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Transformative Policies and Infrastructure Strengthening Towards the Police Era 4.0

Eko Eddy Supriyanto ¹✉, Meida Rachmawati ², Fibry Jati Nugroho ³¹STKIP NU Tegal, Jl. Jend. A. Yani No. 21 Slawi²Universitas Ngudi Waluyo, Jl. Diponegoro No. 186 Ungaran³STT Sangkakala, Jl. Kopeng KM 7 Salatiga

✉ ekoeddya@stkipnutegal.ac.id

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Abstract: Police transformation policy to carry out community security functions is very adaptive in addressing the changing times. The research aims to map the transformation and strengthening of police infrastructure in response to the era of digitalization. The research uses a qualitative type of research with a literature study approach and policy analysis programmed by the Police. The results showed that the transformation policy consisting of organizational transformation, operation transformation, public service transformation, and supervise transformation is needed by the Police, especially in the current digital transition. Moreover, it can be carried out correctly if the Police have internally and externally owned by POLRI. The research concludes that transformative efforts and strengthening of police infrastructure strongly support the duties and functions of the National Police in securing the community.

Keywords: policy; transformative; strengthening infrastructure; police

1. Introduction

Has a duty of function as a maintainer of security and public order; enforcing the law, and providing protection, protection, and service to the community is certainly not an easy matter. However, the era has changed; the wind of digitalization is getting stronger and stronger. Therefore, the Indonesian National Police (POLRI) must improve to keep up with the times and equip themselves with the technological prowess and digitalization flow.

The concept of POLRI 4.0 originates from the 4.0 industrial revolution, which began with rapid advances in digitalization technology, robotization and automation intelligence, the internet of things, and artificial intelligence. It impacts various sectors of life such as the economy, business, national and global, society, and individuals (Schwab, 2017, p. 13).

The Police must improve from various lines, both from the creativity capability and innovation power of police members is very strategic considering the fuel of digital transformation of an institution is human resources (Supriyanto, 2016).

Technological changes that are so sophisticated can undoubtedly have a favorable implication in supporting the acceleration of development in various sectors of life and can also be a threat to multiple life sectors. Substantial negative impacts include job loss, high human resource skills, the need to formulate new policies and regulations, and essential and strategic changes in the improvement program (Heri, 2019).

The Industrial Revolution consists of the optimal use of technological devices such as big data, the internet of things, artificial intelligence, smart of things, and 5G technology (Supriyanto, 2021). However, there have been many crimes through the digital activity of crimes in democracy, such as those committed in the United States election allegedly committed by Russia in Donald Trump's victory over Hillary Clinton in the 2016 election. Therefore, the Police need to equip themselves with digital knowledge to analyze social media in the community.

Police members' creativity and innovation skills are very strategic in anticipating and responding to social phenomena that lead to various crime forms. The shift of human resources towards digitalization and information technology is a challenge that needs to be reacted to by every police chief to produce a comprehensive strategy in answering the challenges of the industrial revolution era 4.0.

Several characteristics related to POLRI 4.0 have been summarized in the vision of the new POLRI Head with the tagline PRESISI, which stands for POLRI as a predictive, accountable, and transparent institution with justice. This vision is part of the commitment of the Head of the National Police, Listyo Sigit, in improving the National Police institution in the future to face the era of digitalization. The characteristics of this are to prepare the POLRI institution with development both internally and externally and improvements in terms of human resources, public services, and the operational side of the POLRI.

Therefore, the author analyzes the need for a strategy to deal with POLRI 4.0 from two sides, namely policy transformation and supporting infrastructure for POLRI 4.0.

While stuttering about the excellent vision of the Head of the Indonesian National Police, there are many gaps in the problem that must be filled with this vision to support the vision and mission of the National Police Chief. The gap lies in technology and human resources, which must have new technologies, crime arrangements through new technology, and POLRI members. The author conducted several inventories of the problems faced by the Indonesian National Police and the supporting infrastructure needed to make improvements and carry out the vision.

