

## Analysis of HR Development through Undergraduate Mandatory Policy of POLRI Investigators

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### ARTICLE INFO

DOI: 10.32832/jm-uika.v13i1.6119

Article history:

Received:

15-12-2021

Accepted:

02-01-2022

Available online:

01-02-2022

Keywords:

HR Development, Indonesian Police (POLRI) Investigators, Work Performance, Public Perception.

### ABSTRACT

*The Indonesian National Police (POLRI) plays a role in maintaining public order and security, law enforcement, and providing protection and services to the community in the context of maintaining domestic security. As the performance of POLRI investigators in solving problems, it is always under public scrutiny. As an organization with a clear and systematic hierarchy, PP No. 58 of 2010 concerning Amendment to Government Regulation Number 27 of 1983 concerning Implementation of the Criminal Procedure Code aims to get members of investigators who can clearly develop careers who work according to ethics and professionalism to improve the performance of investigators in carrying out their duties, functions, and authorities. The development of human resources is the basic key to getting competent POLRI Investigator personnel. For this reason, the development of competency-based human resources is a compulsory requirement for the National Police Investigating Unit. Thus, the presence of PP No. 58 of 2010, which states that a bachelor's degree is mandatory for POLRI investigators, can provide more value in services to the community which of course has an impact on positive perceptions in the public. However, currently not all POLRI investigators have a bachelor's degree. Many factors have hindered efforts to generalize education among investigators. These causal factors were analyzed qualitatively through in-depth interviews with key informants and data analysis at the Indonesian National Police.*

## **1. INTRODUCTION**

The National Police of the Republic of Indonesia (POLRI) as one of the law enforcement officers is obliged to carry out all the rules and regulations that have been outlined in the Indonesian National Police itself. The main tasks, powers, roles, and functions of the National Police have been regulated through Law No. 2 of 2002 concerning the Indonesian National Police which states that the National Police is a state instrument that plays a role in maintaining public order and security, law enforcement, and providing protection and services to the community in the context of maintaining domestic security (Anshar & Setiyono, 2020) To achieve these tasks and functions, members of the National Police can work professionally. There have been many regulations and changes that have been issued related to efforts to increase the HR of the Police. One of them is Government Regulation (PP) of the Republic of Indonesia Number 58 of 2010 concerning Amendments to Government Regulation Number 27 of 1983 concerning the Implementation of the Criminal Procedure Code. In PP No. 58 of 2010, especially Article 2A point (1), it is stated that to be appointed as an investigating officer of the Indonesian National Police as referred to in Article 2 letter a, the candidate must meet the following requirements: (a) the lowest rank is Inspector Two Police and have a minimum education of a bachelor's degree or its equivalent; (b) serving in the field of investigation function for a minimum of two years; (c) attend and pass education in the specialization of the criminal investigation function; etc.

The background of the issuance of the change in regulations is inseparable from the task of investigators who play an important role and are the spearhead in the criminal law enforcement process. In line with the research in Milwaukee, New York, Victoria - Australia, and the United Kingdom's police organizations that was shifting the idea from uniformed patrol to criminal investigators gives a promising way to orient them towards crime control that is well-rooted in a growing base of scientific evidence on its crime-prevention benefits (Flynn & Herrington, 2015). The performance of investigators has a major influence in the process of handling criminal cases. According to (Lathif, 2019), cases of wrongful arrests carried out by POLRI investigators often occur, they were caused by firstly, the dynamics of the work of POLRI investigators are so complex, this can be seen from police investigators who are faced with cases that must be investigated, starting with cases of domestic conflicts to terror bombs, both in the case of complaint offenses and ordinary offenses. Secondly, the lack of police human resources in determining the level of service and handling of crime cases because the police in handling cases lack knowledge of the police and other sciences such as sociology, criminology, psychology, computers, economics, law, and others. Third, the investigation process is relatively very difficult. In addition, the results of research by (Chaerani Nur & Djabbar, 2019) regarding the ability of the Indonesian National Police in corruption crimes show that "The public image of the professionalism of POLRI investigators in law enforcement of corruption

crimes has not been supported because in terms of quality, it is seen that they have not been able to show their existence in carrying out law enforcement corruption crime.”

