Certainty, and Perkabareskrim No.1 of 2022. Employing a qualitative research approach, this study explores the experiences of police officers in utilizing the E-MP system. The findings suggest that the E-MP system has the potential to significantly improve crime clearance rates by facilitating data-driven decision-making, enhancing collaboration among investigators, and streamlining administrative tasks. However, the successful implementation of the E-MP system hinges on factors such as adequate training, technical support, and supportive organizational culture. This study contributes to the growing body of research on the use of technology in law enforcement and provides valuable insights for policymakers and practitioners seeking to improve the effectiveness of criminal investigations.

Keywords: E-MP, Crime Clearance Rate, Investigative Process, Criminal Investigation

I. INTRODUCTION

Public satisfaction towards public service is often influenced by the Police's ability to maintain safety and order. The public perceptions are favorable if the Crimes are low along with a high percentage of crime clearance rate (CC). On the contrary, a high crime rate and slow response to reports can reduce public trust in the police institution to carry out their duties. Thus, improvements in Crime Clearance Rate are crucial in establishing the reputation and legitimacy of the police.

Crime clearance (CC) is the percentage of criminal offences solved by the police, mainly related to crimes handled by the Investigation Unit. Crime clearance is closely aligned with Crime Total (CT), which is the number of crimes that occurred based on reports to the police from the public or events here the criminal caught red-handed by officers (Hadiyatullah, Oktavianto, & Faruq, 2019: 1). Crime clearance also has a close relation with crime suppression. The higher the CC percentage, the lower the crime rate. This can also serve as a preventative measure for potential criminals who are aware of the high risk of being caught. Re-emphasizing the importance and urgency of the Criminal Investigation Unit to take strategic steps by focusing on efforts to increase CC.

In dealing with criminal cases, the Investigation Unit is equipped with guidelines for the procedure of criminal investigations in accordance with the Peraturan Kepala Kepolisian Negara Republik Indonesia Nomor 6 Tahun 2019 which regulates everything regarding investigations. The regulation was established as the guideline for investigators of the Indonesian National Police to be able to carry out their duties, functions, and authorities in a professional, transparent, and accountable manner. In law enforcement efforts, the effectiveness and efficiency of investigations are key factors in determining the successful resolution of crime cases.

The Investigation Unit is directly in charge of handling criminal reports in its area. However, the investigation process is often faced with various obstacles, such as investigator's competence, limited resources, sub-optimal management system, and the more complicated development of crime motives are some of the many factors that affect efforts to increase Crime clearance.

In line with the rapid development of technology, police force is faced with the demands of adopting technology in the implementation of tasks and management systems. Hence, the Indonesian National Police to fulfil the PRESISI police program, it responded quickly with the issuance of policies related to the application of Police 5.0 Era Technology (Faniyah & Maulana, 2023: 1). This policy is based on Perkap Nomor 1 Tahun 2018 regarding Police Service 110.

Besides software and technological systems which play a role in reducing crime rate, the role of criminal investigator is no less or even more important in the effort to increase crime clearance rate. Criminal investigators are the key component in solving criminal cases through a thorough investigative process. Therefore, a criminal investigator must have adequate experience and knowledge. As emphasized by General Commissioner (Ret.) Drs. Nana Sudjana, M.M., "Investigators must have three crucial competencies, namely knowledge, skills, and

attitude in the field of investigative duties they carry out". Not just an expression, these words are supported by Government Regulation No.58 of 2010 Article 2A Paragraph (1) and Article 3 Paragraph (1) which explains that to become an Investigator must have competence and meet the qualifications or other requirements to become a professional criminal investigator.

To aid in solving criminal cases, a breakthrough was created in the form of a web-based application from the Police institution to assist investigators in handling investigations. Based on the administration of Government Regulation (PP) No. 58 of 2010, concerning Amendments to Government Regulation No. 27 of 1983 concerning the Implementation of the Criminal Procedure Code and Regulation of the Chief of the Indonesian National Police No. 6 of 2019 concerning Criminal Investigation, defining that the Electronic Application for Investigation Management, hereinafter referred to as the E-MP Application, is a website-based application used by Investigators or Assistant Investigators in the investigation management system, as a means of controlling/supervising and database of criminal cases. The implementation of the Bareskrim policy of launching the Electronic Application for Investigation Management (E-MP) is for organizational purposes in improving bureaucratic structure, resources, disposition, and communication.

The bureaucratic structure of this software is well structured, it is evident that the upper unit leaders know and can directly control the investigation activities. The bureaucratic structure cannot be separated from organizational communication that performs functions for control, motivation, and information (Winarno, 2008). Resources. Resources in this software can take the shape of human resources consisting of manpower, funds, infrastructure, groups or organizations. While group resources are how everyone has the same goals and objectives in achieving organizational goals.

The application of technology in the police system can not only increase efficiency and effectiveness in managing information and data, but also enable faster and more accurate analysis, which is needed to facilitate the investigation process. Although the application of technology in the police force has been maximized in terms of its use on a national scale, such as E-MP, the data still shows a fluctuating pattern that tends to lead to negative results. With the percentage of personnel who know about the existence of E- MP at 78.7% and the use of computer-based systems at 72.3%.

Considering the statements mentioned, the main problem of the research is acknowledged being the need to improve the performance rate of criminal investigators to better increase crime clearance rate. This is possible to achieve by utilizing the technology and innovation from The Indonesian National Police, which is a web-based application called E-Manajemen Penyidikan (E-MP) aimed to assist criminal investigators in both workload and performance. Further elaborations of the main problem can be formed as such:
1. How can the use of E-MP increase the crime clearance rate?
2. How can E-MP be utilized as a control and supervision tool?

From the problems identified and

formulated, the aims of the research are:

To be able to identify and understand the correlative effect between the usage of E-MP and crime clearance rate. On how it can effectively support criminal investigators in handling criminal cases. As well as how the web-based application can be used as an instrument or a tool to control and supervise the work and performance of criminal investigators.

In hope the study could bear fruit of use as a constructive feedback and evaluation. Also, as a reference and literature to add benefits in regards of information and comprehension regarding the topic for future theory tests, analysis, and studies.

II. LITERATURE REVIEW

Past research with similar premises of study is compared to providing an empirical foundation for the research. Furthermore, as a reference to assist in determining methods, theoretical basis of the study, and said hypothesis to be tested. Appropriate to the context and base of the study, these are the previous research referred to:

Hermawan & Susanto (2022), Optimalization of E-Management Investigation as an Effort to Modernize Law Enforcement. This study explores the various technical, policy, and organizational aspects related to the implementation of E-MP, it also identifies the challenges and opportunities that exist. The research approach used for the study is descriptive analytical methods, with policy analysis and interviews with law enforcement and tech experts. The study found that the optimization of E-MP requires updates in the legal framework, improvements in technological infrastructure, and continuous training of personnel. The article also emphasizes the importance of collaboration among law enforcement agencies to ensure the successful implementation of E-MP. Barriers such as cultural resistance, budget constraints and digital divisions in some regions are challenges that need to be overcome. This article provides an in-depth look at how E-MP can be effectively implemented in Indonesia, to demonstrate the potential of this innovative technology in improving case resolution as well as reducing crime.

Santoso & Prasetyo (2021), Implementation of Investigation Management Information System in Law Enforcement to Improve the Effectiveness of Case Resolution from the Journal of Technology and Communication. This study focuses on the implementation of investigation management information systems (SIMP) in several regional police forces in Indonesia. The purpose of this study was to evaluate the extent to which SIMP has been used to improve the effectiveness of case resolution in the law enforcement field. This research used a case study method with data collection through in-depth interviews, observation, and analysis of official documents from various regional police forces that have implemented SIMP. The data collected was analyzed qualitatively to evaluate the effectiveness and efficiency of the system. The author found that SIMP adoption in various regions showed significant improvements in the speed and efficiency of investigations, which directly impacted the crime clearance rate. This research

provides a clear picture of how E-Investigation Management technology can be adopted and practically implemented in Indonesian law enforcement institutions. The empirical data collected shows that the implementation of such technology accelerates the investigation process and improves case resolution.

Gede Bayu Krisna (2024), The Effect of Information Technology Proficiency of Unit I Public Crime Affairs on the Effectiveness in Disclosing Crimes of Aggravated Theft at Ngawi District Police Station was taken from the Final Project of the Police Academy Alumni Battalion Satya Dharma. This study aims to determine how the proficiency of information technology affects the effectiveness in disclosing the crime of theft with aggravation (curat) at Ngawi Police Station. The focus of this research is to measure how much the variables in the proficiency of information technology contribute to the effectiveness in solving aggravated theft cases. The study used a quantitative approach with survey techniques. Data were collected through questionnaires distributed to all members of Unit I Pidum (General Crimes) Satreskrim of Ngawi Police. The data collected were analyzed using multiple linear regression techniques with the help of SPSS software. The result of this study shows that although the frequency of using information technology is not always directly proportional to effectiveness, factors such as ease of exchanging information and access to inter-unit cooperation play an important role in increasing the effectiveness of case disclosure. Proficiency of information technology simultaneously proved to have a positive impact,

suggesting that integrated and effective use of technology can support better law enforcement at Ngawi District Police Station.

To identify the research gap between this study and previous studies, it is essential to analyze the similarities, differences, and elements of novelty between the two studies. This step involves outlining the aspects that have been researched previously and how the current research offers new perspectives or approaches that have not been discussed, to make an additional contribution to the existing knowledge in the field under study.

To maintain legitimacy of the study, theoretical concepts are used to better understand and analyze the research problems. Theories, concepts, or models are all appropriate and relevant to the topic of the study. Therefore, providing a reliable framework for developing hypothesis, methodology, and data analysis.

Management Information Systems (MIS) theory focuses on how information technology is used in organizations to support decision-making, improve operational efficiency, and achieve strategic goals (Laudon & Laudon, 2020). MIS involves the utilization of software, hardware, networks, and databases to collect, store, and analyze information relevant to decision-making. In the context of law enforcement, the implementation of management information systems can help police organizations, such as Cirebon City Police, in optimizing the criminal investigation process.

This system allows the integration

of various data sources, including community reports, CCTV footage, GPS data, and digital forensic results, which can be analyzed in real-time to identify crime patterns and respond to incidents more efficiently (O'Brien & Marakas, 2019). According to Laudon and Laudon (2020), an effective MIS not only supports day-to-day operations but also serves as a strategic tool that provides a competitive advantage by facilitating innovation and adaptation to changes in the external environment. In addition, by using the analytical data generated by the MIS, police forces can design more effective crime prevention strategies based on trends and patterns identified from historical data (Robbins & Judge, 2019).

The Legal Certainty Theory by Gustav Radbruch (1961:36) posited that law is grounded on three fundamental principles: justice, utility, and legal certainty. legal certainty is a state where the law is articulated clearly, is predictable, and remains relatively stable. Such a legal system empowers individuals to comprehend their rights, obligations, and the legal ramifications of their actions. With legal certainty, societies can function more orderly, avoiding chaos, and enabling citizens to plan with greater confidence. The theory emphasized that while legal certainty is invaluable, the principle of justice must always take precedence. In essence, if a law is deemed unjust, it must be reformed, even if this temporarily compromises legal certainty. Consequently, the theory provides a comprehensive understanding of the pivotal role of legal certainty in the pursuit of just and equitable legal systems.
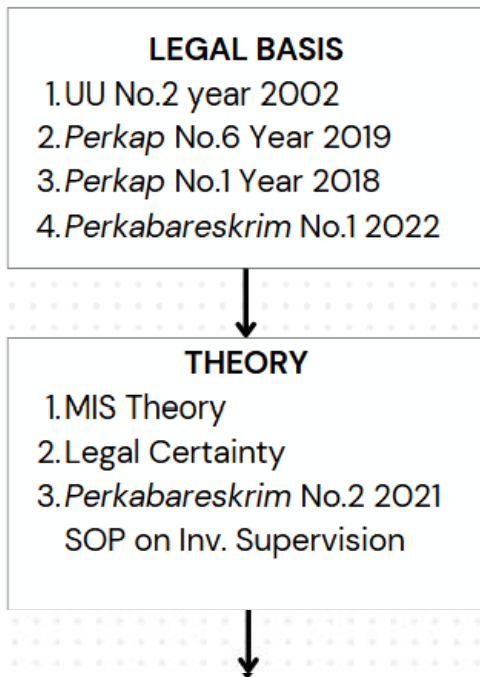
The implementation of E-MP in the criminal justice process is intrinsically linked to the principle of legal certainty. A structured, technology-driven E-MP system enhances investigative efficiency and effectiveness by providing clear procedures, reducing bureaucratic hurdles, and improving data accuracy. This aligns with the principle of legal certainty, which demands clear and predictable legal rules. Moreover, the high levels of transparency and accountability inherent in E-MP systems contribute to increased public trust in law enforcement. Consequently, it can be concluded that the implementation of E-MP is grounded in the principle of legal certainty and has the potential to significantly improve case clearance rates.

The National Police Regulation (Perkap) Number 1 of 2022 on Standard Operating Procedures for Investigative Supervision provides a robust foundation for research into the implementation of Electronic Investigation Management (E-MP). This regulation offers a comprehensive framework outlining how supervision in the investigative process should be conducted.

As a conceptual framework, the Perkap can be used to identify crucial variables for research, such as supervisory effectiveness, investigation quality, and adherence to procedures. Moreover, the Perkap can serve as a foundation for formulating research hypotheses. For instance, researchers can posit the hypothesis that implementing E-MP can enhance supervisory effectiveness in accordance with the provisions outlined in the Perkap.

By analyzing the Perkap, researchers can identify gaps or discrepancies between theory and practice. This can serve as a basis for recommending improvements to the existing supervisory system. Furthermore, by comparing research findings with the provisions of the Perkap, researchers can gauge the extent to which E-MP implementation has successfully achieved its intended objectives.

Image 1
Conseptual Framework

LEGAL BASIS
1. UU No.2 year 2002
2. *Perkap* No.6 Year 2019
3. *Perkap* No.1 Year 2018
4. *Perkabareskrim* No.1 2022

↓

THEORY
1. MIS Theory
2. Legal Certainty
3. *Perkabareskrim* No.2 2021
   SOP on Inv. Supervision

↓

Implementation and usage of E-MP proficiently with correlation of the criminal investigator's performance

↓

The increase in crime clearance rate in line with improvement of criminal investigators performance

Source: Author, 2024

III. RESEARCH METHOD

This study employed a qualitative research approach using descriptive design. This approach was selected as enables researchers to gain an in-depth and contextual understanding of phenomena, aligning with the guidelines proposed by Bogdan and Biklen (2007) who assert that qualitative methods are effective in uncovering the meaning behind complex phenomena.

Furthermore, to explore the experiences, perspectives, and perceptions of police officials directly involved in the implementation of E-MP. Data were collected through in-depth interviews with key informants, direct observation, and analysis of relevant official documents. This approach enabled a deep understanding of the complexities of implementing E-MP and how this technology influences investigative processes and crime clearance rates (Patton, 2002). The descriptive study aimed to identify the factors facilitating and hindering

the successful implementation of E-MP. Data obtained from interviews and documents were systematically analyzed to reveal patterns, relationships, and key findings.

The study uses a descriptive research design with the aim of providing a systematic, factual, and accurate account of the implementation of E-MP and its impact on crime clearance rates. The descriptive research design was selected as it is commendable for exploring relatively under-researched phenomena and offering a comprehensive understanding of how E-MP technology is applied and its subsequent effects on law enforcement effectiveness.

The data used in this study comprised both primary and secondary sources. Primary data were collected through in-depth interviews with police officials at the Cirebon Kota Police Station, specifically those directly involved in the investigative process utilizing the E-Investigation Management System.

