
Prevention of Violations by Members of the Criminal Investigation Unit by Division of Profession and Security of Indonesian National Police in the Context of Realizing Precision Police with Scenario Based Strategic Planning

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Abstract

In conditions full of uncertainty, the organization must have the right efforts and strategies to defend itself, by keeping up with the times that are always happening. Indonesian National Police (Polri) as one of the organizations that has an important role in carrying out an orderly and orderly life. The Polri must be able to follow and adapt to technological developments and of course prepare strategies to deal with all uncertainties that continue to occur, especially in the field of security and public order, as well as services to Public. The challenges and tasks for the Polri are becoming increasingly difficult because the community is increasingly critical, and capable and always abreast of developments in every activity carried out by the Polri. In the last few months there have been several cases that have gone viral on social media, especially cases related to law violations committed by members of the Indonesian National Police. These cases which were caused by mistakes made by the Polri members became interesting material and were continuously discussed by the public. This is a big challenge for the Polri, especially the Professional and Security Division of the Indonesian National Police, in order to reduce and prevent violations committed by members of the Polri, with the aim of creating a precise Polri. The results of this study suggest that the method that can be used by the Professional and Security Division of the Indonesian National Police is to use Scenario Based Strategic Planning. In addition to using the SBSP, the process of recruiting Polri members must also be an important concern, so that the newly admitted members have good skills and morality so that opportunities to commit violations of the law are minimized.

Keywords: Jatinangor Management Area (KPJ), General Spatial Plan for Jatinangor Urban Area, Policy Implementation, SWOT.

Introduction

Uncertainty is certain in this world. The uncertainty that occurs covers all aspects of human life. The development of the era accompanied by globalization will bring uncertainty from all aspects including social, political, security and culture. These things will continue to change where conditions of uncertainty will also continue to follow. To be able to survive in conditions full of uncertainty, the organization must have the right efforts and strategies to defend itself, by keeping up with the times that are always happening.

Likewise with the Indonesian National Police organization. The Polri is one of the state organizations engaged in the field of security. In Law Number 2 of 2002 concerning the Indonesian National Police, Article 13 stipulates that the Main Duties of the Police are to protect, protect, serve the community, ensure law enforcement, and maintain public order. The Polri members are given the authority to carry out their duties and obligations in accordance with the applicable laws and regulations.

By looking at the main duties the Polri organization must be able to adapt and keep up with the times and of course prepare strategies to deal with all the uncertainties that will continue to change, especially in the areas of security and public order, as well as services to the community. The Polri must be able to become an agile organization. This agile organization is a flexible organization, able to innovate to adapt to uncertainties that occur over time and the times. Agile organizations must have the ability to quickly adapt tactics and operate through the chain of operations to adapt to changes and challenges faced in their environment (Gligor & Holocomb, 2012, 2013). Polri, under the leadership of the current Head of Police, continues to try to keep abreast of the times by following the current situation and conditions. The National Police Chief innovates to support organizational development so that the National Police can deal with the uncertainties that will arise by making the National Police Chief's priority programs with the jargon of Precision. In accordance with the Chief of Police's Priority Program (Presisi), namely predictive, responsible, fair transparency which aims to organize institutions, change systems and organizational methods, to make Polri human resources superior in the Police 4.0 era. and changes in Modern Police technology, performance improvement, maintenance of public order and security, performance improvement, law enforcement, and strengthening of Polri's support in handling Covid-19, as well as national economic recovery.

At the National Police itself, HR is the most crucial point to determine how the Police will go forward. Becoming a member of the Police is not an easy thing. Starting from the recruitment process to placing Polri members according to their abilities and fields. The recruitment process aims to find and get competent members of the National Police according to the criteria sought by the organization and it is hoped that this will lead the organization to achieve its goals. In order to achieve organizational goals, it is necessary to have excellent, competent and characterful National Police HR, especially in the current era of the Industrial Revolution 4.0. In order to make Polri human resources superior in the Police 4.0 era, it is necessary to maintain and supervise Polri personnel so that they continue to work in accordance with applicable laws and regulations and comply with applicable social norms and ethics in order to achieve superior Polri human resources in the Police 4.0 era which is the goal. Police organization. In addition to superior human resources, supporting facilities and infrastructure are also needed, especially in the field of technology.