**Table 1:** Recapitulation of BARESKRIM Personnel Based on Last Level of Education

WORK UNIT	TOTAL		(S3)	(S2)	(S1)	(D3)	NON BACHELOR
	OFFICERS	REAL					
PIM	2	2		2			
ROKORWAS PPNS	38	35		13	18		4
ROWASSIDIK	29	33		9	17	3	4
ROBINOPSNAL	71	75		17	27	2	29
RORENMIN	37	77		10	26	3	38
PUSIKNAS	72	61	1	11	30	6	13
PUSINAFIS	81	67		13	36	2	16
PUSLABFOR	181	178	2	21	98	10	47
DITTIPIIDUM	139	244	3	60	132	4	45
DITTIPIDEKSUS	139	215	1	50	125	2	37
DITTIPIDKOR	148	122	2	43	69	0	8
DITTIPIIDNARKOBA	198	244		57	121	5	61
DITTIPIIDTER	138	204	3	55	113	2	31
DITTIPIIDSIBER	102	145	1	29	84	2	29
SATRESMOB	59	48		4	25		19
TAUD	5	21		1	8	2	10
URKEU	9	8		1	6		1
TUMPANG RAWAT		40		7	20	1	12
LUAR STRUKTUR POLRI		395	5	125	204	6	55
<b>TOTAL</b>	<b>1448</b>	<b>2214</b>	<b>18</b>	<b>528</b>	<b>1159</b>	<b>50</b>	<b>459</b>

*Source: Recapitulation of Police Criminal Investigation Personnel Data, March 2021*

The analysis conducted by (Wicaksono, 2012) related to the mandatory requirement of undergraduates for POLRI investigators supports the argument that Integrated Criminal Justice System (ICJS) actors consist of four elements, namely police, prosecutors, judges, and advocates. These four elements have a relationship with one another. This relationship is related to the implementation of the functions of each ICJS actor which is expected to be carried out in harmony. The harmony in question is in terms of the equivalence of the quality of ICJS actors. However, this equivalence has not been achieved, because the input from the police that comes from high school graduates is different from the input of other ICJS actors who come from law (bachelor) graduates. The professionalism of the police today needs to be evaluated, because the police have not been able to work professionally, in the sense of improving ability to handle police work, and which can be done by bringing the police closer to the world of education as a source for improve his abilities to improve science and technology (Nawawi in Wicaksono,

2012). Professional is a job based on expertise certain, obtained through certain education implemented according to the code of ethics, there is a payroll system, there is a recruitment system, and it is useful for humanity (Legge & Exley in Wicaksono, 2012). Thus, the higher the police education, it is hoped that the police will be more professional. In addition, police education teaches more about police science than law. This causes differences in basic legal knowledge among ICJS actors, which also has implications: (1) perspectives in interpreting the law; and (2) less democratic law enforcement because law enforcement is not implemented by accommodating people's aspirations.

A decade has passed since the issuance of the Government Regulation, but there has been no progressive step within the internal police. This condition is evident from data as of March 2021 in table 1, which shows that there are still work units of POLRI investigators who have not taken/completed the bachelor's degree program.

Based on the data above, the minimum requirements for undergraduate education (S1) have been met. However, the performance of POLRI investigators does need to be studied further with the achievements achieved, both in the previous years and this year's achievements/targets. This condition is quite worrying, considering that criminal acts and violations in the community are increasingly complicated and develop so complex. An investigator must be more careful, especially since the suspect is a recidivist who has experience dealing with investigators (Pangestuti, 2020). There may even be a lawsuit from elements of the community against the seriousness of the National Police's strategic efforts and steps in creating more competent, capable, and professional members of the Police in the community now and in the future.

According to research conducted by (Wirawan, Bagia, & Susila, 2019) there is an effect of education level on worker performance. Performance as the result of someone's efforts who have the ability and actions in certain situations. The same thing was also explained by (Yuswardi, 2019) and (Ratnaningsih & Rahman, 2021) in their research within the POLRI, that there is a significant influence between Competence on Employee Performance. Furthermore, the results of research by (Sumar, Soehardi, Rony, & Nurbaiti, 2020) state that technical competence has a significant effect on performance, for that technical ability in carrying out its main tasks and functions as law enforcement must be competent in its field, one of which is technical competence as an investigator. To complement these various quantitative studies, it is necessary to conduct a qualitative analysis to explore the impact of providing appropriate education to investigators in increasing their competence which will also have an impact on improving performance. The results of both types (quantitative and qualitative) of research are mutually reinforcing and complementary, so the results that will be achieved will not only objective, structured and measurable, but will also achieve in-depth results and factual research (Mulyadi, 2019).