The interview technique was chosen as, according to Patton (2002), interviews allow researchers to gain deeper insights into the experiences, perceptions, and attitudes of research subjects. Meanwhile, secondary data were obtained from official documents, annual reports, and other relevant literature pertaining to the research topic. Data analysis was conducted systematically through the stages of data collection, coding, and interpretation, as outlined by Miles and Huberman (1994).

The study is conducted in the West Java Region as it comprises from multiple districts around the area. The study accumulates data from multiple accounts and

sources from these different districts. In accumulating data, the study collects data through:

1. Primary Source:
Primary data is data obtained directly from original sources, namely parties who have direct knowledge of the topic being studied. The selection of informants as primary data sources was carried out using purposive sampling techniques, where informants must meet several criteria.

2. Secondary Source:
Secondary data in this research includes various information that has been previously collected by other parties and used to support and enrich the analysis of primary data. Secondary data sources are very important because they provide historical, theoretical and empirical context relevant to understanding the phenomenon under study. The data mentioned includes study documents and annual reports. guidelines or manuals, legal documents. and government laws.

To acquire accurate and comprehensive data regarding the implementation of E-MP in increasing crime clearance rates, this study employed a multi-method approach. Data was collected through in-depth interviews, participant observation, and document analysis. This multifaceted approach was designed to gather rich data from various sources, including primary data obtained directly from research subjects and secondary data derived from existing sources. By combining these data collection techniques, this study aims to provide a comprehensive and detailed account of the impacts and challenges of implementing E-MP

effectively. By combining various data collection methods, the study hopes to be able to provide a thorough and comprehensive overview on the effect of implementing E-MP.

For data analysis, the study utilizes thematic analysis. Thematic analysis is a method used to identify, analyze, and interpret patterns (themes) that emerge from data (Braun & Clarke, 2006). This approach was deemed suitable for this study as it allowed for an in-depth exploration of informants' experiences and perceptions regarding the implementation of E-Investigation, linking them to a broader context. According to Miles and Huberman (1994), qualitative data analysis consists of three primary stages:

1. Data reduction
The process of simplifying data that has been collected. In this study, data reduction was done through interview transcription, coding, and grouping of key themes. The coding process helped identify important information relevant to the research objectives, such as "system usage", "technical challenges", and "investigation effectiveness". The coded data was then grouped into broader categories to focus the analysis on key issues (Miles & Huberman, 1994).

2. Data Presentation
Data were presented using matrices, diagrams, and descriptive narratives. Matrices were employed to summarize the emerging themes from the data, while diagrams visualized the relationships between themes, such as the investigative process before and after the implementation of E- Investigation. Descriptive narratives, accompanied by direct quotes from interviews and observational notes, were utilized to provide rich context and substantiate the interpretation of findings (Creswell, 2014).

3. Conclusion and Verification Conclusions were drawn by identifying patterns and relationships that addressed the research questions, and by linking the findings to the existing theoretical framework. These conclusions were verified through data triangulation, member checking with informants, and peer review to ensure consistency and validity (Yin, 2009).

To ensure the validity of data collected, data triangulation was utilized to verify and validate data by comparing data obtained from multiple sources or methods. In this study, data triangulation was achieved by collecting data from various sources, including in-depth interviews, participant observation, and document analysis. This data triangulation aimed to ensure the consistency and credibility of the information obtained (Patton, 2002).

In addition to data triangulation, member checking was employed. Where preliminary findings are returned to informants for confirmation and verification. This technique was used to ensure that the researcher's interpretation of the data aligns with the informants' perspectives and to minimize bias.

IV. RESULTS AND DISCUSSION
The use of E-MP as a monitoring tool used in conducting investigations, including as a means of supervising investigations. As it is regulated in Annex V of *Perkabareskrim* Number 1 of 2022 regarding Operational

Procedure Standards on Crime Investigation Supervision, point (D), which includes:

a. **Purpose**:

The web-based application is a supervision tool that allows certified criminal investigators to digitally and remotely inspect case files. Through the E-MP, officers can directly track and submit their recommendations regarding the case files that are being handled. This system ensures that the investigation process runs according to procedure and can be juridically accounted for.

b. **Basis**:

The E-MP is used as a monitoring tool based on Annex IV of *Perkabareskrim* Number 1 of 2022. As it is mentioned, one of the purposes in using E-MP is to optimize the effectiveness of supervision in the investigation process.

c. **Supervision Officer**:

Each certified crime investigator at the regency police station is provided with a personal account to log in on E-MP for the purpose of uploading case files, recommendations on case development, and many other things related to the process of criminal cases investigation procedure. The Chief or PIC (Person in Charge) as the officer in charge has a particular account monitoring the progress of ongoing investigations. The use of the E-MP assists the Chief in carrying out supervision and control actions of the investigation process, replacing the previous manual and time-consuming method of checking case files in each unit directly.

d. **Supervision Objects**:

The supervision objects in the implementation of the E-MP system encompass all personnel within the Criminal Investigation Unit involved in investigative and inquiry processes, as well as all activities conducted by the unit, including the reception of police reports or complaints. The system monitors the entire investigative and inquiry process from initiation to the final resolution of criminal cases. Additionally, the application can capture information related to the completeness of administrative documents associated with investigative and inquiry activities. All of these activities can be monitored using the E-MP application. As stated in an interview with a unit investigator at the Cirebon City Police Station "Various aspects can be monitored using this E-MP application. All an officer's activities, from the beginning to the end of a case, can be tracked through this application. The application helps to monitor the progress of case handling, both ongoing and completed cases. Thus, supervisors can directly observe the performance of individual investigators."

e. **Supervision Team**:

The supervision team, responsible for conducting supervision, has several duties such as receiving presentations from investigators regarding the handling of cases under investigation, conducting in-depth examinations of the investigative and inquiry processes carried out by investigators, compiling findings related to problems and obstacles faced by investigators during the investigative and inquiry process, and providing

technical guidance and direction regarding investigative and inquiry issues faced by investigators, which are documented in written directives.

f. **Reporting**:

Through the reporting function within the E-MP application, supervisors can monitor the progress of cases under their supervision. They can track the stage of the investigation process that has been reached by the investigator and identify any obstacles faced by the investigator in handling the case. Subsequently, the supervisor can provide solutions to the problems faced by the investigator so that the case can be handled effectively.

In using the E-MP application, all data inputted into the system is directly transmitted to and monitored by the National Police Headquarters' central command. If any errors or deficiencies are found, the central command can directly correct them, and the investigator can immediately make the necessary adjustments.

In accordance with Laudon's management information systems theory, an effective information system requires core components to enhance the quality of work and organizational performance. The E-MP system, as a case in point, relies on the following components:

1. **Hardware:** Investigators can utilize their personal laptops or mobile devices to access and use the E-MP application. This flexibility allows for data input and case file updates to be conducted anywhere and at any time, streamlining the investigative process.
2. **Software:** The E-MP application is a web-based platform accessible to all investigators, facilitating the creation and online editing of case files. This significantly expedites the investigative process.
3. **Networking:** The E-MP application is connected to a centralized national network. This means investigators can not only access case files inputted by their respective police stations but also view files from other stations, enabling a comprehensive overview of case statuses. The National Police Headquarters' central command directly monitors this interconnected system.
4. **People:** The E-MP application is designed to be used by all investigators involved in the investigative process. Investigators are responsible for uploading case files, while supervisors oversee the investigative process. To ensure effective utilization, comprehensive training is provided to all users. The presence of supervisors allows for timely corrections and improvements to the system

The existence of E-MP provides several benefits in accelerating the investigation and inquiry processes. With the implementation of document uploads and real-time examinations, E-MP facilitates a faster investigative procedure. Moreover, E-MP ensures legal certainty by enabling real-time corrections by supervisors of investigators, thereby simplifying and speeding up the investigation and inquiry processes.

E-MP can be said to guarantee legal certainty because, according to the legal

certainty theory proposed by Gustav, it encompasses the following key points:

- Law is a positive entity, meaning that positive law refers to statutory regulations.
- Law is based on facts, meaning that law is created based on reality.
- The facts contained in or stipulated in legislation must be formulated clearly to avoid misinterpretation and ensure easy enforcement.
- Positive law should not be subject to arbitrary changes.

Based on these key points of legal certainty theory, the use of E-MP enhances legal certainty because all documents entered by investigators follow statutory regulations. Thus, when inputting data, investigators only need to adjust the document format as outlined in the EMP application before it is uploaded into the system.

V. CONCLUSION AND SUGGESTIONS

It is clear pertaining to the results of the study conducted through multi-faceted processes based on data from numerous sources, in which the usage of the web-based application E-MP does contribute in the effort to increase crime clearance.

By significantly improving criminal investigators' efficiency through E-MP, not only will legal certainty be carried out, but they can also optimize routine tasks to focus on more crucial cases, faster data access leads to quicker case resolves and evidence analysis, minimizing human errors, identifying crime patterns to help predict crime occurrence, and facilitates better decision making. All of which accumulates for a notable improvement in criminal investigators' performance leading to higher criminal clearance rates.

The E-MP system facilitates supervisory oversight of investigators, enabling the monitoring and evaluation of their performance. This feature is integral to the system and is in line with the standard operating procedures for investigative supervision.

The study suggests investigators must possess the requisite skills and competencies to effectively utilize the E-MP application's key features. This ensures that the system's full potential is realized, and that casework can be conducted efficiently.

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EFFECTIVENESS OF MEDIA INTELLIGENCE IN SUPPORTING THE 2024 REGIONAL ELECTIONS

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ABSTRACT
The 2024 Regional Elections in Indonesia, held in conjunction with legislative and presidential elections, mark a critical moment for democratic governance, presenting both opportunities and complex challenges in maintaining security and order. The simultaneous elections introduce new risks in the form of misinformation, computational propaganda, and cyber threats due to advancements in information technology and the spread of the post-truth phenomenon. In response, the Indonesian National Police have implemented "Operation Mantap Praja 2024," an initiative designed to secure each stage of the electoral process. This study explores the strategic application of media intelligence within this operation, specifically in areas of early detection and information monitoring, to anticipate and address security vulnerabilities in real time. Media intelligence plays a pivotal role in this context by enabling the analysis of vast data from various media sources, utilizing open-source intelligence (OSINT), data mining, and machine learning techniques. This capability allows for timely intervention and proactive measures against potential threats, enhancing the resilience of public security efforts during the electoral period. Key areas of focus include digital leadership, resource allocation, and the integration of media intelligence with conventional policing strategies. Findings indicate that effective application of media intelligence not only strengthens public security but also supports the democratic process by mitigating polarization and the spread of misinformation. This research contributes valuable insights into how media intelligence can be institutionalized within law enforcement to safeguard democratic practices, particularly in an era characterized by rapid technological change and heightened political dynamics
Keywords: Media Intelligence, 2024 Regional Elections, Cyber-Security, Cyber-Threat, Digital Leadership

I.   INTRODUCTION

The 2024 Regional Head Elections in Indonesia represent a significant political milestone, as they are being held simultaneously with legislative and presidential elections across 38 provinces and 514 districts/cities. This synchronized electoral process aims to enhance democratic participation and foster collective awareness about the importance of safe and peaceful elections grounded in fairness and transparency. However, the current state of unrestricted democratic freedom poses potential risks to public order and security, with concerns that democracy may devolve into violations threatening national stability (Kherid, 2021).

In response, the Indonesian National Police have launched Operation "Mantap Praja 2024," prioritizing preemptive and preventive measures supported by intelligence activities to ensure a secure and orderly election process. This initiative addresses multifaceted challenges arising from advancements in information and communication technology characteristic of the Industrial Revolution 4.0 and Society 5.0. These developments have led to a post-truth era where emotions and personal beliefs often overshadow factual information, allowing misinformation to spread easily.

Political tactics such as identity politics, black campaigns, and the use of unregulated social media "buzzers" have resulted in widespread hoaxes and hate speech, transforming sensitive issues into tools for electoral gain and causing increased polarization and conflict. Studies indicate a significant use of computational propaganda aimed at attacking political opponents and dividing society.

To combat these challenges, media intelligence has become crucial in supplementing conventional intelligence methods for early detection of potential public security vulnerabilities during the elections. This involves covert surveillance and systematic collection and analysis of data from various media sources using open- source intelligence (OSINT), data mining, and machine learning techniques. By integrating technological advancements with human intelligence, law enforcement aims to enhance their capacity to gather and process information rapidly, thereby maintaining public security in the digital era and ensuring the integrity of the 2024 regional elections

The organizational resources of the Department of Intelligence of the Purwakarta District-Level Police support the duties and role of the agents in efforts to ensure the continuity of the 2024 regional elections. Intelligence agents play a significant role in conducting the process of early detection, carrying out preemptive and preventive actions to ensure the continuity of the 2024 regional elections in the jurisdiction of the Purwakarta District-Level Police. The identification of the problem above, leads to these following questions:

1. How is digital leadership applied in implementing media intelligence for the 2024 simultaneous regional elections?

2. How does organizational resource support affect the performance of the intelligence Department for the 2024 simultaneous regional elections?

3. How does media inteliigence support the success of the 2024 simultaneous regional elections?

The objectives of this study focuses on exploring key aspects of media intelligence and its role in the 2024 simultaneous regional elections. First, the

study aims to describe how digital leadership is applied in implementing media intelligence, highlighting how leadership strategies influence the effective deployment of digital tools and practices in the electoral process. Second, it seeks to examine the impact of organizational resources on the Intelligence Department's performance, recognizing that adequate support and resources are crucial for enhancing operational capabilities during the elections. Finally, the study intends to analyze the specific media intelligence activities carried out by the Intelligence Department to ensure the successful and continuous monitoring of the election process. Through these objectives, the study aims to provide a comprehensive understanding of how media intelligence, supported by effective leadership and resources, contributes to maintaining security and integrity throughout the 2024 regional elections.

II.   LITERATURE REVIEW

This study uses various theories and concepts as analytical tools, as follows:

a.   Technology Acceptance Model (TAM) Theory

TAM suggests that Perceived Usefulness and Perceived Ease of Use influence Attitude Toward Using technology. Additionally, improvements in Perceived Ease of Use directly impact Perceived Usefulness because systems that are easy to use require less time to learn, allowing individuals to focus on other tasks, thereby enhancing performance effectiveness. In TAM, Attitude Toward Using represents a stance on system usage, showing acceptance or rejection as an outcome of technology application in work. Behavioral Intention to Use reflects a tendency to continue using technology.

Thus, TAM shows that when users encounter new technology, several factors influence their decision to use it, including: (1) perceived usefulness, representing the belief that technology will improve job performance; (2) perceived ease of use, reflecting the belief that using technology is effort-free and more straightforward than conventional methods; (3) attitude toward technology use as a behavioral tendency to keep applying the technology; and (4) interest in using the system, perceived as the individual's intention to utilize information technology. Applied to media intelligence, TAM describes how the Purwakarta District- Level Police Department of Intelligence personnel accept and utilize information and communication technology from open sources (OSINT) to support media intelligence and reduce potential public security vulnerabilities during each phase of the 2024 simultaneous regional elections.

b.   Organizational Resources

Theory Organizations use their resources to achieve goals, where optimal resource utilization enhances competitive efficiency. Stoner (2006) defines organizational resources as a continuous cycle that persists as long as the organization exists, involving techniques, tactics, strategies, and problem-solving approaches. Purnama and Suntoyo (2024) explain organizational resources as managing and arranging the available resources within an organization to meet its established goals. These resources include workforce, finances, time, technology, and other assets that improve organizational efficiency, productivity, and competitiveness.