Currently technology is developing very rapidly, accompanied by variations and models of data technology and devices that are increasingly varied. It is certain that this latest development will have a social impact, whether it will bring good to the wider community or have a bad impact. One thing that really influences social life today is social media. Currently social media has a very important role in people's lives. The flow of information moves faster with the existence of social media. The continuous exposure received by the community almost resulted in information being difficult to contain so that the community could not filter information to find out whether the information received was true or not. This is a negative impact of the ease with which the public can obtain information and convey information and other content on social media.

Another impact of technological developments is the increase in crime rates. The higher the crime rate becomes a separate challenge and task for Polri as an institution engaged in security and public order. The challenges and tasks for the National Police are becoming increasingly difficult because the public is increasingly critical, capable and always abreast of

developments in every activity carried out by the National Police, especially cases that are busy on social media.

In the last few months there have been quite a number of cases that have gone viral on social media, especially cases related to law violations committed by members of the National Police. These cases were caused by procedural errors committed by members of the National Police, which became interesting material and were continuously discussed by the public. The jargon Bad News is Good News, especially news related to government agencies, state apparatus, and public figures, is news that is easy to become viral on social media, and easy to get the attention of the wider community.

It must be acknowledged that the phenomenon of violations committed by members of the National Police is increasing. This can be caused by various things, both internal and external factors. Based on data obtained from The Professional and Security Division of the Indonesian National Police, this increase in violations by members of the Polri is based on:

- a. The increase in public complaints over the last 3 years regarding violations committed by Polri personnel, especially the detective and criminal units related to case handling:

Figure 1.

The increase in public complaints over the last 3 years



Source: processed by researchers (2023)

- b. The rise of news about members of the National Police who commit violations and go viral on social media:

Figure 2.



Source: processed by researchers (2023)

Figure 3.



Source: processed by researchers (2023)

- c. The Hand-Catching Operation (OTT) was carried out by the internal security of the Professional and Security Division of the Indonesian National Police, which is an internal supervisor for Polri personnel who have committed violations related to bribery.

Figure 4.

Recrime Function's Hand-Catching Operation (OTT) Data in 2021



Source: processed by researchers (2023)

Based on the description above, the formulation of the problem to be examined is what are the steps that must be taken in order to prevent violations by members of the Criminal Investigation Division of the National Police in order to create a precise National Police using scenario based strategic planning.

To be able to carry out an analysis of a problem that occurs in an organization, theory and thoughts from experts are needed to help understand, draw conclusions and make decisions in determining strategies to deal with the possibilities and rapid changes that will occur in the organization.

In analyzing the problems that occur in the Polri organization, especially regarding the problems of violations committed by Polri personnel and the strategies implemented by the the Professional and Security Division of the Indonesian National Police, in reducing the number of violations to create a precise Polri, the Scenario Based Strategic Planning theory will be used. In addition, matters related to deviant behavior in the organization will also be explained.

This Scenario Based Strategic Planning is used to study strategy in increasingly uncertain organizations, make investment decisions and develop strategies, illustrate the HHL-Roland Berger approach to scenario-based strategic planning, and bridge the gap between research and practice.

Scenario Based Strategic Planning emphasizes the need to understand the fundamental impact and uncertainty on planning and decision making and the consequences for strategic management in general. Scenario-based planning provides a robust methodological framework to account for uncertainty, volatility and complexity in the strategic management process. Scenario planning can also improve the quality of strategic decisions in an uncertain environment and lead to flexible strategies that can combat volatility.

In understanding Scenario Based Strategic Planning, we must first understand what volatility, complexity and ambiguity are, which are the main factors in the uncertainty dimension. Volatility describes the changes on a large scale that affect the economy in a certain time. An unstable economy will certainly affect all aspects of life, both social and security. Complexity according to Snowden/Boone (2007) has several criteria including having interacting and connected elements, having a small impact that can produce disproportionately large consequences, the whole is greater than the sum of the inputs and assets, hindsight does not lead to implications useful for the future as external conditions change, limiting agents and systems. Examples of complexity include the existence of broader stakeholder interests, an increasing global presence, product variety and information overload.