Performance appraisal is the process through which an organization evaluates or assesses the performance of a person working in an institution. That is, ideally, the higher the level of

education, the better the performance of an investigator in completing work targets will be. Vice versa, the lower the education, the weaker the ability of an investigator to complete the work.

In this case, as stated by (Wibowo, 2011), performance targets are a specific statement that explains the results to be achieved, when and by whom the goals to be achieved are completed. Its properties are quantifiable, observable, and measurable achievements. Goals are expectations. As a target, a performance includes elements including a) The performers, namely people who carry out the performance. b) The action or performance, namely the action or performance carried out by the performer. c) A time element, it shows the time when the work is done. d) An evaluation method, on how to assess how the work is achieved. e) The place, it shows the place where the work is done.

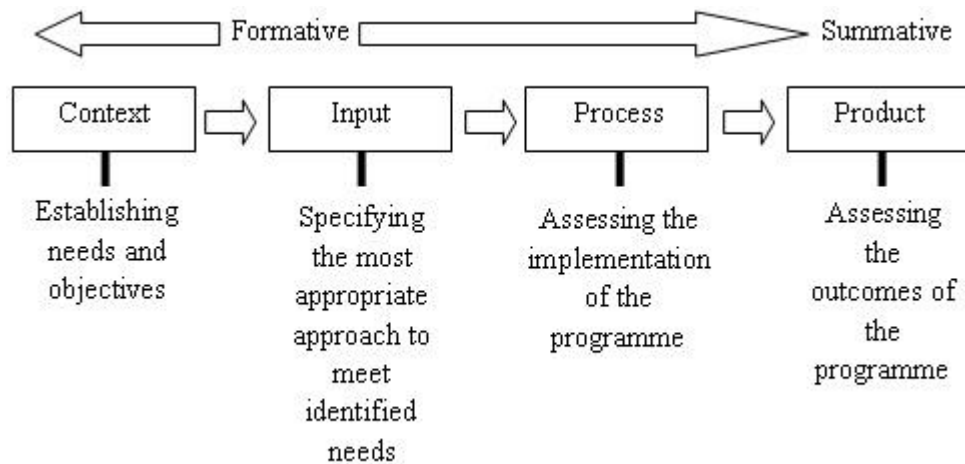
Human resources in the Criminal Investigation Unit (BARESKRIM) of the National Police (POLRI) must have integrated skills and abilities. In this case, as stated by (Ranupandojo, 1994), work ability is the skills as well as the work of employees in carrying out tasks that are timely and are activities that provide value for themselves and others. As a state apparatus, BARESKRIM as an element in the POLRI institution, must provide value not only to other people or the community, but to the state level.

## **2. RESEARCH METHOD**

To understand and answer the problems stated above, a qualitative approach is used by carrying out data collection methods through in-depth interview with the key informant, who is the Head of the Resources of BARESKRIM POLRI. In addition, interviews also conducted to some of the POLRI BARESKRIM personnel who occupy positions as Investigators but have not carried out/completed Strata one general education (in accordance with PP No. 58 of 2010, Article 2A). Interviews were conducted along June to July of 2021, consisted of four main topics containing the background of the emergence of compulsory undergraduate policies, the process of selecting officers who follow education, the progress of the education and development program itself, and the impact of educational programs on the performance of investigators.

The interview guide was following the CIPP (Context Input Process Product) Model that was developed by Stufflebeam in 1966. This evaluation model is widely used throughout the world and is used to evaluate various disciplines and services such as education, housing, community development, transportation, and military personnel evaluation systems (Wirawan, 2012). Stufflebeam stated that the CIPP evaluation model is a comprehensive framework to direct the implementation of formative evaluation and summative evaluation of program objects. The

CIPP Model consists of four type of evaluation namely (1) Context Evaluation, (2) Input Evaluation, (3) Process Evaluation, and (4) Product Evaluation that is shown in figure 1.



**Figure 1.** The CIPP Model

Source: Wirawan, 2012

This paper also analyzes documents that are relevant to the problems raised in the writing. The references used are also attempted to be as close as possible to the POLRI organization while still referring to recognized scientific values. This is important because the POLRI organization is a unique organization because it has an organizational culture that is different from other organizations and even from police organizations in other countries. Given this, researchers conduct research on a small scale, groups that have specificity, excellence, innovation, or it could be problematic. The group studied is a socio-cultural unit that is natural and interacts individually or in groups (Sukmadinata, 2009).