From these two theories, it can be said that organizational resources represent a

strategic management approach that emphasizes the importance of an organization's internal resources as key factors determining competitive advantage and organizational performance. To achieve sustainable competitive advantage, Madhani (2009) explains that an organization must possess resources that meet four main criteria known as VRIN (Valuable, Rare, Inimitable, and Non-substitutable):

(1) Valuable: organizational resources are valuable if they provide strategic value to the organization, helping it to capitalize on market opportunities.

(2) Rare: organizational resources must be unique or unavailable to competitors to offer a competitive edge.

(3) Inimitable: organizational resources can serve as a foundation for sustainable competitive advantage because they cannot be imitated

(4) Non-substitudeable: there are no other resources that can replace the function or benefit of these resources

The elements of Organizational Resources include various types of assets and capabilities owned by an organization. Stoner (2006) categorizes organizational resource elements into four components: human resources (man), budget (money), infrastructure (materials), and methods, as explained by the following indicators:

a. Human Resources (man): The individuals who carry out activities to achieve the organization's goals. Human resources are assets owned by the organization, working within its environment to realize its objectives.

b. Budget (money): A crucial tool for achieving goals, as all expenses must be calculated rationally. This includes determining the funds needed for labor salaries, necessary tools, and expected organizational outcomes.

c. Infrastructure (materials): Refers to buildings, equipment, technology, raw materials, and other essentials required to carry out organizational activities.

d. Methods: The work procedures and operational standards that help ensure activities are conducted in line with the intended objectives.

Each organizational resource element must be managed and optimized by the organization to maintain a competitive advantage and integrated effectively through dynamic organizational strategies and capabilities, thus supporting the organization in achieving its goals. In this study, organizational resource elements are used as the basis for describing how the Purwakarta District-Level Police Department of Intelligence manages its organizational resources to support the implementation of media intelligence in Operation "Mantap Praja 2024".

c. Theory of Effectiveness

Rosalina (2012), states that effectiveness can be measured by three indicators, shown below:

a. Clarity of Strategy: This serves as the foundation for effective media intelligence implementation. A clear strategy should define the main objectives, targets, and steps to achieve those goals. In the context of Operation "Mantap Praja 2024", a clear strategy will ensure that media intelligence is focused on the most relevant areas, such as monitoring public opinion, detecting disinformation, and identifying potential threats.

b. Planning: This involves comprehensive planning, including identifying necessary resources, allocating tasks, and setting key performance indicators. In Operation "Mantap Praja 2024", thorough planning will ensure that all implementation elements, from data

collection to analysis and reporting, are systematically addressed..

c. Analysis Process: The analysis process is the core of media intelligence, where collected data is processed into relevant and actionable information. The effectiveness of the analysis depends on the methods and tools used, the quality of the data, and the expertise of analysts in interpreting intelligence data or information..

d. Supervision and Control System: This system not only ensures that media intelligence implementation proceeds according to plan but also serves an educational purpose by providing constructive feedback to the team. In the context of Operation "Mantap Praja 2024", this system involves continuous monitoring of strategy implementation, performance evaluation, and necessary adjustments based on supervisory results, leading to ongoing improvement and enhanced personnel performance capacity.

d. Concept of Intelligence

Intelligence relates to the processes of early detection and early warning, enabling policymakers to possess foreknowledge regarding potential disturbances across ideology, politics, economy, socio-culture, and security. This aligns with Indonesia's National Intelligence Law No. 17 of 2011, Article 1, which defines intelligence as knowledge, organization, and activities related to policy formulation, national strategy, and decision- making based on analysis of information and facts collected for early detection and prevention.

e. Concept of Media Intelligence

According to Habibi et al. (2022), media intelligence is a method used to monitor public opinion on perceptions of government policies using tools that analyze online users' conversations. Faroqie et al. (2024) states that media intelligence involves collecting data from open sources like Facebook, Twitter, Instagram, other social media platforms, and online, print, and electronic media to identify trends and issues within society, allowing rapid response to public opinion changes or emerging urgent issues. Media intelligence is crucial for monitoring, analyzing, and responding to circulating information across media for organizational purposes and development

f. Concept of Police Operations

Police operations refer to a series of actions carried out by law enforcement to maintain security, order, and law enforcement systematically to uphold public safety. Article 1 of the Indonesian National Police Regulation No. 1 of 2019 on the Indonesian National Police Operational Standards defines police operations as organized activities designed to prevent, handle, and address public security disturbances within a specified time frame, targeting designated areas, methods of action, personnel, logistical support, and budgets. These operations include specific operational targets and Task Forces. The concept of Police Operational Management involves planning, organizing, implementing, and controlling these police operations.

III. RESEARCH METHODS

1. Research Approach

This chapter outlines the qualitative research approach using a descriptive method to explore the effectiveness of media intelligence in supporting the 2024 regional elections. The researcher acts as the primary instrument, collecting data

directly from the field and employing an inductive approach to analyze naturally gathered data.

2. Type of Research

The research is descriptive, aiming to provide a detailed depiction of the effectiveness of media intelligence in supporting the 2024 regional elections. Data collection is conducted through three main methods: in-depth interviews with relevant informants, direct observations of patrol activities, and document reviews of relevant official reports and guidelines.

3. Research Focus

The study focuses on the effectiveness of media intelligence in assisting the department of intelligence in conducting intelligence activities.

4. Research Location

The research was conducted within the jurisdiction of the Purwakarta District Police in the Purwakarta Regency, West Java. This location was chosen for its significant social dynamics and security challenges, particularly concerning the application of media intelligence in supporting the 2024 regional elections.

5. Data Collection Techniques

Data was collected using three primary methods:

- Observation: The researcher directly observes the execution of media intelligence.
- Interviews: Conducted with informants, including intelligence agents, to gain insights into the effectiveness of media intelligence.
- Document Studies: Used official documents such as reports and guidelines to supplement secondary data.

6. Data Validity

Data validity was ensured through triangulation, comparing data from various sources such as interview results, observations, and documents. This technique guarantees the accuracy of data and ensures that findings align with the realities observed in the field.

7. Data Analysis Techniques

Data was analyzed using interactive analysis models, involving data collection, reduction, presentation, and iterative conclusion drawing. This process helps identify patterns, themes, and relationships relevant to the research focus.

8. Preliminary Conclusion

This chapter establishes a robust methodological foundation to evaluate the effectiveness of media intelligence in supporting the 2024 regional elections. By employing an in-depth qualitative approach, the research aims to provide recommendations for improving the department of intelligence's efforts in supporting the 2024 regional elections within the Purwakarta Police jurisdiction.

IV. RESEARCH RESULTS AND DISCUSSION

The focus of this research includes a general overview of the research area, which in this case is the Jurisdiction of Purwakarta Police Department, which is a regency in West Java Province, geographically located in the northern central part of West Java Province, positioned between 6°25' - 6°45' South Latitude and 107°30' - 107°40' East Longitude, with an altitude ranging from 83.60 to 670 meters above sea level. Furthermore, the jurisdiction of Purwakarta Police Department is situated at the intersection of three (3) major strategic traffic routes: the Purwakarta-Jakarta route, the Purwakarta-Bandung route, and the Purwakarta-Cirebon route, which serve as main routes toward Central Java (Purwakarta Police Department Intelligence Report, 2024).

The jurisdiction of Purwakarta Police

Department covers an area of 971.72 km², accounting for approximately 2.81% of the total area of West Java Province. It is divided into 17 sub- districts and 192 villages/urban areas (183 villages and 9 urban areas). Its borders are as follows: to the north, it borders Karawang Regency and Subang Regency; to the east, it borders Subang Regency and West Bandung Regency; to the south, it borders West Bandung Regency and Cianjur Regency; and to the west, it borders Karawang Regency and Cianjur Regency (Purwakarta Police Department Intelligence Report, 2024). From a demographic perspective, the population within the jurisdiction of the Purwakarta Police Department, based on coordination with the Population and Civil Registration Office (Disdukcapil) in the first semester of 2023, amounted to 997,869 people, with a sex ratio of 104, meaning there are 104 males for every 100 females.

The population within the jurisdiction of the Purwakarta Police Department totals 1,008,058 people, consisting of 336,855 households, with 510,690 males and 497,368 females. The largest population is in Purwakarta Sub-district with 181,332 residents, while the smallest population is in Sukasari Sub-district with 17,663 residents. Meanwhile, the economically active population (workforce) is 432,428 people, of which 384,543 are employed, and 47,885 are unemployed. The labor force participation rate (LFPR) in the Purwakarta Police Department jurisdiction is 59.41%, with the LFPR for males at 81.11% and for females at 36.79%. The open unemployment rate, representing the percentage of unemployed individuals to the total workforce, is 4.56%, with the male unemployment rate at 3.7% and the female unemployment rate at 6.5% (Purwakarta Police Department Intelligence Report,

2024).

The geographic and demographic conditions of the Purwakarta Police Department's jurisdiction, as outlined above, indirectly correlate with the socio-political dynamics of the 2024 simultaneous regional elections, which aim to elect the Governor and Deputy Governor of West Java as well as the Regent and Deputy Regent of Purwakarta. The diverse geography and heterogeneous population are likely to result in varying political views and preferences, which, if not well-managed, could lead to various forms of public security and order disturbances. This is driven by the actions of political party leaders, coalition representatives, and campaign teams for each candidate seeking to gain public sympathy and form voter bases to secure election victories. Such efforts may involve both proper/procedural methods and practices that contravene existing regulations, potentially causing various forms of disturbances during the 2024 simultaneous regional elections.

1. The Role of Purwakarta District Police Intelligence Department in Conducting Media Intelligence During the 2024 Regional Elections

Considering the political dynamics of the Simultaneous Regional Elections in the jurisdiction of the Purwakarta Police Department, which pose various risks of public security disturbances, particularly those emerging on social media, mass media, and online platforms, it is imperative for the Purwakarta Police Department, particularly the department of intelligence, to act swiftly and accurately. This is to prevent and anticipate any potential disturbances from escalating into actual disruptions. As a supporting element in the 2024 Mantap Praja Operation, the department of intelligence must be able to

conduct precise and effective media intelligence for early detection and early warning of socio-political unrest at every stage of the Pilkada. This mandate is outlined in the annex to the Regulation of the Chief of the Indonesian National Police Number 8 of 2021, which amends the Chief of the Indonesian National Police Number 1 of 2019 concerning the System, Management, and Standards of Operational Success for the National Police. It emphasizes the methods of action in preemptive activities for the department of intelligence, which include investigation, security measures, outreach, and counter-intelligence operations.

Meanwhile, according to the Job Description of the Mantap Praja Operation for the Purwakarta Police Department, the Sub-Task Force on Intelligence, as part of the preemptive task force, has the primary responsibilities of: Mapping and identifying potential threats and disturbances at each stage of the 2024 simultaneous regional elections;

a. Conducting an outreach to the election participants and volunteers to comply with all the election regulations and other applicable laws and regulations, as well as refraining from engaging in unlawful activities during the election process;

b. Creating a conducive condition by utilizing all available channels to ensure a peaceful election.

With the legal foundation regarding the role of the department of intelligence in conducting media intelligence, it can be stated that media intelligence serves as an integral part of the early detection and early warning system in the execution of the department of intelligence's operational duties, particularly during the 2024 Mantap Praja Operation. Its purpose is to identify suspicious activities or potential disturbances, as well as thresholds of disruption on social media, mass media,

and online media before they escalate into factual threats or real disturbances that jeopardize public order and security.

Under the "Polri Presisi" Transformation, media intelligence activities are part of predictive policing, an approach aimed at forecasting various phenomena in an accurate, rapid, and precise manner through predictions based on the analysis of facts, data, and information. The outcomes of these activities are used as a decision support system for leaders and other police operational functions.

In practice, media intelligence is carried out through investigations to seek and collect information from various social media platforms, mass media, and online media. The findings are then analyzed and processed into intelligence products, which are subsequently distributed to users as a basis for decision-making.

By implementing the Technology Acceptance Model (TAM) followed by studying the documents provided it can be inferred that Media intelligence, as part of leveraging technology in the execution of intelligence operational tasks, is highly beneficial in supporting the 2024 Mantap Praja Operation. Media intelligence enables the rapid and accurate monitoring and analysis of social dynamics, public opinion, and potential vulnerabilities to public security disturbances. By collecting and processing information from open sources (Open Source Intelligence/OSINT), the department of intelligence can identify and map trends or sensitive issues within the community, allowing for the implementation of appropriate preventive measures before the situation escalates into a factual threat.

In addition, based on the author's observations, media intelligence can assist in identifying actors or groups with specific

agendas that disseminate provocative or manipulative content. Through the analysis of data and information from various social media platforms, the department of intelligence can map social networks or accounts that frequently spread negative information. This enables focused monitoring on groups with high-risk potential for influencing public opinion, as well as the implementation of counter-intelligence measures to neutralize such opinions.

Perceived ease of use is defined as the extent to which an individual believes that using a technology will be effortless (Adhipura, 2015). In the context of media intelligence, perceived ease of use refers to the extent to which the personnel of the department of intelligence feel that the technology employed is easy to understand and operate during the process of gathering and processing information related to potential disturbances and thresholds of public security disturbances at each stage of the regional election. User-friendly technology enables personnel to more quickly and accurately identify, analyze, and respond to information circulating on various media platforms, including social media, mass media, and online media.

This ease encompasses various aspects, from technology that facilitates the collection and filtering of data or intelligence information to systems that support swift and accurate analysis and reporting. Additionally, user-friendly technology simplifies the management of large volumes of data/information, enhancing speed and precision in mapping potential threats. As a result, the utilization of media intelligence to support the 2024 Mantap Praja Operation becomes more effective and efficient, providing accurate information to decision-makers. This not only improves responsiveness but also strengthens the accountability of the Purwakarta Police Department in maintaining public security and order stability during the 2024 regional elections.

Based on the author's observations, media intelligence activities are carried out through three methods: cyber patrols using only smartphones/laptops and an internet connection, observation and analysis of news in mass media and online media, and lastly, utilizing intelligence- specific technological tools. Of these three techniques, media intelligence through cyber patrols and observation and analysis of news in mass media and online media is generally well understood and easily used by personnel, as it does not require specialized skills. This also includes the ease of delivering intelligence products generated from media intelligence activities.

To address the issue of the limited frequency of media intelligence utilization, it is essential for the Head of the Intelligence Unit as a leader to actualize digital leadership, which involves the ability to foster collaboration with team members in the digitization process and to develop the capabilities necessary to achieve it (Askoxylakis, V. et al., 2010). Furthermore, in the era of the Industrial Revolution 4.0, digital leadership is vital for driving irreversible changes toward the future, rooted in the significant utilization of information and communication technology to add value to the organization (Herawati, 2022).

Based on this theory, digital leadership in the current era is no longer an option but a necessity. One of the key responsibilities of a digital leader is to ensure that technology is used innovatively and effectively to provide added value to the organization. By embodying the

characteristics of digital leadership, such as adaptability, innovation, vision, and collaboration (Herawati, 2022), the Head of the Intelligence Unit will find it easier to adapt to using and leveraging technology to support data-driven decision making. Moreover, digital leadership enables leaders to guide, manage, and influence personnel to be more proactive in utilizing technology to support operational intelligence tasks, including reducing the potential and thresholds of public security disturbances at every stage of the regional elections, particularly through media intelligence activities.

In other words, digital leadership is not just about mastering technology but also about integrating digital technology into the vision, strategy, and operational tasks of the department of intelligence. This integration ensures a positive contribution to achieving the success of the Mantap Praja Operation.