Ambiguity means a lack of clarity in interpreting something. This ambiguity will affect strategic decisions because in making decisions there is a lack of important information, so one cannot predict the possibility of future events. The uncertainty that must be faced in this globalization era covers all aspects of life such as economic, social, political, technological developments, and the environment. In the face of this, it is necessary to classify uncertainties about actual circumstances, impacts and appropriate actions, because uncertainties can lead to strategies that cannot protect certain organizations.

In Scenario Based Strategic Planning there are 4 methods for predicting the future, namely: a) Extrapolation is an effective technique for predicting the future during this stable environment by involving the use of past experience to estimate future data; b) Market prediction is to use truly efficient speculation, and seeing market prices will be the best predictor so there are no more differences of opinion because it uses the wisdom of many people which is more accurate than surveys; c) Futurology is a methodology developed by historians to see the possibility of a preferred future. Futurologists examine quantitative and qualitative data about the likelihood, probability and desirability of change. In this way they try to reach a holistic view of a possible future; d) Simulation is a simplified estimate of a real thing, state or process. Organizations can use large amounts of data on customer loyalty, employee retention and supply chain management to run simulations to make meaningful predictions about the behavior of specific customers and employees or determine gaps in service or supply.

Deviant behavior at work is defined as voluntary behavior that violates significant organizational norms and thus threatens the welfare of company members (Robbinson and Bennet in Robbins & Judges, 2012: 317). Deviant behavior is a serious problem for an organization because it can bring bad effects to an organization and the stakeholders in it. The criteria used to determine certain behavior as deviant are the intent underlying the act, the violation of organizational norms or rules, the target and the potential damage caused to the organization or its members. Identifying unwanted behavior and sorting out deviant behavior that can still be accepted or tolerated is the first step that must be intervened to develop ways of intervention.

Deviant behavior is classified into 2 categories of deviance, namely as interpersonal deviance and organizational deviance, depending on where they base the deviant behavior whether on an individual or organizational basis, and according to the level of consequences they make ranging from mild to serious (Robbinson & Bennet, 1995; Bennet & Robbinson).

Several studies regarding deviant behavior in organizations show that employees also engage in deviant acts with the aim of their own interests, retaliation against the organization, or harming co-workers (Umphress, Bingham, & Mitchel, 2010). Emotions are very important in triggering deviant behavior and emotions are the most relevant events that can accelerate deviant behavior are things that cause negative emotions (Penney & Spector, 2008).

Method

The research approach that the author uses in the framework of this research is a qualitative approach, with the aim of being able to describe what efforts have been made by the Professional and Security Division of the Indonesian National Police in preventing violations that have the potential to be carried out by members of the Criminal Investigation Police. According to Sugiyono, the qualitative research method is a research method based on the philosophy of postpositivism, used to research on natural object conditions, where the researcher is the key instrument, data collection techniques are carried out in triangulation (combined), data analysis is inductive/qualitative and the results of qualitative research are more emphasizing meaning rather than generalization.”