### 3. RESULTS & DISCUSSION

**The Criminal Investigation Agency (BARESKRIM) POLRI Condition.** In PP No. 58 of 2010 concerning Amendments to Government Regulation No. 27 of 1983 concerning the implementation of the Criminal Procedure Code, in particular Article 2A point (1) it is stated that to be appointed as an investigator of the Indonesian National Police as referred to in Article 2 letter a, candidates must meet the following requirements:

- 1) The lowest rank is Inspector Two Police, and the least education is a bachelor's degree or its equivalent; From the data as of March 2021 in table 1, it shows that there are still POLRI investigators who have not completed/completed the bachelor's degree program. The first requirements in the PP have not been met where there are investigators (High

Officer/PATI, Intermediate Officer/PAMEN and First Officer/PAMA) who have not yet graduated.

- 2) Served in the field of investigation function for a minimum of 2 (two) years; This requirement has been carried out by the BARESKRIM POLRI, where if there are personnel who have not fulfilled it, the said personnel is not allowed to serve as investigators, but carry out their duties outside the Investigation function in the BARESKRIM POLRI work unit, including: ROBINOPSNAL (Operational Coaching Bureau), ROENMIN (Planning And Administration Bureau), PUSIKNAS (National Criminal Information Service Center), PUSINAFIS (Indonesian Center Automatic Fingerprint Identification System), URKEU (Financial Affairs), and TAUD (Administration And Internal Affairs).
- 3) Follow and pass education in the specialization of criminal investigation function; In terms of education for the development of the detective function, BARESKRIM POLRI has prioritized its implementation to support competence and produce Investigators, Assistant Investigators who are increasingly professional, so this activity is routine and must be carried out by every personnel in accordance with the needs that exist in the BARESKRIM POLRI environment which is regulated, managed and adapted to each work unit.

**Table 2. Recapitulation of BARESKRIM POLRI Personnel Who Have Completed the Specialist Education & Development Programs (DIKBANGSPES)**

NO	WORK UNIT	COMPLETED DIKBANG- SPES				TOTAL	UNCOMPLETED DIKBANGSPES				TO- TAL
		PATI	PAMEN	PAMA	BA		PATI	PAMEN	PAMA	BA	
1	DITIPIDUM	4	68	59	32	163	0	4	16	43	63
2	DITIPIDEKSUS	2	51	68	22	143	0	7	18	41	66
3	DITIPIDKOR	2	38	31	8	79	0	1	7	10	18
4	DITIPIDNARKOBA	12	44	46	19	121	0	3	21	83	107
5	DITIPIDTER	2	52	48	38	140	0	2	21	22	45
6	DITIPIDSIBER	2	30	33	19	84	0	1	23	34	58
7	SATRESMOB	0	4	7	5	16	0	0	7	21	28
8	ROKORWAS PPNS	1	14	3	1	19	0	1	1	3	5
9	ROWASSIDIK	1	19	1	0	21	0	1	0	1	2
10	ROBINOPSNAL	1	16	12	4	33	0	1	3	26	30
11	ROENMIN	1	11	5	2	19	0	0	5	29	34
12	PUSIKNAS	1	18	3	1	23	0	2	2	1	5
13	PUSINAFIS	2	14	4	1	21	0	1	5	3	9
<b>TOTAL</b>		<b>31</b>	<b>379</b>	<b>320</b>	<b>152</b>	<b>882</b>	<b>0</b>	<b>24</b>	<b>129</b>	<b>317</b>	<b>470</b>

Source: Renmin Bureau BARESKRIM POLRI, March 2021

Note of the abbreviations: PATI : Perwira Tinggi (High Officer), PAMEN : Perwira Menengah (Intermediate Officer), PAMA : Perwira Pertama (First Officer), BA : Bintara (Non-Commissioned Officer)

From the data in Table 2, there are still some personnel who conduct tasks in the work unit of the Criminal Investigation and Investigation function (numbers 1-6) who have not conducted the DIKBANGSPES (Investigator Specialist Education & Development) investigation yet. This is due to the unavoidable turnover of personnel positions. However, this should be fulfilled and resolved because it has been prioritized in the form of the BARESKRIM POLRI annual work program so that there is budgetary support for its implementation.

- 4) Physically and mentally healthy as evidenced by a doctor's certificate; and
- 5) Have the ability and high moral integrity. The requirements in points 4) and 5) have been implemented by the POLRI BARESKRIM, in which every POLRI personnel is required to carry out health checks, mental health checks and the implementation of personality mental searches which are carried out routinely and periodically (every semester) and must carried out, followed by all members of the POLRI.