2. Organizational Resources of Purwakarta District Police Department of Intelligence in Supporting Media Intelligence for the 2024

Simultaneous Regional Elections Human resources play a crucial role for Purwakarta District Police Intelligence Department in conducting media intelligence during the 2024 Regional Elections. This is because human resources serve as the primary driving force that enables the organization to realize its vision, mission, and achieve its strategic objectives. High-quality human resources bring knowledge, skills, and attitudes that can enhance organizational productivity and innovation. Furthermore, in the current digital era, the capacity and capability of Purwakarta District Police Department of Intelligence's human resources in utilizing

technology become key elements in carrying out media intelligence to prevent potential disturbances and thresholds of public security issues at every stage of the regional election.

In terms of quantity, the actual personnel condition of the Purwakarta District Police Intelligence Department and its precincts totals 63 personnel, while the PSL (Personnel Structure List) indicates a required number of 102 personnel. This results in a shortage of 39 personnel, fulfilling only 61.76% of the PSL requirement. This shortage has impacted the proportional placement of personnel in each unit according to the required rank and position. Based on the author's observations, positions such as Subdivision Unit Chief, which should be filled by personnel with the rank of IPTU (First Lieutenant), are currently held by personnel with the rank of IPDA (Second Lieutenant). Similarly, the Administrative Section Head, which should be occupied by an officer of Inspector rank, is filled by personnel with a Senior Non- Commissioned Officer rank. This affects the performance in carrying out the department of intelligence's operational duties, particularly in conducting media intelligence during the Mantap Praja Operation.

In terms of quality, 45 personnel (71.42%) have a high school education background, while only 16 personnel (25.39%) hold a bachelor's degree (S1), and 2 personnel (3.19%) have a master's degree (S2). Meanwhile, 22 personnel (34.92%) have completed vocational training, consisting of 20 personnel with basic vocational training and 2 with advanced vocational training. Additionally, only 31 personnel (49.20%) have participated in functional training programs. The unequal distribution of educational and training backgrounds indicates that the quality and

competence of personnel are still not effective in supporting the implementation of media intelligence. Field findings reveal that the personnel of the intelligence department lack adequate knowledge of the legal instruments underpinning media intelligence, regulations related to regional elections, and the technical and tactical aspects of information gathering and processing.

Based on the results of document analysis, the operational activities of the Purwakarta Police Intelligence Department during the 2024 Mantap Praja Operation received funding sourced from the police operational budget managed by the operational section. The allocated budget for the intelligence department to support the Mantap Praja Operation amounted to IDR 693,772,000 (six hundred ninety-three million seven hundred seventy-two thousand rupiah). There is also no specific budget allocation designated exclusively for the department of intelligence to conduct media intelligence. Instead, a general allocation is provided for information report preparation, amounting to IDR 24,300,000 (twenty-four million three hundred thousand rupiah). This budget is also utilized to carry out media intelligence activities during the Mantap Praja Operation, with a planned monthly withdrawal of IDR 1,350,000 (one million three hundred fifty thousand rupiah) from August to November, and IDR 675,000 (six hundred seventy-five thousand rupiah) for December.

With this budget allocation, when compared to the challenges of media intelligence tasks, which are conducted three times a week, the operational funding is still insufficient to meet the ideal requirements. The condition of equipment and intelligence-specific tools for the Purwakarta Police Intelligence Department is still inadequate. This is evident from damaged infrastructure, including one digital video camera and one digital voice recorder. Additionally, there is a lack of technology-based facilities, particularly OSINT software, to collect, analyze, and interpret data from online media platforms and social media, such as Intelligence Social Media Analysis (ISA), Intelligence Media Analysis (IMA), Social Media Account Tracking System, Social Media Account Blocking System, and Web Intelligence/Data Mining and Knowledge Management. Based on the author's observations, the intelligence-specific tool currently used for media intelligence is limited to the Tactical Passive Monitoring System (TPM-02) branded as Intercept Communication Intelligent, which has not been updated by the National Police Headquarters. As a result, it cannot be utilized optimally.

The media intelligence methods carried out by the Purwakarta District Police Department of Intelligence have essentially been conducted in accordance with the existing job description and Standard Operating Procedures (SOP). These methods include: first, analyzing the topic of concern; second, comparing one piece of information with another on the same topic; third, verifying whether the obtained information is reliable; and fourth, processing all information and presenting it as intelligence products. However, based on the author's observations, several key issues require attention. One notable problem lies in the preparation of Key Elements of Information as an administrative product containing the information that personnel need to gather during media intelligence activities. The preparation of the Key Elements of Information does not always align with the targets and objectives to be achieved, which

at times leads to inaccurate information being obtained from various media platforms.

The supervision and control effectively implemented by both the leadership of the Purwakarta District Police Department of Intelligence and the Operational Section have positively impacted personnel performance and helped prevent procedural errors or deviations that could hinder the success of the Mantap Praja Operation. Therefore, these activities must continue to be carried out consistently and continuously, alongside taking practical and comprehensive measures to address ongoing issues and challenges. several steps can be undertaken by the Purwakarta District Police Department of Intelligence to enhance performance, including the actualization of the seven- step operational management by formulating Key Elements of Information (UUK), drafting task plans and task breakdowns, conducting briefings and debriefings, and reporting. Additionally, a special detection task force should be formed by combining personnel specializing in intelligence technology tools (Alsus) with personnel from each unit to integrate human intelligence with media intelligence activities during information gathering.

Several steps can be undertaken by the Purwakarta District Police Department of Intelligence to enhance performance, including the actualization of the seven- step operational management by formulating Key Elements of Information, drafting task plans and task breakdowns, conducting briefings and debriefings, and reporting. Additionally, a special detection task force should be formed by combining personnel specializing in intelligence technology tools with personnel from each unit to integrate human intelligence with

media intelligence activities during information gathering. Efforts should also include developing and nurturing an intelligence network consisting of influencers, intelligence community members, white hat hackers, and technology experts as sources of information on potential security threats emerging during each stage of the regional election. The implementation of a 360-degree supervision model is also critical, serving as a method of oversight not only conducted by superiors over subordinates but also vice versa, to foster shared accountability in executing media intelligence. Furthermore, performance audits should be conducted to evaluate personnel task effectiveness and measure the success of the Mantap Praja Operation. By implementing these measures, it is expected that the performance of Purwakarta District Police Department of Intelligence personnel in conducting media intelligence during the Mantap Praja Operation will become more effective in mitigating the potential public security disturbances arising at each stage of the regional elections, particularly within the jurisdiction of the Purwakarta Police Department.

3. The Effectiveness of Media Intelligence on the Continuity of the 2024 Mantap Praja Operation in the Jurisdiction of the Purwakarta Police Department

Effectiveness is a measure of the success of an action, process, or strategy in achieving predetermined goals. Effectiveness is not only related to the final results but also to the extent to which the methods or approaches used can deliver the desired impact optimally. In the context of an organization, effectiveness is achieved when organizational resources, such as human resources, budgets, facilities, and working methods, are utilized effectively to

produce outputs or results that meet established quality standards or targets. This aligns with the theory proposed by Mulyasa (2003), which states that effectiveness is how an organization successfully acquires and utilizes resources in its efforts to achieve operational goals. It is associated with the completion of all primary tasks, the attainment of objectives, timeliness, and the active participation of members.

Based on the findings of the research, the media intelligence variable for each indicator can be ranked from highest to lowest as follows: implementation at 80.57%, supervision and control at 80.00%, policy at 75.86%, planning at 72.57%, and the lowest, strategy, at 72.40%. For the Mantap Praja Operation variable, the highest response was on the software indicator at 77.86%, followed by the operation target and personnel capability indicators, each at 77.00%, support for facilities and infrastructure at 71.29%, and the lowest, budget support, at 71.14%. The indicators with relatively lower responses can be addressed through measures as outlined in the discussion on organizational resources. These steps aim to enhance the effectiveness of media intelligence implementation in supporting the success of the Mantap Praja Operation. Based on the explanation above, it can be concluded that the media intelligence conducted by the Purwakarta District Police Department of Intelligence generally supports the success of the 2024 Mantap Praja Operation, despite several aspects requiring improvement and elections in the jurisdiction of the Purwakarta Police Department is conducted safely, peacefully, and orderly. The results of the hypothesis testing obtained can serve as a starting point for other researchers to explore media intelligence, particularly by using a more

systematic quantitative approach. This study also opens opportunities for developing models or frameworks that can be used to analyze similar topics more comprehensively in the future, both by Akpol cadets and academics.

Thus, the research conducted by the author not only contributes academically but is also practically relevant as a foundation for leaders within the Indonesian National Police, especially at the Basic Operational Unit level, in making data-driven decisions. Through the development of further studies, it is hoped that more research will fill the gaps in the literature on media intelligence while enhancing understanding of the potential and challenges of implementing media intelligence in police operational tasks.

V. CONCLUSIONS AND SUGGESTIONS

1. Conclusion

Based on the research conducted regarding the ffectiveness of media intelligence in supporting enhancement. This level of effectiveness is he 2024 Mantap Praja Operation in the achieved through the speed of obtaining urisdiction of the Purwakarta District Police information, accuracy and precision in presenting intelligence products, good coordination with other functions, such as Human Relations, for disseminating information and supporting Information department, the author concludes that:

The role of the Purwakarta District Police epartment of Intelligence in implementing media intelligence, viewed from the aspect of erceived usefulness of technology, has Report Preparation activities, as well as undamentally been effective. Media effective supervision and control. Intelligence has been utilized by the department Additionally, the implementation of media intelligence

supports preventive measures and mitigation of security threats that if intelligence to conduct early detection and rovide early warnings for any potential isturbances and threats emerging at various emerge during each stage of the regional tages of the regional elections, complementing elections, contributing to maintaining supporting conventional operational activities public order and security, increasing human technology tools, which affects their preference for conducting information gathering through conventional methods.

As a result, human intelligence continues to dominate the collection Suggestions Based on the conclusions above, the author roposes several recommendations to nhance the

is used effectively while guiding, managing, and Propose a recommendation to the Head of influencing personnel to be more proactive in he Intelligence Unit to propose to the Chief leveraging technology to support the execution of operational intelligence tasks. Police the formulation of a work program imed at developing capacity and capability

intelligence. However, from the public trust, and ensuring that the regional perspective of perceived ease of use, attitude toward using technology, and actual technology vel of effectiveness of media intelligence on use, several challenges remain. Some personnel he success of Operation Mantap Praja is 69.6%. find it difficult to use specialized intelligence

effectiveness of media of information compared to media intelligence intelligence in supporting the 2024 activities. Therefore, it is crucial for the Head of the Intelligence Unit as a leader to actualize raja Operation in the jurisdiction of the urwakarta District Police Department, as digital leadership. This ensures that technology ollows:

1. The organizational resources of then information and communication Purwakarta District Police Department of echnology for all leadership elements of the Intelligence in implementing media intelligence Purwakarta Police Department, to support to support Operation Mantap Praja 2024 are still he actualization of digital leadership. seemed ineffective

2. Provide a recommendation to the Head of limitations in the quantity and quality of human he Intelligence Unit to propose to the Chief resources, inadequate budgetary support, insufficient infrastructure, and sub-optimal work methods. Therefore, the department of the District Police to facilitate and rioritize the intelligence department personnel in attending education an intelligence needs to formulate comprehensive training programs in the field of intelligence-and practical measures to enhance its organizational resources. These efforts should include continuous personnel development, gradual improvement of budgetary support

and pecific technology tools, whether organized the Indonesian National Police Education nd Training Institution or external organizations such as the Cyber Academy infrastructure based on priority scales, and the ndonesia, the Education and Training Center refinement of work methods used in media intelligence operations. Such improvements would enable the department of intelligence to f the State Intelligence Agency, and others. his would enhance the knowledge and skills f personnel in utilizing intelligence-specific contribute positively to the success of Operation echnology tools, including in conducting Mantap Praja 2024 within the jurisdiction of the Purwakarta District Police. The effectiveness of media intelligence on the communication technology in the execution of intelligence tasks. This aims to enhance the capability, effectiveness, and efficiency of early detection activities through media intelligence, in alignment with the latest advancements in information and communication technology.

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KEPEMIMPINAN PERWIRA MUDA AKADEMI KEPOLISIAN
DI ERA DIGITAL MENUJU INDONESIA EMAS 2045

Dr. Yimmy Kurniawan, S.I.K., M.H., M.I.K.

ABSTRAK

Visi Indonesia Emas bertujuan menjadikan Indonesia sebagai Negara Kesatuan Republik Indonesia yang bersatu, berdaulat, maju, dan berkesinambungan pada tahun 2045, dengan pilar utama berupa pembangunan manusia serta penguasaan ilmu pengetahuan dan teknologi. Kepemimpinan digital, sebagai bentuk kepemimpinan yang memanfaatkan teknologi digital, menjadi kunci transformasi digital nasional dan diharapkan mendukung pencapaian Visi Indonesia Emas 2045. Artikel ini mengeksplorasi tantangan dan memformulasikan peran kepemimpinan Perwira Muda Akademi Kepolisian dalam menghadapi perkembangan teknologi sebagai bagian dari megatren global guna mendukung Visi dan Misi Polri menuju Indonesia Emas 2045. Perwira Muda Akademi Kepolisian, sebagai First Line Supervisor dan pelaksana fungsi kepolisian, diharapkan mampu beradaptasi dengan tren teknologi serta perubahan dalam governansi publik, respons masyarakat terhadap teknologi, dan fenomena global di dunia kerja. Dalam mendukung terwujudnya Visi dan Misi Polri menuju Indonesia Emas 2045, Perwira Muda Akademi Kepolisian harus mampu tampil sebagai pemimpin dan memiliki kompetensi yang memadai dalam memimpin, serta menjadi tauladan bagi anggota-anggotanya. Ia juga harus dekat dan mampu merangkul seluruh anggota, serta memiliki kemampuan komunikasi personal, mampu menjadi motivator, pendengar yang baik, dan pemecah masalah (problem solver) yang handal. Selain itu, Ia harus mampu mendorong dan mengembangkan setiap anggota untuk tumbuh dan berkembang sesuai dengan tuntutan tugas, serta mampu membangun dan membentuk karakter anggota untuk menjadi sosok anggota Polri yang berani dan siap bertanggung jawab atas apa yang telah dikerjakan.

I. PENDAHULUAN

Visi Indonesia Emas 2045 adalah rencana untuk menjadikan Indonesia menjadi negara yang merdeka, bersatu, berdaulat, adil, dan makmur. Pada tahun 2045, Indonesia akan menjadi Negara Kesatuan Republik Indonesia yang bersatu, berdaulat, maju, dan berkelanjutan[1]. Diharapkan bahwa dua puluh tahun ke depan, bertepatan dengan usia emas satu abad kemerdekaan Indonesia, akan membawa Indonesia menuju peradaban modern dan sejahtera melalui pembangunan yang kompetitif yang didorong oleh produktivitas tinggi yang inklusif dan berkelanjutan.

Visi Indonesia Emas 2045 terdiri dari empat pilar yang selaras dengan

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[1] Visi Indonesia 2045 dalam Undang-Undang Nomor 54 Tahun 2024 tentang Rencana Pembangunan Jangka Panjang Nasional Tahun 2025-2045, Lembaran Negara Republik Indonesia Tahun 2024 Nomor 194.

Pancasila dan UUD 1945. Pilar-pilar ini mencakup pembangunan manusia, penguasaan ilmu pengetahuan dan teknologi, pembangunan ekonomi berkelanjutan, pemerataan pembangunan, pemantapan ketahanan nasional, dan tata kelola pemerintahan yang efektif. Tujuan dari pilar-pilar ini adalah untuk mewujudkan misi nasional yang abadi, yaitu melindungi segenap Bangsa Indonesia dan seluruh tumpah darah Indonesia, memajukan kesejahteraan umum, mencerdaskan kehidupan bangsa dan melaksanakan ketertiban dunia yang berdasarkan kemerdekaan, perdamaian abadi dan keadilan sosial, seperti yang dinyatakan dalam Alenia Keempat Pembukaan UUD 1945.