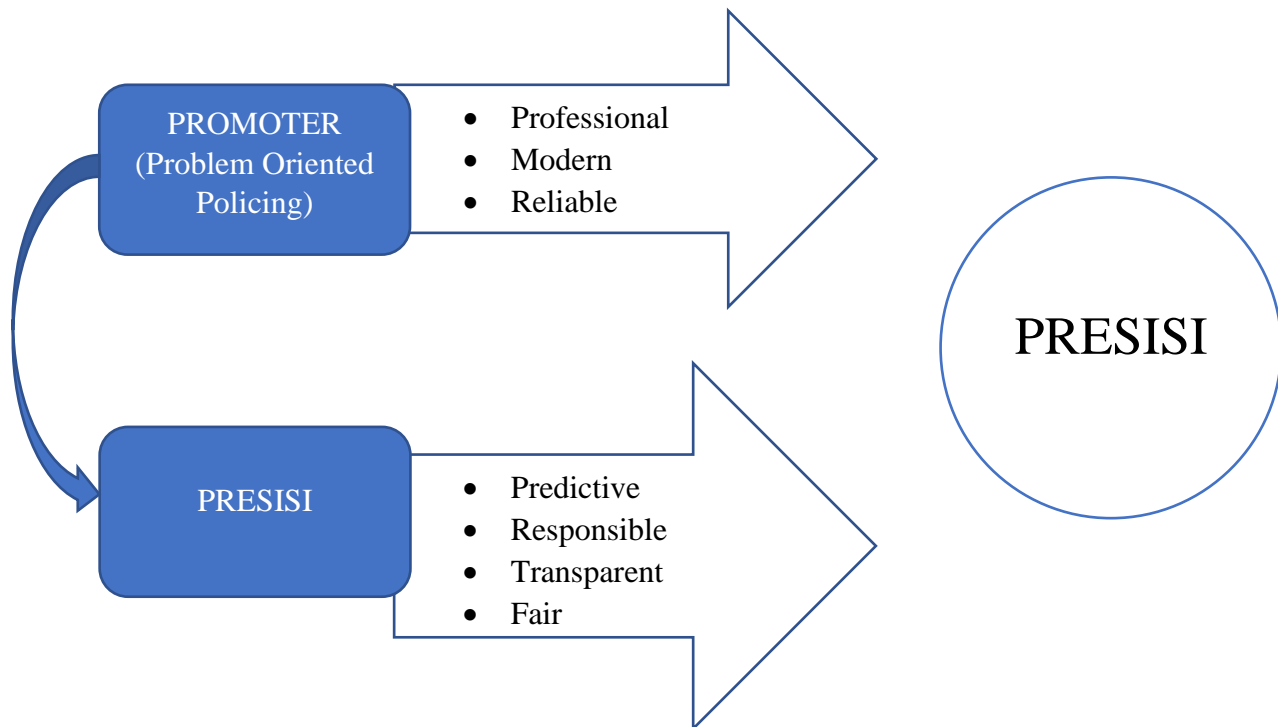
On the basis of the opinion above that, a qualitative approach is to explore data, information and other sources that are related and can or can support research on the object of research. Sources of data or sources of information that support this research are data originating from laws, regulations, policies that apply within the Polri institution and laws relating to the role of investigators in carrying out investigations and prevention carried out by the Professional and Security Division of the Indonesian National Police.

Result and Discussion

The Professional and Security Division of the Indonesian National Police is the division responsible for professional development and security within the internal environment of the Polri organization. Apart from that the Professional and Security Division of the Indonesian National Police is one of the implementing elements of Polri's special staff at the Polri Headquarters level which is under the National Police Chief. The task of the Professional and Security Division of the Indonesian National Police is quite heavy considering the many violations committed by Polri's members. Apart from that, the highest leadership of the National Police has also made efforts to bring the Police in a better direction, by making innovations for the organization and aiming to change the behavior of Polri members that are inconsistent with the ethics of Polri members.

Culture and efforts to change the behavior of members of the National Police with the jargon that has been created by the leadership of the Police, namely a mental revolution with the Promoter jargon and becoming a Precision. The following will explain the existing innovations of the Police:

Internalization of Culture and Efforts to Change the Behavior of Police Members in Accordance with the Culture Built



PREDICTIVE

prioritizing the ability to predict situations and conditions that become issues and problems as well as the potential for disruption of kamtibmas

- Actions based on analysis of facts, data and information
- Correct police action
- Able to solve problems thoroughly

RESPONSIBILITY

The sense of responsibility that is manifested in speech, attitude, behavior and execution of tasks as a whole is shown to guarantee the interests and expectations of the community in creating security and order

- Thorough
- High Performance
- Responsible

TRANSPARENT &
FAIRNESS

Always protecting, nurturing and serving the community easily, quickly, transparently, humanely and responsibly

- Open, proactive, responsive, humane, easy to supervise, guarantees security and a sense of justice for the community.