In addition to the requirements as Investigating Officers in the PP, Article 37A also explains that when this government regulation comes into effect, Investigators of the State Police of the Republic of Indonesia who have not met the requirements as referred to in Article 2A paragraph (1) letter a, must adjust within the latest period. 5 (five) years since the promulgation of this government regulation. However, a decade has passed since the issuance of this Government Regulation, there has been no progressive step within the internal POLRI, as evidenced by data as of March 2021 (table 1) showing that there are still POLRI investigators who have not completed the bachelor's degree program. This condition is quite worrying where the BARESKRIM POLRI is the main implementing element at the Headquarters level in the process of investigating criminal acts, monitoring, and controlling investigations, conducting identification, forensic laboratories in the context of law enforcement, managing national criminal information as well as the supervisor of functions for the unit. The existing Investigation function in the region has not been able to meet the requirements mandated in the PP.

**Educational Analysis.** The background of the objectives in the PP is to improve the performance and professionalism of Investigators in performing their duties, functions, and authorities, one of which is by increasing the requirements to be appointed as Investigators such as the lowest education, rank/class, and duty in the operational technical field of law enforcement. Based on the interview with the informants, this has become an obstacle and problem within the BARESKRIM POLRI environment in fulfilling the requirements as investigators, namely the mandatory education of at least a bachelor's degree or its equivalent. Andrew E. Sikul in (Mangkunegara, 2012) states that the level of education is a long-term process that uses a systematic and organized procedure, in which the managerial workforce learns conceptual and theoretical knowledge for general purposes. In line with the research to the Republic of Armenia Police that was conducted by (Gevorgyan, 2020), Police has a mixture of military hierarchy/ranks classification system and the Police civilian staff approach, which means that the



career (including education and development) of the employee is mainly determined by meeting certain military rank standards, which in its turn is a mandatory precondition for taking up the position. This requirement applies to education, position held and the minimum period of service in each rank (Krzewiński, 2019). In particularly justified cases, it is possible to appoint officers to a higher level of service more quickly before the minimum periods of service in the current position, if the officer has special professional qualifications or specific skills to perform the service.

Based on an interview with the Head of the Resources of BARESKRIM POLRI, there are several factors that affect the delay in fulfilling the requirements for compulsory education for undergraduate, including; First, the time required to complete a bachelor's degree education is quite long, if it is carried out by new personnel it will spend their time studying and working. This is understandable considering that police personnel who have just finished the recruitment process, followed by a short education and training process, they—new police officers—must be prepared to serve in the community.

Second, if senior members conduct it, they will lose time for their families and complete the target case file. This means that there is a learning process in a work situation that must be repeated if it stops midway because there are other situations that require the member to get out of the routine of work, for example: attending education and training which takes a long time.

Third, in terms of costs, new personnel still lack funds, while senior members prefer to allocate the funds for family needs. This budget issue happens in all POLRI work units. Considering that police officers who can continue their education are given flexibility in work matters, this condition triggers the unfocused police officers to complete their studies/education. The lack of budget obtained and used for police officers who can continue their education has "forced" to reduce the portion of the budget received for family needs.

Fourth, if this is enforced, they are willing to leave the detective function with the consideration that they will lose funds and time. But on the other hand, senior members are needed because they are rich in experience in performing duties in the field of investigation, which are not obtained in formal (general) education. This issue has become the dilemma for BARESKRIM POLRI, because it is faced with the condition of the need for continuing education for its members but collides with a shortage of members for operational tasks.

Fifth, position mutations that cannot be controlled because they are organizational needs and are a form of personnel career development. So that conducting this undergraduate education cannot be managed optimally by BARESKRIM POLRI. At this stage, in managing members who want to conduct education, BARESKRIM needs to coordinate with the work units or other divisions to avoid imbalance in the operationalization of work.

BARESKRIM POLRI is aware of its obligations and importance in conducting the mandate in PP No. 58 of 2010 so that each work unit continues to encourage and support its investigators to conduct the mandatory undergraduate education obligations. To bridge the demands for com-

pulsory undergraduates, other efforts have been made, including DIKBANG (education & development) programs, seminars, trainings, meetings, mentoring/internships which have been routinely implemented and evaluated and are accountable for their implementation to the leadership. These types of training are expected to fit the competence of members while waiting for the fit of the mandatory requirements for bachelor's degree so that the abilities and advantages of members can be honed, maintained, and continuously improved. To achieve the success of the National Police organization and to adjust the curriculum of the National Education Institute of the National Police so that each LEMDIK (Educational institutions) has curriculum synergy and there is continuity of education as well as to make adjustments to the legality aspect of the existing LEMDIKs in order to obtain national education accreditation, so that the education carried out by the National Police has superior quality and useful for the development of police science and other disciplines (Afianto & Dharma, 2021).