Seiring dengan megatren global dan perubahan yang berkembang pesat di segala bidang, pembangunan Indonesia menuju Indonesia Emas 2045 akan menghadapi tantangan global yang semakin kompleks. Perubahan besar ini akan mengubah dunia dalam waktu yang lama dan berdampak besar, karena kemajuan dalam teknologi digital dan komputasi, termasuk kecerdasan buatan (AI). Setiap aspek kehidupan masyarakat, bangsa, dan negara akan dipengaruhi oleh megatren global.

Pada tahun 2045, megatren global akan berubah menjadi perubahan global. Meskipun ini akan menyebabkan disrupsi, itu juga akan memberikan peluang kemajuan bagi kondisi sosial ekonomi global. Perkembangan demograsi global, geopolitik dan geoekonomi, perkembangan teknologi, peningkatan urbanisasi dunia, konstelasi perdagangan global, tata kelola keuangan global, pertumbuhan kelas menengah (middle class), peningkatan persaingan pemanfaatan sumber daya alam, perubahan iklim, dan pemanfaatan luar angkasa (space economy) adalah beberapa dari perubahan tersebut.

Perkembangan teknologi merupakan salah satu perubahan dalam megatren global. Perubahan teknologi yang cepat telah mendisrupsi berbagai aspek kehidupan masyarakat. Teknologi digital seperti Internet of Things (IoT), blockchain, Hyper Connection, Artificial Intelligence (AI), Distributed Ledger Technology (DLT), Production Lifecycle Management, Robotic Process Automation (RPA), Edge Computing, Auto Robotic System, 3D, dan Future Technologies semuanya telah menjadi kemajuan yang bermanfaat bagi masyarakat. Selain itu, perkembangan teknologi juga dapat menimbulkan dampak negatif bagi masyarakat, antara lain: pengurangan interaksi sosial, ketergantungan, gangguan kesehatan, peningkatan pengangguran, keamanan cyber, kesenjangan digital dan pengaruh negatif media sosial.

Masyarakat harus siap untuk mengantisipasi perkembangan teknologi ini. Perkembangan teknologi akan berdampak terhadap seluruh sendi-sendi kehidupan masyarakat, antara lain terhadap sektor manufaktur, pendidikan, jenis pekerjaan yang tergantikan oleh teknologi, dan berdampak pada sektor-

sektor yang tidak mampu beradaptasi. Kemampuan literasi dan pola pikir yang baik diperlukan untuk mendorong masyarakat untuk menjadi adaptif terhadap kemajuan teknologi. Masyarakat harus didorong untuk memaksimalkan pemanfaatan perkembangan teknologi dan meminimalkan risiko disrupsi teknologi.

Polri sebagai alat negara pengemban fungsi kepolisian[2] harus mampu beradaptasi dengan perkembangan-perkembangan teknologi dalam mendorong terwujudnya Indonesia Emas 2045. Untuk mencapai hal ini, Polisi harus mengembangkan organisasinya, melakukan inovasi dalam pelaksanaan tugas pokok dan fungsi (tupoksi) kepolisian, dan mengoptimalkan penggunaan sumber daya organisasi. Selain itu, Polri harus memperbaiki tata kerjanya, meningkatkan sumber daya manusianya, dan mengembangkan model kepemimpinan yang efektif.

Dalam rangka mendukung terwujudnya Visi Indonesia Emas 2045, Polri telah menyusun Naskah *Grand Strategy* Polri 2025-2045. Visi Polri dalam naskah tersebut didasari oleh Visi Indonesia 2045 yaitu "Terwujudnya Indonesia Emas yang Aman dan Tertib" dan Misi Polri yaitu "Melindungi,

Mengayomi dan Melayani Masyarakat"[3]. Pencapaian Visi dan Misi Polri 2045 dijabarkan dalam rumusan arah kebijakan dan strategi yang terbagi atas 4 (empat) tahapan yaitu: Tahap I (2025-2029): Modernisasi Operasional (*Operational Modernization*); Tahap II (2030-2034): Transformasi Digital (*Digital Transformation*); Tahap III (2035-2039): Lompatan Besar (*Quantum Leap*); dan Tahap IV (2040-2045): Pencapaian Emas (*Golden Acievement*).

Akademi Kepolisian sebagai Lembaga Pendidikan Polri memiliki tugas dan tanggung jawab menyelenggarakan program pendidikan dengan tujuan menghasilkan Perwira Pertama Polri berkualifikasi Sarjana Terapan Kepolisian (S.Tr.K) yang memiliki pengetahuan, keterampilan, sikap, perilaku yang berjiwa pemimpin, berkarakter Bhayangkara, sehat jasmani dan rohani dalam melaksanakan peran sebagai *First Line Supervisor* dan pelaksana fungsi kepolisian. Para Perwira muda lulusan Akademi Kepolisian diharapkan menjadi seorang pemimpin yang memiliki kemampuan beradaptasi dengan perubahan global dan mampu mendorong terwujudkan Visi dan Misi Polri menuju Indonesia Emas 2045.

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[2] Fungsi kepolisian adalah salah satu fungsi pemerintahan negara di bidang pemeliharaan keamanan dan ketertiban masyarakat, penegakan hukum, perlindungan, pengayoman dan pelayanan kepada Masyarakat sesuai Pasal 2 Undang-Undang Nomor 2 Tahun 2002 tentang

Kepolisian Negara Republik Indonesia, Lembaran Negara Republik Indonesia Tahun 2002 Nomor 2.

[3] Kepolisian Negara Republik Indonesia, *Naskah Grand Strategy Polri 2025-2045*, Jakarta, November 2023, hal. 92.

II. KEPEMIMPINAN DIGITAL

Secara etimologi, kepemimpinan digital terdiri atas 2 (dua) kata, yaitu kepemimpinan dan digital. Kepemimpinan menurut Kamus Besar Bahasa Indonesia (KKBI) adalah perihal pemimpin atau cara memimpin[4]. "Kepemimpinan" adalah etimologi dari kata "pimpin", yang berarti mengarahkan, membina, mengatur, menuntun, menunjukkan, atau memengaruhi seseorang. Sedangkan digital berdasarkan KKBI diartikan sebagai berhubungan dengan angka-angka untuk sistem penomoran tertentu atau berhubungan dengan penomoran[5]. Dalam hal ini, digital dapat diartikan sebagai perkembangan teknologi digital, sehingga kepemimpinan digital dapat diartikan sebagai cara memimpin dalam perkembangan teknologi digital.

Menurut akademisi AS, kepemimpinan adalah proses pengaruh sosial di mana seseorang dapat membantu dan mendukung orang lain untuk mencapai tujuan bersama[6]. Seorang pemimpin, menurut John C. Maxwell, adalah seseorang yang mengetahui jalan, mengikuti jalan tersebut, dan menunjukkan jalan kepada orang lain[7]. Namun, kepemimpinan didefinisikan oleh Wescher dan Massarik sebagai pengaruh antar individu yang

dilakukan dalam situasi tertentu dan diarahkan melalui proses komunikasi untuk mencapai tujuan tertentu.

Oleh karena itu, kepemimpinan adalah kemampuan untuk mempengaruhi dan mendorong orang lain untuk mencapai tujuan tertentu. Seorang pemimpin tidak sekedar memberikan instruksi, namun juga harus tahu arah yang akan ditempuh, berjalan ke arah tersebut dan mampu menggerakkan tim dengan visi, nilai-nilai dan arah yang jelas. Pemimpin yang baik juga dapat mendengarkan, mendorong, dan mendukung timnya. Tujuan utama kepemimpinan adalah mencapai visi dan tujuan organisasi, selain itu kepemimpinan bertujuan untuk menginspirasi dan mengarahkan anggotanya, mampu menghadapi dan mengelola perubahan, serta berperan dalam pengembangan tim untuk tumbuh dan berkembang.

Kepemimpinan digital (*digital leaderships*) adalah gaya kepemimpinan yang menggunakan teknologi digital untuk mencapai tujuan organisasi.Menteri PANRB menyatakan bahwa kepemimpinan digital diperlukan untuk mengawasi perubahan dan pemanfaatan teknologi yang cepat di berbagai sektor, termasuk sektor pemerintahan, karena transformasi

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[4] Kamus Besar Bahasa Indonesia (KKBI) Online diakses melalui https://kkbi.web.id/pimpin.

[5] Kamus Besar Bahasa Indonesia (KKBI) Online diakses melalui https://kkbi.web.id/digital.

[6] LPSR News, Kepemimpinan: Teori, Tujuan dan Fungsi Menjadi Pemimpin, 30 September 2023, diakses

melalui https://www.lpsr.ac.id/tujuan-fungsi-kepemimpinan.

[7] PPM School of Management, Kepemimpinan: Pengertian, Teori dan Perbedaannya, 7 Juni 2024, diakses melalui https://ppmschool.ac.id/kepemimpinan/.

digital yang sedang berlangsung[8]. Ini menekankan bahwa, seiring dengan semangat transformasi digital yang terus digenjot oleh pemerintah, seorang pemimpin yang cakap digital diperlukan.

Sementara itu, Menkominfo menyatakan bahwa kepemimpinan digital ini merupakan salah satu kunci keberhasilan transformasi digital nasional[9]. Di era kepemimpinan digital, para kebijakan menghadapi 4 (empat) tantangan: (a) mendorong transformasi digital sebagai perubahan gaya hidup baru; (b) memfasilitasi tata kelola bisnis dan e-government; (c) membuat kebijakan atau undang-undang yang mendukung transformasi digital; dan (d) meningkatkan kinerja melalui persiapan serta pengembangan sumber daya manusia digital. Selanjutnya, Menkominfo menyatakan bahwa pelaksanaan transformasi digital di Indonesia telah menunjukkan tren positif, dan peningkatan ini dapat disebabkan oleh penerapan leadership digital dalam pengelolaan organisasi di berbagai sektor.

Kepemimpinan digital menggunakan teknologi digital untuk mencapai tujuan organisasi. Dalam menghadapi megatren global menuju Indonesia Emas 2045, peran kepemimpinan digital sangat sentral. Kepemimpinan digital menjadi salah satu kunci keberhasilan transformasi digital nasional. Implementasi kepemimpinan digital dalam organisasi diharapkan mampu menggerakkan sumber daya organisasi secara efektif dan efisien untuk memanfaatkan dan mempergunakan teknologi digital dalam mencapai tujuan organisasi. Dalam hal ini, keberhasilan implementasi kepemimpinan digital dapat mendorong terwujudnya Visi Indonesia Emas 2045 untuk mewujudkan Negara Kesatuan Republik Indonesia yang bersatu, berdaulat, maju dan berkelanjutan.

III. TANTANGAN KEPEMIMPINAN PERWIRA MUDA AKADEMI KEPOLISIAN

Sebagai calon pimpinan Polri di masa depan, perwira muda dari Akademi Kepolisian harus mampu beradaptasi dengan pergeseran dunia menuju Indonesia Emas 2045. Perwira muda juga dituntut mampu tampil sebagai pemimpin yang mampu mempengaruhi dan menginspirasi anggotanya untuk melaksanakan tupoksi kepolisian. Selain itu, dalam mendukung tercapai visi dan

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[8] Website Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, *Menteri PANRB Tekankan Pentingnya 'Digital Leadership' Seiring Upaya Pemerintah dalam Transformasi Digital*, 20 Juli 2024, diakses melalui https://www.menpan.go.id/site/berita-terkini/menteri-panrb-tekankan-pentingnya-digital-leadership-seiring-upaya-pemerintah-dalam-transformasi-digital.

[9] Website Kementerian Komunikasi dan Digital, *Siaran Pers No. 277/HM/Kominfo/07/2022 tentang Jadi Kunci Keberhasilan Transformasi, Kominfo Siapkan Pemimpin Digital Indonesia*, 7 Juli 2022, diakses melalui http://komdigi.go.id/berita/siaran-pers/detail/siaran-pers-no-277-hm-kominfo-07-2022-tentang-jadi-kunci-keberhasilan-transformasi-kominfo-siapkan-pemimpin-digital-Indonesia.

misi Polri 2045, para perwira muda Akademi Kepolisian harus mampu menginspirasi dan mengarahkan anggotanya, mampu menghadapi dan mengelola perubahan, serta berperan dalam pengembangan anggota agar pelaksanaan tupoksi kepolisian sesuai arah kebijakan dan strategi Polri.

Tren governansi publik di masa depan menurut Hyung Jun Park (2018) dipengaruhi oleh perkembangan teknologi di bidang administrasi publik dan perubahan kondisi sosial ekonomi masyarakat[10]. Perkembangan teknologi yang terjadi meliputi pergeseran peran manusia dan mesin, penggabungan dunia nyata dan dunia virtual, perkembangan kecerdasan emosional dalam teknologi komputer, serta perpaduan administrasi publik dengan *smart technology*, sedangkan perubahan kondisi sosial ekonomi masyarakat yang ada berupa pertumbuhan tenaga kerja, perkembangan masyarakat yang lebih mengutamakan kualitas kehidupan, perkembangan *high value-added knowledge-intensive industry*, peningkatan pergeseran manusia antar negara dan *migration of multiculturalism*, serta perubahan iklim dan krisis energi.

Akibat pengaruh perubahan-perubahan tersebut, tren governansi publik ke depan akan mengalami perkembangan yang sangat signifikan. Perkembangan governansi publik tersebut antara lain: perkembangan lingkungan sosial mengarah pada lebih memperkuat hubungan antar manusia untuk menciptakan nilai dan pengetahuan, perkembangan budaya perusahaan akan bergeser dari fokus pada perusahaan dan lingkungan kerja ke *job medium*, terjadinya polarisasi pekerjaan dan penguatan *database* dalam manajemen SDM, terjadinya peningkatan *self-employment* dan pekerjaan dalam industri pelayanan, selain itu, pekerja lebih suka lingkungan kerja yang fleksibel karena mereka dapat bekerja di mana saja dan kapan saja.

Perkembangan teknologi akan mempengaruhi tren governansi publik ke depan. *Artificial Inteligence* (AI) *algorithms* akan menggantikan pekerjaan manusia. *Big data* akan menyediakan berbagai data dalam pengambilan Keputusan strategis. *Internet of Things* (IoT) dapat dipergunakan untuk berbagai aplikasi dalam konteks pelayanan publik. Teknologi akan merubah budaya dan perilaku manusia, termasuk merubah perilaku kerja. Teknologi dan manusia akan berkolaborasi dalam berbagai kebijakan dan implementasinya.

Tantangan governansi publik ke depan juga akan semakin komplek. Paradigma pelayanan publik akan mengalami perubahan dari pemerintah ke masyarakat melalui kolaborasi sektor publik, privat dan non-profit. Mekanisme kerja baru terbentuk dari berbasis kertas ke *cloud*. Perubahan struktur organisasi pemerintahan dari hierarki menjadi heterarki sehingga membutuhkan

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[10] Prof. Dr. Eko Prasojo, Mag.rer.publ, *Menyusun Grand Strategy Polri 2025-2045*, paparan yang disampaikan dalam Rapat Penyusunan *Grand Strategy* Polri 2025-2045 di Jakarta.

birokrasi yang ramping dan jaringan dalam pelayanan publik. Kebutuhan pelayanan publik mengalami perubahan dari *equality* menuju *equity*. Pelayanan publik tidak hanya dituntut untuk memberikan perlakuan yang sama dan keadilan, namun dituntut untuk mampu memenuhi kebutuhan individu menuju kesuksesan.