In the following, several types of violations committed by Polri members will be discussed, the causative factors and the strategy carried out by the the Professional and Security Division of the Indonesian National Police to reduce the number of violations committed by members of the Criminal Investigation Unit to create a precise Polri.

Violations committed by Polri personnel in the criminal justice function

The Criminal Investigation Function is one of the functions that has an important role for the community and within the Police itself. The Criminal Investigation Function has the main task of carrying out investigations, investigations, and coordination and supervision of Civil Servant Investigators (PPNS) based on Law number 8 of 1981 concerning the Criminal Procedure Code (KUHAP) and other laws and regulations. In terms of carrying out their main duties to carry out investigations and investigations, members of the National Police are very prone to committing violations and receiving complaints from the public. This can also be related to internal factors from these members or from external factors, namely people who are dissatisfied with police services. Internal factors that influence can be because the member is not competent and has ethical behavior that is not orderly.

In the last few months, social media has been quite busy with the virality of several members of the National Police who have committed violations. Data obtained from the Professional and Security Division of the Indonesian National Police shows that public complaints in the last 3 years have increased by 108.5% from 2020 and increased by 86.5% in 2021.

Complaints about police violations from the public received by the Professional and Security Division of the Indonesian National Police are divided into 2 types of violations, namely disciplinary violations and violations of the Polri Professional Code of Ethics (KEPP). Discipline violations have increased by 18.9% and KEPP violations have increased by 96.1% in 2021.

Several violations of the criminal justice function that have gone viral in recent months are mostly related to violations of the Code of Ethics, which have resulted in reduced public trust in the Police. Violations committed by members of the criminal justice system are thought to be broken down into several causative factors. These factors can be grouped into two, namely individual factors and organizational factors. The two categories of factors can be described as follows: a) individual factors, such as ideology, group of communities, and spiritual background; b) organizational factors, such as organizational culture, literacy, facilities and infrastructures, and performance indicators.

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The two categories of factors above are forms of uncertainty faced by the police. To deal with this uncertainty, a special strategy is needed so that Polri is able to cope well for the good of the organization in the future. The Professional and Security Division of the Indonesian National Police has prepared a scenario-based strategy that will enable Polri to deal with future uncertainties. The strategy carried out by the Professional and Security Division of the Indonesian National Police in reducing the level of violations committed by members of the Criminal Investigation Unit with the aim of realizing a precise Polri is as follows, Strengthening the role of the Director, Head of Sub-Directorate, Head of Unit, and Head of Unit; Strengthening the supervisory function; Implementation of Priority Programs by the Professional and Security Division of the Indonesian National Police; Research and mapping

The method in the scenario-based strategy used by the Professional and Security Division of the Indonesian National Police is an application of simulation and futurology methods. The futurological method is applied in strengthening the function of the person in charge of personnel in each work unit as well as researching and mapping the factors that cause violations, because by using the futurological method the Professional and Security Division of the Indonesian National Police is able to see quantitative and qualitative data about possibilities, probabilities and desires for change as well as plans to be prepared by unit heads in managing their personnel in a professional manner and have good performance.

The simulation method is applied in the strategy of strengthening the supervisory function and deploying priority programs by the Professional and Security Division of the Indonesian National Police. the Professional and Security Division of the Indonesian National Police uses data on personnel who commit violations, distinguishes types of violations, calculates data on the number of public complaints, and identifies causes of violations. After analyzing these data, the Professional and Security Division of the Indonesian National Police through the head of the function unit can predict behavior and assess what aspects need to be improved regarding the ethics and behavior of personnel.

In addition, the Professional and Security Division of the Indonesian National Police will also carry out Prevention & Mitigation Strategies, including the following. First, weakness of ideology which can be prevented by optimizing personality mental searches in Polri recruitment activities, Strengthening the internalization of the values of Pancasila, Tribrata, Catur Prasetya, & organizational pride, Strengthening punishment through professional ethical accountability and career development. Second, as for the Lack of Spiritual Life, you can optimize Spiritual and spiritual development, Strengthen the exemplary leadership in carrying out religious/spiritual activities, Increase religious activities and facilities. Third, in dealing with Negative Impacts on Community & Environment, the Professional and Security Division of the Indonesian National Police Carry out detection in order to identify & map communities with negative impacts, Carry out guidance & directions, regarding communities & environments that have negative impacts, Strengthen the monitoring system as a whole Make regulations regarding limiting members from joining communities that have an impact negative, Strengthening consistency in punishment.