In addition, the efforts of BARESKRIM POLRI in improving the quality and competence of Investigators and Assistant Investigators in providing services and resolving criminal cases require that they have a Licensed and Certification which has a validity period of two years so that the performance and competence of the Investigators can be monitored and evaluated. If they do not have the Licensed and Certification, then the personnel cannot conduct the investigation process and the investigation can even be recommended to leave the investigation function.

**Table 3.** Recapitulation of Licensed & Certification of Investigators, Assistant Investigators at BARESKRIM POLRI

N O	POSITION	TOTAL	CERTIFICATION		LICENSED	
			COM- PLETED	UNCOM- PLETED	COMPLETED	UNCOM- PLETED
1	INVESTIGATOR	946	476	470	598	348
2	ASSISTANT IN- VESTIGATOR	406	131	275	220	186
	<b>TOTAL</b>	1352	607	745	818	534

*Source: Renmin Bureau BARESKRIM POLRI, March 2021*

Based on table 3, there are still Investigators, Assistant Investigators who do not yet have the Licensed and the Certification is a form of personnel development efforts, because in this certification it has a time limit of only two years which is continuously evaluated and monitored for competence and performance by Investigators. So, if they are in the process of participating but have not passed, but if they have contributed a lot of knowledge and experience in the field of research, it will be a consideration for them to meet the educational requirements. It is in line with (Anggraini, Firdaus, & Rinda, 2021) research that stated, "Work Experience has a direct effect significantly on employee performance."

(Hartanto, 2020)'s research results stated that the implementation of the certification system and performance appraisal system is still partial and does not provide a sense of justice. The merit

system has not yet become the foundation of the system. This is influenced by several main factors, namely the role of leadership, mental model of BARESKRIM personnel, supervision system, independence, and involvement of authorities. Therefore, it requires a strategic plan so that these factors can positively influence the implementation of certification systems and assessment systems that are integrated, trusted, and provide a sense of justice to the BARESKRIM POLRI investigators.

As a form of routine work program, the implementation of which is conducted continuously, these various training activities have certain achievement criteria and targets. In other words, education that is linear with position, coupled with systematic, structured, and regularly conducted training in accordance with the level of rank of personnel has a significant impact on the development of capabilities and professionalism of the BARESKRIM POLRI work units in performing their duties. This means that the internal strength and capability of the Indonesian National Police in applying the level of education and various trainings provided to personnel according to their positions are key in the implementation of PP No. 58 of 2010. This is in line with the results of (Paring, 2018) research which states that the legal basis for and government policies in training programs at POLRI are strong, have noticeably clear goals and objectives. This also affects the qualifications of participants and educators in accordance with predetermined criteria. In addition, the availability of funds, facilities and infrastructure is also a factor supporting the success of the training program at POLRI, although some have not met the standards and training needs.

**Investigators Performance Analysis.** Menurut Mangkunegara, (2012) explains that employee performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. Furthermore, according to (Prawirosentono, 2008), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. From the data obtained, the performance of investigators in conducting their main tasks to resolve criminal cases is still classified as particularly good, it can be seen in table 4 below.

**Table 4.** Data Crime Total (CT) and Data Crime Clearance (CC) BARESKRIM POLRI Year of 2019-2021

No	DIRECTORATE	2019		2020		TILL OCT 2021	
		CT	CC	CT	CC	CT	CC
1	DITTIPIIDUM	161	146	174	382	190	316
2	DITTIPIDEKSUS	69	99	150	222	218	154
3	DITTIPIIDKOR	16	2	4	8	23	8
4	DITTIPIIDNARKOBA	126	160	111	24	78	9
5	DITTIPIIDTER	68	72	73	102	72	52
6	DITTIPIIDSIBER	141	84	221	86	117	63
<b>TOTAL</b>		<b>581</b>	<b>563</b>	<b>733</b>	<b>824</b>	<b>698</b>	<b>602</b>

Source: Renmin Bureau BARESKRIM POLRI, Oct 2021

In this context, it can be said that the human resources of BARESKRIM POLRI must have integrated skills and abilities. As stated by (Ranupandojo, 1994), work ability is the skills as well as the work results of employees in conducting tasks that are timely and are activities that provide value for themselves and others. Training in accordance with personnel needs will lead to satisfaction which will have a positive impact on performance (Riana, Hendriani, & Efni, 2018). Based on the interview results with the informants, as state officials as well as public servants, they realized as elements in the POLRI institution, must provide added value not only to other people or the community, but also to work for the state. The informants agreed that the operationalization of the work of the BARESKRIM unit which is increasing and full of complexity must indeed be accompanied by education and training that always follows the development of problems in society and the state.