Perwira muda Akademi Kepolisian harus mampu beradaptasi dengan tren governansi di masa depan. Perwira muda Akademi Kepolisian harus menghadapi dan menyesuaikan diri dengan tuntutan perubahan-perubahan tersebut, serta juga harus mampu mengelola perubahan-perubahan tersebut menjadi kekuatan dan peluang dalam pelaksanaan tupoksi kepolisian serta untuk meningkatkan organisasi Polri di masa depan. Perwira muda Akademi Kepolisian harus memahami perubahan peran dan tanggung jawab anggota unit kerjanya untuk menjadi pemimpin yang mampu membantu mereka dan orang lain di sekitarnya beradaptasi dengan baik. Selain itu, mereka diharapkan mampu melakukan inisiatif dan menjadi motor penggerak perubahan dalam menyikapi dan mengelola perubahan-perubahan yang dihadapi.

Perkembangan teknologi digital di masa yang akan datang dapat dibagi menjadi 3 (tiga) tahap, yaitu: Era *Digital Connectivity* 2018-2030, Era *The New Exploration* 2030-2050, dan Era *Techno-Humanitarian* 2050-2070[11]. Tahun 2018-2030 akan dilihat sebagai *Digital Connectivity Era* yang ditandai adanya koneksivitas berdasarkan berbagai inovasi dalam *Internet of Everything*, teknologi *Augmented Reality* (AR) dan *Virtual Reality* (VR). Pada Era ini, beberapa teknologi diharapkan dapat diwujudkan antara lain: *floating farms*, *space mining missions*, *eco solar ships*, dan bantuan terapi AR dan VR. Megatren teknologi di era ini yaitu: *Internet of Thing* (IoT), *space-net*, *big data* dan *High Performance Computing* (HPC), *green tech* dan *space tech*, *machine learning* dan *cognitive science*, serta *bio-tech*, *robotics* dan *automation*.

Tahun 2030-2050 akan dilihat sebagai *The New Exploration Era*. Era ini ditandai adanya *human capacity augmentation* dan teknologi AI maupun *space exploration*, perubahan paradigma dari *problem-solution* ke arah *opportunity-exploration*. Pada Era ini, beberapa teknologi diharapkan dapat diwujudkan, antara lain: *a near-space tourism sector*, *space mining*, *garden buildings*, *floating settlements*, dan *robot relationships*. Megatren teknologi di era ini yaitu: *distributed cloud*, *materials* dan *polymers*, *spintronics*, *genomics*, *quantum computing*, *learning systems* dan *augmenting systems*.

Sementara itu, tahun 2050-2070 akan dilihat sebagai *Techno-Humanitarian Era*. Era ini ditandai perubahan upaya dan priotitas global menuju penemuan dan pemberdayaan *a*

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[11] *Ibid*.

new technology-enhanced humanity. Pada Era ini, beberapa teknologi diharapkan dapat diwujudkan, antara lain: *space hotels*, *flying cars*, pengurangan dampak perubahan cuaca, *underwater cities*, dan *space-mining of resuorces*. Megatren teknologi di era ini yaitu: *autonomous aviation*, *concious systems*, *space-net*, *connected human*, *materials* dan *polymers*, *nanotech in body* dan *space tech*.

Perkembangan teknologi digital di masa yang akan datang perlu disikapi dengan tepat oleh masyarakat. Masyarakat harus siap menghadapi perkembangan-perkembangan teknologi tersebut. Data Januari 2021 menunjukkan bahwa, dari seluruh jumlah penduduk Indonesia, total kepemilikan gadget di Indonesia mencapai 125% dengan pengguna internet mencapai 73,7% dan aktif sebagai pengguna media sosial mencapai 61,8%[12]. Jumlah tersebut akan terus bertambah seiring dengan pertumbuhan jumlah manusia dan perkembangan teknologi. Kondisi ini sangat memudahkan untuk melakukan intervensi berbagai kebijakan publik kepada masyarakat.

Perwira muda Akademi Kepolisian harus mampu menghadapi tren masyarakat dalam menyikapi perkembangan teknologi. Perwira muda Akademi Kepolisian juga harus mampu mengidentifikasi dan menganalisa dampak-dampak perkembangan teknologi tersebut bagi masyarakat dan

bagi organisasi Polri. Sebagai seorang pemimpin, perwira muda Akademi Kepolisian harus mampu mendorong pemanfaatan teknologi di lingkungan organisasi Polri, serta memanfaatkan perkembangan teknologi dan berinovasi dalam upaya mengoptimalkan pelaksanaan tupoksi kepolisian dalam memelihara kamtibmas dan mengembangkan organisasi Polri sesuai dengan perkembangan kebutuhan dan tuntutan masyarakat.

Fenomena global dalam dunia kerja saat terjadi perubahan motivasi generasi muda dari uang ke fleksibilitas dan kesempatan pengembangan. Harvard University pada Februari 2019 telah merilis *Harvard Bussines Review Analytic Services Survey* terhadap motivasi generasi muda dalam bekerja dan menemukan bahwa motivasi kerja generasi muda telah mengalami perubahan, yaitu: 68% berupa jadwal kerja dan lokasi kerja yang flesibel, 48% berupa akses kesempatan pelatihan dan pengembangan, 38% berupa gaji dan tunjangan; 35% berupa kesempatan *intarpreneurship*, 30% berupa kontrak kerja yang fleksibel bagi tenaga kerja *full-time*, 21% berupa subsidi dan kebutuhan, 21% berupa waktu luang, 12% berupa jaminan kerja, dan 11% berupa rencana insentif keluarga yang menyediakan kesempatan kerja bagi anak-anaknya[13].

Fenomena tersebut juga dibarengi dengan munculnya istilah 'Generasi Z'

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[12] *Ibid.*

[13] *Ibid.*

juga disebut dengan 'Gen Z'. Gen Z adalah mereka yang lahir antara tahun 1997 dan 2012. Kehidupan sehari-hari mereka sangat dipengaruhi oleh internet dan teknologi, karena mereka adalah generasi yang tumbuh dan berkembang di era digital. Karakteristik Gen Z menonjolkan perbedaan dengan generasi-generasi sebelumnya seperti Generasi Baby Boomer, yang lahir dari tahun 1946 hingga 1965, Generasi X, yang lahir dari tahun 1965 hingga 1980, dan Generasi Y, yang lahir dari tahun 1981 hingga 1996[14].

Kemampuan teknologi yang luar biasa adalah ciri khas Gen Z. Mereka terbiasa dengan penggunaan smartphone, media sosial, dan internet sejak kecil karena perkembangan teknologi yang cepat. Keterampilan ini membuat mereka lebih mampu menyerap informasi dengan lebih cepat, beradaptasi dengan kemajuan teknologi, dan menjadi lebih kreatif saat menggunakan internet. Selain itu, mereka cenderung memiliki pandangan hidup yang lebih toleran terhadap perbedaan budaya dan keanekaragaman. Ini mempengaruhi bagaimana mereka melihat keadilan sosial, kesetaraan gender, dan masalah lingkungan. Melalui platform online seperti media sosial, blog, dan platform berbagi konten, mereka lebih aktif menyuarakan pendapat mereka.

Selain itu, Gen Z cenderung mengutamakan pengalaman daripada memiliki barang fisik. Gen Z lebih suka melakukan perjalanan, menghadiri konser atau mencoba hal-hal baru daripada menghabiskan uang untuk membeli barang-barang mewah. Mereka juga memilih memperhatikan aspek keberlanjutan dalam memilih produk dan layanan yang mereka gunakan, sehingga memengaruhi tuntutan pasar terhadap produk ramah lingkungan dan bertanggung jawab sosial.

Karakteristik khas Gen Z dalam dunia pendidikan cenderung lebih suka belajar secara mandiri melalui sumber-sumber informasi *online*, *video virtual*, dan *platform e-learning*. Di tempat kerja, Gen Z memiliki kecenderungan untuk mencari pekerjaan yang memberikan arti dan tujuan yang lebih besar, lebih fleksibel dalam jam kerja, serta lebih mementingkan keseimbangan antara kehidupan pribadi dan profesional. Oleh karena itu, karakteristik khas Gen Z sebagai generasi penerus membawa dampak besar dalam berbagai aspek kehidupan masyarakat di masa depan, mulai dari aspek ekonomi, politik, sosial budaya, hingga aspek teknologi.

Selain karakteristik khas Gen Z di atas, Gen X dan Gen Millenial juga memiliki karakteristik yang khas. Selama bertahun-tahun, Gen X dianggap sebagai generasi yang menggabungkan generasi yang lebih muda yang terbiasa dengan teknologi digital dengan generasi

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[14] Tampang.com, *Karakteristik Khas Gen Z: Alasan Mengapa Berbeda dari Generasi Sebelumnya*, 11 April 2024, diakses melalui https://tampang.com/berita/nasional/karakter- khas-gen-z-alasan-mengapa-berbeda-dari-generasi-sebelumnya-c16ljy3virh47wazhv/page-1?gad-source=1.

yang lebih tua atau tradisional. Generasi X biasanya lebih egois, pragmatis, dan sinis. Mereka juga pemacah masalah yang baik, berani mengambil risiko, banyak akal atau cerdas, dan logis (logika). Selain itu, mereka lebih mampu mengatasi perbedaan gaya hidup dan kultur.

Selain itu, kemajuan dalam teknologi informasi dan komunikasi memungkinkan Generasi Millenial untuk mengenal pekerjaan, menggunakan komputer, dan memiliki akun sosial media. Sifat inovatif dan kreatif Meraka dipengaruhi oleh faktor-faktor ini. Generasi Millenial biasanya memiliki tingkat pendidikan yang lebih tinggi, kecerdasan teknologi yang lebih tinggi, berani, inovatif, kreatif, dan modern. Mereka lebih siap untuk perubahan, memiliki jadwal kerja yang fleksibel, menganggap pengembangan karir penting, dan memiliki ekspektasi yang tinggi dari diri mereka sendiri. Mereka juga membutuhkan keterampilan yang beragam dan memiliki kemampuan untuk menyelesaikan banyak tugas sekaligus.

Selain Gen Z, Gen Millenial dan Gen X, generasi selanjutnya dikenal dengan sebutan Generasi Post Gen Z atau dikenal juga dengan Generasi Alpha yang lahir di atas tahun 2012. Salah satu teknologi yang terus berkembang yang mendorong pertumbuhan generasi Alpha adalah kecerdasan buatan, realitas virtual, dan Internet of Things (IoT).

Mereka sudah terbiasa dengan perangkat teknologi sejak kecil dan biasanya mahir menggunakannya. Mereka lebih fleksibel saat bermain permainan berbasis aplikasi, menghabiskan waktu yang lebih lama di depan layar, memperoleh keterampilan baru, dan bekerja sama dengan orang lain. Karena mereka lebih suka bekerja sama, generasi ini memprioritaskan pendidikan, yang memerlukan waktu yang lebih lama dan tidak membutuhkan struktur otoritas, hirarki, atau pendekatan kekuatan konvensional. Dibandingkan generasi sebelumnya, mereka lebih memprioritaskan keterampilan interpersonal dan paling mahir dalam dunia digital.

Polri sampai dengan akhir November 2024 telah memiliki 480.923 personel yang terdiri atas 462.834 personel Polri dan 18.089 PNS Polri[15]. Hasil pengelompokan berdasarkan tahun kelahirannya ditemukan bahwa 25% dari seluruh jumlah personel Polri saat ini terdiri dari Gen Z, selebihnya 47% merupakan Gen Millenial dan 28% merupakan Gen X. Dalam perkembangannya di masa depan, Gen X dan Gen Millenial akan semakin berkurang, sedangkan Gen Z dan Gen Alpha akan semakin bertambah di lingkungan organisasi. Seiring dengan perkembangan teknologi digital, Gen Z dan Gen Alpha yang nantinya akan 'mengawaki' organisasi Polri dalam

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[15] Berdasarkan data SIPP Polri pada tanggal 28 November 2024.

mewujudkan Visi dan Misi Polri menuju Indonesia Emas 2045.

Terkait dengan perkembangan generasi tersebut, Perwira muda Akademi Kepolisian harus mampu mengidentifikasi karakteristik seluruh personel Polri, selanjutnya para perwira muda Akademi Kepolisian dituntut untuk mampu menentukan bentuk dan upaya pendekatan yang tepat dalam melaksanakan kepemimpinan di organisasi Polri dan menyelenggarakan tupoksi kepolisian dalam merespon tuntutan dan kebutuhan masyarakat. Sebagai seorang pemimpin, perwira muda Akademi Kepolisian harus mampu memanfaatkan dan memberdayakan karakteristik personelnya dengan mengiplementasikan kepemimpinan yang tepat dan efektif, serta melakukan pembinaan dan pengembangan personel guna mengoptimalkan pelaksanaan tupoksi kepolisian dalam mewujudkan Visi dan Misi Polri menuju Indonesia Emas 2045.

IV. KEPEMIMPINAN PERWIRA MUDA AKADEMI KEPOLISIAN

Kepemimpinan adalah seni mempengaruhi orang lain untuk mendorong mereka untuk mencapai tujuan organisasi. Terkait dengan peran kepemimpinan dalam mencapai Indonesia Emas 2045, Presiden ke-7 RI Ir. Joko Widodo menyampaikan pada acara peluncuran Rancangan RPJPN 2025-2045 di bulan Juni 2023 bahwa "Indonesia emas tidak bisa hadir otomatis, tapi butuh direncanakan dengan baik, fokus yang sama, panduan dan Haluan. Sebaik apapun pedoman yang sudah ada, perencanaan akan sia-sia jika tidak dibarengi dengan kemampuan eksekusi yang cerdas (*smart execution*) beserta kepemimpinan yang cerdas (*smart leadership*) dan kuat (*strong leadership*)"[16].

Kepemimpinan yang cerdas dan kuat sangat diperlukan di era digital dalam mendorong terwujudnya Indonesia Emas 2045. Perwira muda Akademi Kepolisian di era digital perlu menerapkan gaya kepemimpinan digital yang efektif untuk mewujudkan Visi dan Misi Polri. Gaya kepemimpinan ini harus sesuai dengan keadaan organisasi dan harapan masyarakat. Thoha (2013) menyatakan bahwa gaya kepemimpinan adalah kebiasaan yang ditunjukkan oleh seseorang saat mencoba mempengaruhi orang lain[17]. Gaya kepemimpinan digital yang tepat dapat membantu pencapaian Visi dan Misi Polri. Ini akan memungkinkan kinerja organisasi dan pelaksanaan tupoksi berjalan dengan baik untuk mencapai Visi Indonesia Emas 2045.

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[16] Kepolisian Negara Republik Indonesia, *Naskah Grand Strategy Polri 2025-2045*, Jakarta, November 2023, hal. 3.

[17] Website Kementerian Keuangan Republik Indonesia, *Analisa Kepemimpinan Otokratis, Demokratis dan Leissez Faire dalam Birokrasi Pemerintahan*, Artikel DJKN, diakses melalui https://www.djkn.kemenkeu.go.id/kanwil-balinusra/baca-artikel/15571/Analisa-Gaya-Kepemimpinan-Otokratis-Demokratis-Dan-Leissez-Faire-Dalam-Birokrasi-Pemerintahan.html.

Salah satu konsep kepemimpinan yang tepat dalam mengelola perubahan di era digital menuju Indonesia Emas 2045 ialah konsep kepemimpinan Ki Hadjar Dewantara yang memuat 3 (tiga) ajaran atau semboyan kepemimpinan[18], yaitu: *Pertama*, *Ing Ngarso Sung Tuladha.* Pemimpin harus mampu menjadi suri tauladan bagi orang lain. Dengan kata lain, seorang pemimpin harus menjadi contoh yang baik bagi mereka yang mereka pimpin. Tidak hanya menjadi contoh yang baik, tetapi juga bertindak sebagai pemimpin yang bijak dan bermoral.