2. Methods

The methodology in this study uses a qualitative method with a literature review approach. A library study is used to collect information and data with various materials available in libraries such as documents, books, magazines, historical stories, and so on (Lopez-Varela, 2012, p. 22). This library research method helps analyze data

obtained from library materials and then explores it to formulate transformation policies and support infrastructure for POLRI 4.0 policies. Sources of data are the material of this research in books, journals, and internet sites related to the selected topic. We use ten journals related to the Police.

In data collection techniques, this study uses documentation instruments, looking for data about things or variables in the form of notes, books, papers or articles, journals, etc. (Kerlinger, 1996, p. 119). The data analysis technique used in this research is the content analysis method. Analysis of this model is used to obtain valid inferences and be re-examined based on the context (Bryman, 2017). The data that we analyze includes the Indonesian National Police Governance Index document (Tim Peneliti ITK, 2015) and other data related to government regulations and regulations of the head of the POLRI.

In data collection techniques, this study uses documentation instruments, namely looking for data on things or variables in notes, books, papers or articles, journals, and so on (Lopez-Varela, 2012). The research instrument is a checklist of classification of research materials, scheme/map of writing, and format of research notes (Trochim, 2019).

The data analysis technique used in this study is the content analysis method (content analysis). Analysis of this model is used to obtain valid inference and be re-examined based on its context (Neuman & Wiegand, 2000).

3. Results and Discussion

3.1. Policy of Transformation

3.1.1. Transforming Organization

The notion of organizational transformation is a strategy and implementation to direct the organization from ancient forms and systems to new formats and designs by adjusting all elements, namely systems, structures, people, the culture, which aim to increase organizational effectiveness to achieve the goals that have been set in line with the vision and mission of the organization.

POLRI, as one of the public organizations directly responsible to the President, must certainly make inroads related to the organization's transformation towards an organization that is adaptive to the changing times. Transformation organizations to do so, the police organization can face the challenge of providing fast services readily transparent, accountable, and integrated. The National Police must implement changes in modern police technology in the Era of Police 4.0.

An important component that needs to be considered by the National Police in order to transform the organization is (1) the direction of visionary business, The National Police needs to review the vision and mission at least once every 3 years to check whether the vision and mission of the organization has been achieved with the wheels of the organization it has; (2) readiness to change, The National Police needs to prepare a program to deal with changes in the external environment such as adaptive to digital transformation; (3) the orientation of the service, the National Police shall prepare strategies and programs to improve services to the community of course the Police must focus their work for fast and precise service; (4) responsive to the environment, the POLRI organization shall have a program that recognizes strengths and weaknesses and uses them to face external challenges and threats; (5) Excellent operation, aimed at managing its operations to create competitive advantages; (6) Strong leadership, the National Police shall prepare an organizational leader who is able to mobilize all corporate resources and organs in order to achieve the vision of the organization; (7) Competent human beings, human resource management that focuses on competitive excellence; (8) Organizational culture, developing an organizational culture that supports the achievement of vision and mission; and (9) Risk management, which Police must be able to manage all risks to support the success of the company (Gobillot, 2009, p. 71).

The transformation itself is a strategic action that requires significant investments with high risk. Therefore, the company needs a proven model as a guideline for Indonesia's organizations to transform.

The Police of the Republic of Indonesia (POLRI) needs to take eight essential steps to carry out an effective organizational transformation, among others (Wardhana, 2020):

1. Establish what the organization will do.
2. Create a sense of urgency to maintain the organization in the long run.
3. Prove governance and management, and The National Police needs to form a strong leadership coalition to transition and regenerate sustainable leadership.
4. Involve vital stakeholders, leading managers to make changes in the body of the organization.
5. Minimize barriers to successful transformation, especially during the implementation of organizational change.
6. Enable fundamental shift by fostering corporate culture and individual behavior.
7. Reorganize operations and organizations to activate new visions and support transformation and improving executive skills, and the goal is to start new ideas and change organizational leadership models.