Fourth, work culture of organization is not sufficient so it is necessary to optimize the role of leadership and team work, provide objective rewards, rekindle the spirit of mental revolution, Form & optimize team sharing. Fifth, lack of literacy applicable norms & regulations are optimizing the arrangement of integrated information systems, ensuring all instructions & directions, as well as regulations reach all members & PNS Polri, Strengthening

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activity programs & budget support for Binetics, norms & laws within the Police environment. Sixth, lack of Infrastructure support for each unit head can determine minimum standards, inventory & fulfill plans for infrastructure needs, Optimizing the availability of infrastructure Optimizing the role of leaders in cooperation to fulfill infrastructure needs. Seventh, ineffective Performance Indicators can be carried out by Formulating & realizing individual performance indicators, strengthening programs & budget support in increasing the competency of the Police function, Assessment or testing of the ability of the Police function, optimizing accountability for task implementation, Optimizing IT-based applications, Optimizing the results of performance evaluation.

In addition, members of the National Police personally must uphold the morality and oath as members of the Police and apply the four ethics of institutional ethics, state ethics, social ethics and personality ethics. First, institutional ethics related to the compliance of Polri personnel, both subordinates and superiors, to Regulation of Head of Indonesia National Police No. 14 of 2011, whereby each position must be responsible for the position held and take the oath of appointment of Polri members. Second, state ethics show that Polri personnel must be loyal to Pancasila and the 1945 Constitution. If each Polri personnel has studied the contents of Pancasila in himself, then his party is endeavored to be able to anticipate the presence of PTDH so that in the institutional process starting from the personal and superiors have a role in supervision. Third, personal ethics show that Polri personnel must set a good example for their families. Fourth, societal ethics show that Polri personnel must follow the prevailing societal norms and respect each other between communities.

Conclusion

With the current situation and conditions of development, in realizing the transformation of the Polri bureaucracy towards a precise Polri, in particular making Polri human resources superior in the Police 4.0 era, proper strategies and management are needed to manage Polri HR, and Polri personnel who perform well, are capable of keep abreast of technological developments and comply with the law.

To obtain Polri personnel who fulfill their capabilities, Polri needs to recruit quality Polri personnel. Recruitment of Polri Personnel must be on target so that people who wish to become members of the Polri can meet the predetermined requirements so that quality Polri members can be obtained. In carrying out the recruitment of Polri members, supervision is needed both internally and externally so that the recruitment process can run in a clean, transparent and accountable manner. After obtaining personnel who meet the criteria to become members of the National Police, supervision of Polri personnel must be carried out so that in carrying out their duties, Polri members remain "on the track" in accordance with the rules and norms that apply within agencies and society. The main task of Polri, which is to protect, serve and protect the community, is not an easy task, because it gives a broad meaning in the elaboration of its duties. As has happened in recent times, Polri members who commit the slightest violation will have an impact on the institution and result in a decrease in the level of public trust.

Scenario Based Strategy Planning carried out by the Professional and Security Division of the Indonesian National Police is a step that is considered capable of preventing and reducing the level of criminal offenses if this can be done comprehensively. This prevention includes the two factors that are suspected of being the cause of law violations by members of the Police.

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In order for the strategy to work, each Polri personnel is expected to comply with the Chief of Police's precision program as a whole from the start of recruitment to the termination process because it includes the HR function. On the other hand, efforts are made to maintain performance by carrying out measurements according to the parameters in work. This will greatly affect how the strategy implemented by the Professional and Security Division of the Indonesian National Police can run and be implemented, so that the goals of the Polri organization can be achieved. By reducing or even eliminating violations committed by members of the Police, it is hoped that the level of public trust will improve, increase and make the Police more trusted in the eyes of the public.

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