POLRI should also need to carry out talent management properly. Talent management is becoming increasingly important for organizations that are customer-oriented, service-oriented and competitive. Berger and Berger in (Ramly, 2016) concluded that "to optimize the ability to achieve lasting excellence, organizations must have proactive talent management and have a systematic way to carry out these talent management activities".

**Community Perception Analysis.** The public perception that is manifested in the form of satisfaction with the performance of the National Police Criminal Investigation Unit is reflected in the satisfaction of the community, which is influenced by numerous factors, including the direct experience of the community, through the media and information about the experiences of other parties when dealing with the Indonesian National Police Criminal Investigation Agency. So, it is deemed necessary to identify the needs, desires, and expectations of the community towards the performance of the National Police Criminal Investigation Agency. It is intended that the implementation of tasks can be conducted professionally and optimally. The public as service recipients have a key role to play in assessing the performance of the Indonesian National Police's BARESKRIM as a public organization. So the officers who were interviewed were open, ready to accept suggestions, input and even criticism from the public as a form of service transparency in the field of law enforcement. Table 5 shows that in some cases the community received a positive assessment while in other cases the community gave a negative assessment.

**Table 5.** Data on Public Complaints Regarding Handling Police Reports at BARESKRIM POLRI

NO	WORK UNITS	PUBLIC COMPLAINT CATEGORY				
		No process (slow case handling)	Administration Procedure	Application of Law	Technical Procedure, Tactical	Attitudes and Behaviour (Not Neutral, Abuse of authority, Crime)
1.	DITTIPIIDUM	54	5	31	33	12
2.	DITTIPIDEKSUS	31	3	10	30	9
3.	DITTIPIIDSIBER	4	-	3	4	1
4.	DITTIPIIDTER	3	-	3	3	-
5.	DITTIPIIDKOR	1	-	-	-	-
6.	DITTIPIID-NARKOBA	-	-	-	1	-
	<b>TOTAL</b>	93	8	47	71	22
				241		

Source: WASSIDIK Bureau BARESKRIM POLRI, January-September 2021

**Table 6.** Follow-up Result Data of Public Complaints

NO	Work Units	Follow Up			Results		
		SP2HP	Clarification	Rikdul	Process	SB	STB
1.	DITTIPIIDUM	74	57	4	53	1	81
2.	DITTIPIDEKSUS	54	28	1	45	1	37
3.	DITTIPIIDSIBER	7	4	1	1		11
4.	DITTIPIIDTER	6	3		3		6
5.	DITTIPIIDKOR	1					1
6.	DITTIPIID-NARKOBA		1				1
	<b>Total</b>		<b>241</b>			<b>241</b>	

Source: WASSIDIK Bureau BARESKRIM POLRI, January-September 2021

**Notes:**

SP2HP = Notification of Progress of Investigation Results

Clarification = Provide an explanation to the complainant

Rikdul = Preliminary Examination before being transferred to Internal Affairs

Process = Still in the process of handling

SB (Completed True) = Can be proven true

STB (Incorrect Status Completed) = Cannot be verified

Table 6 shows that public complaints received are immediately followed up and the truth is traced. Then the results are processed according to the applicable police rules, so that the community is served and gets certainty from their complaints. The public as service recipients have the right to assess the performance of the Police. The performance appraisal conducted by the community—good or bad—is the performance result of the Police members themselves. This means that the objectivity or subjectivity of public assessments is very decisive and determined by the performance of the Police themselves.

In other words, when viewed from the key performance indicators (KPI) the BARESKRIM POLRI work unit has met or even exceeded the assigned targets, however, public assessments are inversely proportional to work ability, it does not mean that internally the performance of the POLRI BARESKRIM work unit is considered bad. Vice versa, the weakness in achieving KPIs but during the public having positive appraisals also has fatal consequences for BARESKRIM's internal in achieving its performance. This is supported by the results of research by (Afianto & Dharma, 2021) which states "Changes in the mindset of POLRI personnel in serving the community (outward looking) have begun to change, but services to POLRI's internal (inward looking) have not seen any significant changes, so that these factors affect the quality of professionalism of POLRI personnel in providing protection and services to the community in the form of law enforcement and maintenance of *Kamtibmas* (public order security)."