Kedua, Ing Madya Mangun Karsa. Pemimpin harus mampu menumbuhkan semangat swakarsa dalam kelompok mereka. Semangat untuk memenuhi keinginan atau kemauan sendiri tanpa dipaksa oleh orang lain. Untuk menumbuhkan rasa semangat yang dibutuhkan sosok pemimpin yang memiliki rasa peduli dan perhatian kepada anggota yang dipimpinnya, serta mampu memberikan dukungan-dukungan agar anggotanya dapat bekerja dengan percaya diri. *Ketiga*, *Tut Wuri Handayani.* Seorang pemimpin harus memiliki kemampuan untuk mendorong rekan-rekannya untuk berani mengambil alih dan bertanggung jawab. Pemimpin yang tegas adalah pemimpin yang berhasil membentuk anggotanya menjadi individu yang berani dan siap bertanggung jawab atas tindakannya.

Dalam menghadapi tantangan perkembangan teknologi sebagai salah satu megatren global, perwira muda Akademi Kepolisian harus tampil di depan sebagai pemimpin bagi anggotanya. Ia juga harus memimpin dan mengarahkan anggotanya dalam pelaksanaan tupoksi kepolisian dan tugas-tugas lainnya, serta memberikan contoh dan menjadi suri tauladan bagi orang lain. Selain itu, sebagai pemimpin yang bijaksana, ia harus melaksanakan tugas dan tanggung jawabnya dengan baik serta berteladan memimpin anggota dalam setiap pelaksanaan tupoksi kepolisian dalam kehidupan sehari-hari.

Untuk itu, seorang perwira muda Akademi Kepolisian harus mampu tampil sebagai pemimpin dan memiliki kompetensi yang memadai dalam memimpin anggota-anggotanya. Artinya, ia harus memiliki *skill* dalam pengggunaan teknologi, *knowledge* yang memadai terkait perkembangan teknologi, serta didukung *attitude* yang baik sebagai seorang pemimpin dan panutan bagi anggotanya. Perwira muda Akademi Kepolisian sebagai seorang pemimpin menjadi tauladan bagi anggotanya dan tidak sekedar memberikan instruksi. Ia juga harus tahu arah yang akan ditempuh, berjalan ke arah tersebut serta mampu menggerakkan

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[18] Indonesia Heritage Agency, *Mengulik Makna dari Trilogi Ki Hadjar Dewantara sebagai Semboyan Pendidikan, Ki Hadjar Dewantara Mewariskan Tiga Sifat yang Harus Dimiliki oleh Pemimpin*, 17 November 2023, diakses malalui https://vredeburg.id/id/post/mengulik-makna-dari-trilogi-ki-hadjar-dewantara-mewariskan-tiga-sifat-yang-harus-dimiliki-oleh-pemimpin.

dan mengarahkan seluruh anggotanya dengan visi, nilai-nilai dan arah yang jelas sesuai dengan Visi dan Misi Polri menuju Indonesia Emas 2045.

Dalam pelaksanaan tupoksi kepolisian demi terwujudnya Visi dan Misi Polri, perwira muda Akademi Kepolisian harus menumbuhkan semangat kerja dan pengabdian yang terbaik dari para anggota yang dipimpinnya. Semangat atau keinginan muncul dari diri sendiri dan setiap anggota tanpa tekanan dari pihak lain. Selain itu, ia harus menjadi sosok yang memiliki rasa peduli dan perhatian kepada anggota yang dipimpinnya, serta ada di tengah-tengah mereka memberikan semangat dan dukungan positif agar seluruh anggotanya dapat bekerja dengan optimal dan penuh percaya diri dalam melaksanakan tupoksi kepolisian.

Untuk itu, seorang perwira muda Akademi Kepolisian harus dekat dan mampu merangkul seluruh anggotanya, serta memiliki kemampuan komunikasi personal dan menjadi motivator yang handal bagi seluruh anggotanya. Ia juga harus memahami karakteristik masing-masing anggota dan mampu menerapkan pendekatan yang tepat sesuai dengan karakteristik-karakteristik tersebut. Selain itu, Ia harus mampu menjadi pendengar yang baik dan pemecah masalah (*problem solver*) yang dihadapi oleh anggota-anggotanya maupun organisasinya, sehingga kinerja anggota dapat meningkat dan pelaksanaan tupoksi kepolisian sesuai dengan harapan.

Dalam rangka mendorong terwujudnya Visi dan Misi Polri menuju Indonesia Emas 2045, perwira muda Akademi Kepolisian harus selalu mendorong anggota-anggota yang dipimpinnya agar berani tampil dan berjalan di depan serta sanggup bertanggung jawab dan mampu melaksanakan tugas dengan sebaik-baiknya. Ia harus membangun dan membentuk karakter anggotanya untuk menjadi sosok yang berani dan siap bertanggung jawab atas apa yang telah ia kerjakan, serta selalu siap dan kompeten dalam menghadapi dan memanfaatkan segala perkembangan teknologi untuk mendukung pelaksanaan tupoksi kepolisian.

Untuk itu, seorang perwira muda Akademi Kepolisian harus mampu mendorong dan mengembangkan setiap anggotanya untuk tumbuh dan berkembang sesuai dengan tuntutan tugas. Ia harus proaktif, kreatif dan inovatif melaksanakan pembinaan organisasi, serta mampu memanfaatkan peluang dan menentukan pendekatan yang tepat bagi pengembangan kompetensi bagi setiap anggotanya. Ia juga harus mampu membangun dan membentuk karakter anggotanya untuk menjadi sosok anggota Polri yang berani dan siap bertanggung jawab atas apa yang telah dikerjakan, serta selalu siap dalam pelaksanaan tupoksi kepolisian.

V. PENUTUP

Visi Indonesia Emas 2045 adalah suatu gagasan yang bertujuan untuk menjadikan Indonesia sebagai bangsa yang merdeka, bersatu, berdaulat, adil, dan makmur pada tahun 2045. Para Perwira muda lulusan Akademi Kepolisian diharapkan menjadi seorang pemimpin yang memiliki kemampuan beradaptasi dengan perubahan global dan mampu mendorong terwujudkan Visi dan Misi Polri menuju Indonesia Emas 2045. Sebagai calon-calon pimpinan Polri menuju Indonesia Emas 2045, perwira muda Akademi Kepolisian akan menghadapi beberapa tantangan dalam kepemimpinannya, antara lain: tren governansi publik ke depan, tren masyarakat dalam menyikapi perkembangan teknologi, dan fenomena global dalam dunia kerja.

Dalam mendukung terwujudnya Visi dan Misi Polri menuju Indonesia Emas 2045, perwira muda Akademi Kepolisian harus mampu tampil sebagai pemimpin dan memiliki kompetensi yang memadai dalam memimpin anggota-anggotanya, serta menjadi tauladan bagi anggotanya tahu arah yang akan ditempuh, berjalan ke arah tersebut serta mampu menggerakkan dan mengarahkan seluruh anggotanya. Ia juga harus dekat dan mampu merangkul seluruh anggotanya, serta memiliki kemampuan komunikasi personal dan menjadi motivator yang handal bagi seluruh anggotanya, menjadi pendengar yang baik dan pemecah masalah (*problem solver*) yang dihadapi oleh anggota-anggotanya maupun organisasinya.

Selain itu, perwira muda Akademi Kepolisian harus mampu mendorong dan mengembangkan setiap anggotanya untuk tumbuh dan berkembang sesuai dengan tuntutan tugas, serta proaktif, kreatif dan inovatif melaksanakan pembinaan organisasi, mampu memanfaatkan peluang dan menentukan pendekatan yang tepat bagi pengembangan kompetensi bagi setiap anggotanya. Ia juga harus mampu membangun dan membentuk karakter anggotanya untuk menjadi sosok anggota Polri yang berani dan siap bertanggung jawab atas apa yang telah dikerjakan, serta selalu siap dalam pelaksanaan tupoksi kepolisian. Kepemimpinan perwira muda Akademi Kepolisian diharapkan dapat mendorong efektifitas pencapaian Visi dan Misi Polri menuju terwujudnya Visi Indonesia Emas 2045.

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Police Research for the Indonesian National Police Cadets

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Abstract

This paper aims to explain police research. The study for this paper is conducted through a narrative literature review. The study finds that police research is a new field. The research is initially critical but later enriched with an evidence-based view. Police research is challenging because of the difficulty of the researchers collaborating with the police and translating research into practice. There are some steps (for a police researcher) to conduct research in policing successfully. The police cadets are inside researchers. They may have less difficulty entering the police organisation. Some points are suggested for the police cadets to be potential practitioner-academics (pracademic) in improving policing.

Introduction

This paper is based on a request from the police academy for the writer to share knowledge on police research. The police cadets will conduct research. The research involves a research seminar. A paper is needed for this seminar. The seminar aims to make the cadets consider the available literature on police research. Through this understanding, their research may be elevated higher for not just complying with the requirement of submitting dissertations for the police cadets for being undergraduate degrees. The content of their research may be

expected to align with the current direction of police research worldwide.

This study is executed through a narrative literature review. A narrative review is distinguished from a systematic review. The narrative review follows the themes found in the selected literature when discussing the targeted topic and answering a determined research question.

This paper aims to answer the question of the nature and extent of police research. The answer is required by police research researchers (especially the cadets as undergraduate police researchers). The

earlier they understand the nature and challenges of conducting police research, the more beneficial it will be for them in executing their forthcoming research projects.

Knowledge about police research may be helpful for cadets once they complete their education at the Police Academy. These cadets will become police officers and academic practitioners within the police force (inside-insider [Brown, 1996]). They will be capable of conducting research (particularly action research [Rosenbaum, 2010]) during their careers. The policing practices they implement as police officers will improve as they work using the action research paradigm. The body of literature on Indonesian policing will expand as they create it. Future generations of police officers can utilise it to address policing challenges in their practices.

This paper consists of five sections. The first section introduces the paper and mainly explains the background of this paper. The second section elucidates the research method used. The third section describes this study's findings. The fourth section discusses the implications of this paper's findings for the cadets. Lastly, the fifth section gives the conclusion of this paper.

Method

The method of the study for this paper is the narrative literature review. Articles that are familiar to the writer are selected. Afterwards, the writer snowballs into the other associated articles. The narrative of the sourced articles is used to explain police research. This method is chosen because of the writer's limited time. The study can be better with a more comprehensive and rigorous method (e.g., systematic review) than this narrative literature review. Despite its weakness, the articles used in this paper's review can be used for the cadets' research.

Finding
Police research

Police research in the social sciences is relatively new (Cockbain and Knutsson, 2015, p. 1; Banton, 1964; Skolnick, 1966; Wilson, 1968). It started in the 1960s (Cockbain and Knutsson, 2015, p. 1). Critical tradition is the primary field of police research (Cockbain and Knutsson, 2015, p. 1). It has background on the context of mainstream events in Western Europe and America (e.g., industrial strikes, civil rights, and anti-war protests) (Cockbain and Knutsson, 2015, p. 1; Skogan and Frydl,

2004; Reiner, 2010; Renier, 1992). Police research from this critical perspective focuses on police discrimination, corruption, and abuses of power (Cockbain and Knutsson, 2015, p. 1). This research perspective has a role in making the police accountable to the laws and the principles of democracy (Cockbain and Knutsson, 2015, p. 1).

Another expected role of police research is crime reduction (Cockbain and Knutsson, 2015, p. 1). Crime reduction is vital since it has a straightforward application for parties involved in policing, discussing the everyday realities of policing, engaging with the police partitioners, making the police and researchers cooperate in solving the problem of policing, and not just focussing on the negative aspects of policing (Cockbain and Knutsson, 2015, p. 2; Weisburd and Neyroud, 2011; Bradley and Nixon, 2009). The crime reduction perspective accompanies the dominant conventional criminology, which prefers to solve the root cause of crime (e.g., poverty or injustice causing people to commit crimes) (Cockbain and Knutsson, 2015, p. 2).

The crime reduction perspective is associated with developing the applied police research tradition (contrasting to the critical research tradition) (Cockbain and Knutsson, 2015, p. 2). Applied police research focuses on developing theories, frameworks, and empirical evidence to support policy and practice (Cockbain and Knutsson, 2015, p. 2). The applied research tradition emerged from policing-related organisations and outside research groups (outside of the traditional universities) (Cockbain and Knutsson, 2015, p. 2). Several of the organisations are: 1) the police executive research forum (the US), 2) the police foundation (the US), 3) the police research group (the UK), and 4) the National Council for Crime Prevention (Sweden). The tradition introduced experimental design in police research (e.g., Kelling et al. [1974] on *The Kansas City Preventive Patrol Experiment)* (Cockbain and Knutsson, 2015, p. 2).

This applied research tradition was developed further with problem-oriented policing (POP) (Goldstein, 1979) in the US and situational crime prevention (SCP) (Clarke, 1980) frameworks in the UK (Cockbain and Knutsson, 2015, p. 2). Problem-orientated policing suggests defining the problems, designing and implementing interventions, and measuring their effectiveness (Cockbain and Knutsson,

2015, p. 2). Meanwhile, SCP sees that offending is the product of the interaction between individuals and their environment (Wortley, 2012; Cockbain and Knutsson, 2015, p. 2). Potential offenders can be deterred from committing crimes by manipulating the crime environment (immediate physical and social conditions) (Cornish and Clarke, 2003; Homel and Clarke, 1997; Cockbain and Knutsson, 2015, p. 2). SCP has empirical evidence that it effectively prevents crime and does not create crime displacement (Bowers et al., 2011; Guerete, 2009; Clarke, 1997; Weisburd et al., 2006; Guerette and Bowers, 2009; Cockbain and Knutsson, 2015, p. 2). These two frameworks suggest that evidence is central to making police strategies and deciding resource allocation. Other similar frameworks (focussing on evidence for police effectiveness) were also created afterwards, such as the pulling levers model (Kennedy, 1996), evidence-based policing (Sherman, 1998), and intelligence-led policing (Ratcliffe, 2002).

The frameworks accompanied the increasing impetus for police accountability, transparency, and cost-effectiveness (Weisburd and Neyroud, 2011; Bayley and

Shearing, 1996) (Cockbain and Knutsson, 2015, p. 2). In Europe, many countries tried to professionalise their police (Cockbain and Knutsson, 2015, p. 2). For example, they transform their police training academies into higher education institutions (Cockbain and Knutsson, 2015, p. 2). By transformation, the institutions are closer to police research, which may inform policy and practice in policing (Cockbain and Knutsson, 2015, p. 2).

In applied police research, the primary debate is about using only solid evidence in policing (Cockbain and Knutsson, 2015, p. 3). The first camp argues that the police should only use solid evidence. This champ disregards the police reliance on heuristics, untested traditions, or folk theory (Cockbain and Knutsson, 2015, p. 3).

However, this first camp is challenged by the second camp, which raises the question of what shall be considered solid evidence (Cockbain and Knutsson, 2015, p. 3). The first camp relied on a randomised control trial as the ultimate gold standard (e.g., Sherman, 2013; Weisburd and Neyroud, 2011; Sherman et al., 1997) of the method to determine solid evidence (Cockbain and Knutsson, 2015, p. 3). The second camp argues that only relying on a randomised

control trial (the evidence-based movement) is unrealistic, reductive, prescriptive, and scientifically problematic (e.g., in its argument about the generalisability of the research findings). Moreover, the first camp's view is thought of as detaching from the realities of policing and crimes (Bullock and Tilley, 2009; Sparrow, 2011; Tilley, 2006; Tilley, 2009; Cockbain and Knutsson, 2015, p. 3).

The second camp suggests a more pragmatic and inclusive approach to evidence, its generation, evaluation, and application (Cockbain and Knutsson, 2015, p. 3). Rigorous experimental design has an essential role. However, the other methods (e.g., action research or case study methods) are also crucial to developing evidence (Cockbain and Knutsson, 2015, p. 3; Rosenbaum, 2010). Moreover, the police officers' experience and knowledge can be the source of evidence (Cockbain and Knutsson, 2015, p. 3). Researchers interested in improving policing must consider the parameters of real policing (Bradley and Nixon, 2009; Cockbain and Knutsson, 2015, p. 3). This second camp is convinced that crime and policing are complex and context-sensitive (Cockbain and Knutsson, 2015, p.

3). Crime and policing could not be tackled only with the use of one method (i.e., a randomised control trial) (Cockbain and Knutsson, 2015, p. 3; Pawson and Tilley, 1997; Eck, 2002; Tilley, 2006).

This second camp includes all research methods for policing (Cockbain and Knutsson, 2015, p. 4). There is no hierarchy of methods (in which a method [the RCT] is higher than the others) (Cockbain and Knutsson, 2015, p. 4). Research methods complement each other (Cockbain and Knutsson, 2015, p. 4). Academic integrity and high-quality design are a must. However, they shall be compatible, flexible, imaginative, adaptive, and responsive to the police's interests, needs, and priorities (Cockbain and Knutsson, 2015, p. 4; Laycock, 2004). Researchers collaborate to find practical solutions (Cockbain and Knutsson, 2015, p. 4). They shall not become distant critics or elite scientists imposing top-down prescriptions, disregarding varied temporal, spatial, organisational, and social contexts (Cockbain and Knutsson, 2015, p. 4). Quantitative and qualitative methods of analysing crimes and evaluation interventions (in the short, medium, and long terms) (Tilley, 1995) are welcomed

(Cockbain and Knutsson, 2015, p. 4). There is no best method (Cockbain and Knutsson, 2015, p. 4). All research methods, as long as they are sensitive to the needs and demands of the project givers, are essential (Cockbain and Knutsson, 2015, p. 4).

Police research faces the challenge of a lack of collaboration between researchers and police (Cockbain and Knutsson, 2015, p. 6; Cordner and White, 2010). The police are likelier not to apply research findings (Bayley, 1998; Weisburd and Neyroud, 2011; Cockbain and Knutsson, 2015, p. 4). The priorities of the police and scholars are different (Canter, 2004; Sheptycki, 2004; Foster and Bailey, 2010; Cockbain and Knutsson, 2015, p. 6). The police want their jobs done effectively (e.g., crime can be reduced, crime can be prevented, and cases can be solved), while researchers want to contribute to the literature. The emergence of applied police research may reduce this problem (Cockbain and Knutsson, 2015, p. 6). Applying research in practice can be enhanced (Cockbain and Knutsson, 2015, p. 6). Evidence can be translated (Lum, 2009) through training, used in strategic decision-making, and implemented in field operations (Cockbain and Knutsson, 2015, p. 6; Greene,

2014). The scholars may be more concerned with the police's needs, priorities, and practical benefits (Cockbain and Knutsson, 2015, p. 6). A flexible, reciprocal research project can enhance mutual understanding and respect between the police and scholars (Cockbain and Knutsson, 2015, p. 7). Therefore, police research will benefit the police (see a collection of articles edited by The George Mason Police Research Group and Weisburd, 2022) in successfully reducing crime and disorders.

Conducting police research

Cockbain (2015) suggests several steps for conducting police research. The steps can be considered so that the planned research may be effectively accomplished with minor problems.

Firstly, the researcher shall select appropriate academic institutions, supervisors, and mentors (Cockbain, 2015, p. 28). The entities may facilitate the researcher's collaboration with the targeted research organisations (Cockbain, 2015, p. 28). The cadets have achieved this step. The police academy is the most appropriate institution for the cadets conducting studies

in the Indonesian police offices (from the headquarters to the local police post).

Secondly, the researchers shall create networks within the office (Cockbain, 2015, p. 28). The police are inaccessible institutions (Cockbain, 2015, p. 28). However, the cadets are insiders (Brown, 1996) researchers. It would not be difficult for them to create networks with the police officers in the field (see also Hogersson, 2015; Kleemans, 2015; Laycock, 2015 to understand the challenges as insiders or outsiders in conducting police research).

Thirdly, the researchers must select a topic that can be executed on time and is relevant to the targeted offices (Cockbain, 2015, p. 29). The cadets may have chosen their topics (or they may have been determined by the academy or agreed with the supervisors). The cadets may contact the officers in the relevant, targeted units (e.g., the investigation unit). Significant people may be interested in the researchers' topics in these units.

Fourthly, the researchers shall meet (face to face) with the essential office contacts (Cockbain, 2015, p. 30). This step will be conducted by cadets required to do fieldwork in the targeted researched offices.

Fifthly, the researchers shall point out clear research aims and contents (data) requested (Cockbain, 2015, p. 31). Academic jargon shall be avoided when interacting with the field officers (Cockbain, 2015, p. 31).

Sixth, the research projects must benefit the officers (Cockbain, 2015, p. 31). The researchers will benefit by obtaining data for the research reports. The officers in the field will benefit from the study. For example, the officers will get practical solutions to their problems in policing (Cockbain, 2015, p. 31).

Seventh, the researchers shall be responsible for protecting the data obtained from the research (Cockbain, 2015, p. 32). Confidential materials may be given to the researchers. The researchers shall ensure the materials are not accidentally delivered to other parties.

Eighth, the researchers shall be open-minded when discussing things with the contacts (Cockbain, 2015, p. 32). The cadets are first-line supervisors' candidates perceived as higher in their positions than the sergeants and constables in the field. The field officers may not feel comfortable discussing the questions (of the researchers) if the cadets (as researchers) feel the contacts

are not equal with the cadets. The cadets shall treat the low-level officers as persons who are not based on their ranks.

Ninth, the researchers shall persevere (Cockbain, 2015, p. 33). The contacts may have routine duties from the offices. The researchers may disturb their jobs. The cadets shall be capable of understanding the timetables of the contacts and finding the proper time to interact with the contacts. This endeavour needs strong perseverance from the cadets.

Tenth, the researchers should be resilient enough to finalize their research (Cockbain, 2015, p. 34). There is time to collect data, analyze it, and write a report. The researchers shall keep their resilience in executing this journey. The research report is the end product. There might be a time when the researchers are bored and tired. Keeping resilience is the solution to keep going.

Discussion

Police cadets do research. This condition was unavailable years ago, at least when the writer was a cadet. The writer did not submit a dissertation for a graduation requirement from the police academy. The cadet graduate is currently an undergraduate. This condition was not for me as a cadet in my time. Cadets had only diplomas at that time.

A police academy graduate with a diploma has a consequence. A diploma is appreciated differently by modern organisations than an undergraduate. The writer might have had this consequence years ago. The writer was recruited by *Komisi Pemberantasan Korupsi (*KPK) in 2007 as an administration officer. This position (administrator officer in KPK) was given to me since the writer had only a diploma (the degree the writer obtained from the police academy). An administration officer in KPK is similar to a sergeant in the INP. A police academy graduate is an inspector, not a sergeant.

The writer thanked God for hearing that the police cadets no longer have diplomas (they have been undergraduates). Therefore, the cadet graduates recruited in the KPK (or other institutions) will not be put in the administrator position as the writer was years ago. They will be functional officers (see the importance of functional positions discussed by Prasetyo et al. [2024] and Prasetyo [2020]) in the KPK.

Furthermore, because they are undergraduates, cadet graduates can immediately pursue master's programs in Indonesia and foreign countries (e.g., the UK).

Since 2016, cadet graduates capable of getting English certificates (e.g., IELTS or TOEFL) can continue master's degrees in foreign countries. As a diploma, this condition was impossible for me (and other cadet graduates).

I am currently assigned to the PTIK. PTIK is a police science college. Maybe the cadets have a question: what is the difference between the police science discussed in the police academy and PTIK? There is an opinion that the PTIK is for police science, and the Police Academy studies applied police science. Opinion differs from research, even though it is just a narrative review. To learn about Indonesian police science, the cadets can read a review by Ismail (2020).

This school (PTIK) is seen by the Indonesian National Police (INP) as a program for leadership development. The cadets will obtain the program (PTIK) after being deployed as first-line supervisors for some time. The cadet graduates will be promoted to the next level of supervisors (the supervisors of supervisors). They shall pass this program (PTIK), which is similar to the first-level leadership school (Sekolah pimpinan pertama [SESPIMA]) program (see the complete rule of police education in *Peraturan Kepala Kepolisian Negara Republik Indonesia tentang Sistem Pendidikan Kepolisian Negara Republik Indonesia* 2015).

The central concept is that the police organisation is a pyramid of workers addressing multiple problems. The workers include the top apex managers, middle managers, first-line managers, and field workers (see Mintzberg, 1979 for additional understanding). Before being promoted to the next level of managers, workers shall be trained to be managers (see the challenges from Mintzberg [1979] of this framework). The current rule states that cadet graduates must enrol in the PTIK program despite being undergraduates of applied police science (the police academy graduates). If not, they will not be promoted to the middle managers of this organisation. Even if only the cadet graduates have graduated from master's programs in foreign countries, they must follow this PTIK program.

This situation is beneficial for the cadet graduates. They will get an understanding of the view of police science from Jakarta. PTIK is in Jakarta, whereas the scholars involved in the study differ from those in Semarang. The view may enrich the cadet graduates. The state still allocates money to finance this program (PTIK). The cadet graduates are encouraged to be grateful for this. The graduates will get a free, financed program to conduct another undergraduate program, in which a research method module will also be given.

Research is an important skill. A research method is a module (or subject) focussing on developing research skills. This subject may also be covered in other police programs (e.g., SESPIMMA, SESPIM, SESPIMTI, specialist training for investigation [*pendidikan kejuruan reserse criminal*], specialist training for intelligence [*pendidikan kejuruan intelijen*]). However, it may not be as structured as the module given to the police academy or the PTIK. Because the Ministry of Education assesses the police academy and the PTIK, the modules (including the research method module) may have complied with the national standard for educating scholars. This situation can be seen

as a challenge for the INP. The INP can make the other education and training programs accredited similarly to higher education institutions. So, the universities can acknowledge their modules for the officers who want to get a formal degree (e.g., undergraduates, masters, doctors). The modules obtained from a program (e.g., SESPIM) can be followed up to be assessed and included as part of undergraduate or master's programs at universities (e.g., Indonesia University). The modules can be counted as students pursuing part of the education program (e.g., undergraduates or masters). Therefore, the students will need fewer university modules to get the degrees. If the research method module in the programs (e.g., SESPIM) has been accredited as a nationally accepted standard, assessed by the Ministry of Education, the graduates of the program may not need to get the same module in the university degree programs (see the need for police education accreditation discussion in other countries, for example, in Stanislas, 2014).

The Ministry of Education distinguishes between internal and higher education institutions in Indonesia. The former is regulated by *Peraturan Pemerintah*

tentang Pendidikan Kedinasan (*Peraturan Pemerintah tentang Pendidikan Kedinasan* 2010) while the latter is regulated based on *Peraturan Menteri Pendidikan dan kebudayaan Republik Indonesia tentang Standar Nasional Pendidikan Tinggi* (*Peraturan Menteri Pendidikan dan kebudayaan Republik Indonesia tentang Standar Nasional Pendidikan Tinggi 2020).* Uniquely, the Indonesian police academy and police science college (PTIK) are internally managed. They shall be categorised into internal education departments. Nevertheless, they follow the national higher education standards. Making other internally managed police education and training programs have the same standard as higher education programs may professionalise the police (Fielding, 2018). Not only the police academy and PTIK graduates will be familiar with the research, but also other Indonesian police officers if the other internal programs are standardised (the modules) to higher education standards.

If we hear research, we may think it is conducted by researchers (natural science researchers) in the laboratory. Social scientists bring research that can be performed in the social sphere despite its limitations (compared to natural science settings). Randomised control trials may not be perfectly applied in the social context (compared to natural science laboratories) (e.g., Neal et al., 2022; Ivanova et al., 2019; Braga and Bond, 2008). However, the principles of natural science can be brought into the social context.

Because of past research in the social sciences, societies worldwide have obtained benefits. Many practices can be codified and studied for the next generation of societies addressing similar problems in their time. Democracy, for example, has been studied for a long time, so we can have this type of democracy in this era, despite research on how its effectiveness is still in progress.

In policing, the research on this topic has benefited the police and societies worldwide. Many practices in policing (e.g., community policing, investigation, crime prevention) can be applied to save the public, which is written well and researched by many scholars interested in this subject.

The Indonesian police officers have obtained this benefit in developing our beloved Indonesian National Police and the practice of policing conducted by the other actors in Indonesia (e.g., the private sectors

[e.g., the G4S] [see e.g., Button, 2002; Button, 2007], the military [see e.g., Easton, 2017] [through operations other than wars], and other third parties [Mazerolle and Ransley, 2005] [e.g., *system keamanan lingkungan* by a community]).

In this paper, the writer is assigned to give a paper to the police cadets, who will do research as a program of the police academy. This time is essential for me to deliver my understanding of police research. Cadets and other persons interested in Indonesian policing practice can use this paper. Other people who did not attend this event may see my writing. The cadets and other parties can see the subject and challenge my view, producing more literature on Indonesian policing. This process will benefit us as Indonesian National Police officers. Many people can use research to improve our organisation and policing practice in Indonesia.

The writer knows the time for the cadets to conduct research is limited. Cadets have to do fieldwork in advance. They can still revise the conceptual framework chapter (literature review) to include sources in this paper with their projects. Alternatively, the cadets can add other literature relevant to

their projects in the discussion (if any) or conclusion chapter. If the cadets do not have a chance to do that, they can pursue master's and doctoral degrees after graduating from the police academy.

Despite the limited time, through the research experience (at least the knowledge discussed in this paper), the cadets will understand the significance of research in policing. The research skills of the cadets (who will be police officers) can improve the organisation (e.g., Stanko, 2009). Be prepared to be an INP practitioner. Go to the field as a practitioner with academic power, the practical academic (pracademic) (Madensen and Sousa, 2015).

On the contrary, cadets can abandon their research skills after graduating and becoming police officers (*Perwira Polri)*. Cadets can just hear, listen, and do what is already in the field without the critical thinking cadets obtained in cadets' research at the police academy. Cadets may think that what they have learnt in the academy is only theory and inapplicable in the field. Cadets may not believe that there is a realist evaluation perspective (Pawson and Tilley, 1997) that sees theory and practices in policing as being integrated through research.

Cadets may think that what they learn in the field (not in the academy) may be more effective ways to deal with real problems police officers encounter than theories they obtained in the academy. Various literature has discussed this view (e.g., Perez and Shtull, 2002; Cordner and White, 2010; Rojek and Smith, 2012).

Before deciding, cadets can critically assess this view (the view that practice is more important than theory). Instead of fully accepting the view, the cadets can consider the other view. The view is that field experience and insight can be extracted and transformed into a practical theory (see Eck, 2015).

Conclusion

Police research is an emerging field. Evidence-based views (including the crime reduction perspective) have successfully expanded this field. The significant challenges to police research are 1) the collaboration of researchers (primarily external scholars) and 2) translating research into practices. Steps are suggested to be successful police researchers. Police cadets are insider researchers in policing. If they are capable of conducting police research and collaborating with external scholars, the improvement of policing in Indonesia may be accelerated.

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