Regarding efforts to increase positive public perceptions of the Indonesian National Police's BARESKRIM performance, it is necessary to adapt the opinion of (Hartanto, 2020) as follows,

“Stakeholder support is still limited to discourse and in the operational field. Stakeholders in the budget sector are still oriented to other areas of activity outside of coaching, Stakeholders in the field of supervision only see the problem partially and their suggestions and inputs are not yet strategic, while the academic world has not made law the main activity of discussion, the community is limited to demanding without realizing the basic problems what happened at the BARESKRIM POLRI. Therefore, the power of stakeholders and the community must be organized in a room for discussion and public dialogue, either through mass media, social media or strong and intense collaboration.”

#### 4. CONCLUSION & SUGGESTION

Until now, BARESKRIM POLRI has not been able to fulfill the requirements as a compulsory undergraduate investigator as mandated in PP No. 58 of 2010 where there are investigators (High Officer/PATI, Intermediate Officer/PAMEN and First Officer/PAMA) who have not yet graduated. There are also some personnel who conduct tasks in the work unit of the Criminal Investigation and Investigation function who have not completed the DIKBANGSPES (Investigator Specialist Education & Development) investigation yet. This condition needs to be concerned where the BARESKRIM POLRI is the main implementing element at the Headquarters level in the process of investigating criminal acts, monitoring, and controlling investigations, conducting identification, forensic laboratories in the context of law enforcement, managing national criminal information as well as the supervisor of functions for the unit. Therefore, to bridge the demands of the compulsory undergraduate, efforts have been made to improve the quality and competence of investigators in providing services and resolving criminal cases so far, among others, by implementing development education

programs (DIKBANG), seminars, capacity building exercises (LATKATPUAN), coordination meeting (RAKORNIS), work meeting (RAKERNIS), mentoring/internships.

This issue has become the dilemma for BARESKRIM POLRI, because it is faced with the condition of the need for continuing education for its members but collides with a shortage of members for operational tasks. So that conducting this undergraduate education cannot be managed optimally by BARESKRIM POLRI. At this stage, in managing members who want to conduct education, BARESKRIM needs to coordinate with the work units or other divisions to avoid imbalance in the operationalization of work. In addition, the efforts of BARESKRIM POLRI in improving the quality and competence of Investigators and Assistant Investigators in providing services and resolving criminal cases require that they have a Licensed and Certification which has a validity period of two years so that the performance and competence of the Investigators can be monitored and evaluated. Nevertheless, each Head of work unit in the BARESKRIM POLRI continues to encourage and support its investigators to carry out the mandatory undergraduate education obligations. With the hope that while waiting for the fulfillment of the mandatory requirements for the bachelor's degree, the competence and abilities of members can be maintained and continuously improved.

However, BARESKRIM POLRI realizes the importance of Government Regulation No. 58 of 2010 to develop the capabilities and professionalism of its members. That the higher the level of education, the better the performance of an investigator in completing work targets will be (Wicaksono, 2012). As state officials as well as public servants, informants of the BARESKRIM work unit as elements in the POLRI institution, agreed to provide added value not only to other people or the community, but also to work for the state. Thus, improving the quality of education, experience continues to be improved to produce competent and professional investigators in carrying out their duties and can maintain and even improve performance achievements every year.

The public perception that is manifested in the form of satisfaction with the performance of the National Police Criminal Investigation Unit is reflected in the satisfaction of the community, which is influenced by numerous factors, including the direct experience of the community, through the media and information about the experiences of other parties when dealing with the Indonesian National Police Criminal Investigation Agency. The public as service recipients have a key role to play in assessing the performance of the Indonesian National Police's BARESKRIM as a public organization. So, the personnel said that BARESKRIM POLRI is open, ready to accept suggestions, input and even criticism from the public as a form of service transparency in the field of law enforcement because they are aware that the public as service recipient have the right to assess the performance of the Police. The performance appraisal conducted by the community—good or bad—is the performance result of the Police members themselves. Although when viewed from the key performance indicators (KPI) the BARESKRIM POLRI work unit has met or even exceeded the assigned targets, however, public assessments are inversely proportional to work ability, it does not mean that internally the performance of the POLRI BARESKRIM work unit is considered bad. Otherwise, a more

comprehensive and up-to-date assessment or perception of the community towards POLRI is a topic needed to complement this research.

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