Organizational transformation to become a sustainable, innovative, and higher value-added Organization (Heri, 2019). Support for the modernization of the Police is an absolute thing to go towards police professionalism. Professional also means the officer must complete the National Police's internal reforms, including handling radical groups pro-violence and intolerance more optimally.

For now, where the covid-19 pandemic is infecting the whole world. POLRI needs to transform the organization towards digitization. So far, the public has felt the transformation of the National Police organization in a modern direction through the optimization of data and technology use in carrying out the duties and functions of the Bhayangkara Corps. One flagship program is the extension of Online Driver's License through SINAR (National Precision SIM) application, online ticket, virtual Police to eradicate illegal fees and thugs.

The problem of electronic-based services is that the upstream, if not resolved, will become a problem. Consequently, there is no more dark space, no grey space. Now people can see the work of the Police.

Although the POLRI organizational transformation policy has not yet been seen, and there is not much data published because it is still in road maps and plans for transformation organizations, POLRI has announced this matter. One part of the organizational transformation is the smartphone application owned by the Indonesian National Police to monitor and measure the organizational performance of the Indonesian National Police from POLDA to POLSEK in carrying out this POLRI transformation program. This application is controlled by the command center on the 3rd floor of the POLRI Criminal Investigation Agency (BARESKRIM) building. This room consists of a monitoring screen, workspace and equipment, meeting rooms, and supporting infrastructure needed to monitor the performance of the POLRI organization. This is done as a step of the POLRI's seriousness in improving the image of the POLRI organization to carry out its duties quickly and accurately, responsively, humanely, transparently, responsibly, and moderately.

Structural positions in the National Police Headquarters structure include echelon 1A to echelon IVA, assisted by administrative officers and operational supporters from the NCO, Tamtama, and civil servants. Overall, the National Police Headquarters structure requires personnel consisting of 31,588 people, namely 26,605 police and 4,987 civil servants, with details of rank as shown in the Table 1.

A large number of positions in the structure of the National Police Headquarters indicates the size of the structure. If viewed as a whole from the highest position to the lowest position and all existing departments, it can be said that the structure of the

Table 1. List of Police Headquarters Personnel Composition

Employment Type	Employee Rank	Amount
Police	Police General	1
	Commissioner General of Police	6
	Inspector-General of Police	27
	Brigadier General of Police	93
	Police Commissioner	540
	Adjutant to the Police Chief	1,265
	Police commissioner	1,693
	Assistant Commissioner of Police	1,816
	Police Inspector	1,964
	Non-commissioned Officer/Police Officer	19,196
	Amount	26,605
Government Employees	Group IV	457
	Group III	1,027
	Group II/1	3,503
	Amount	4,987
Total		31,588

Source: National Police Chief Regulation Number 6 of 2017 concerning Organizational Structure and Work Procedures of Organizational Units at the National Police Headquarters Level of the Republic of Indonesia

National Police Headquarters is large both horizontally and vertically. Oversized horizontally means a lot of departments or sections in it. Oversized vertically implies that the number of levels of office from the lowest to the highest is very large or long.

Challenges from within include an increasing volume of activities, changes in objectives, expansion of areas of activity, efforts to increase the capabilities and skills of organizational personnel, new equipment, organizational changes due to the transformation of culture, culture, etc. Challenges from outside are related to the existence of new regulations, policies from above, changes in the wishes/will of the community for changes in police services, changes in the development of vulnerability in the field of security and social security.

Furthermore, internally, Polri's HR faces challenges with the quality of its personnel. As stated by the Deputy Chief of Police, many Polri personnel have reached almost 400 thousand people, most of whom are non-commissioned officers with a high school education level. In addition, at the high-ranking officer level, it is also recognized that the number is quite large, reaching 215 people, of which 138 are at the National Police Headquarters. At the mid-level officer level, the problem is almost the same: the number of Kombes police has reached around 1000 people (Mukhtas, 2018, p. 113).

At that time, the existing Polri structure was less supportive of achieving organizational goals and had not been fully developed concerning modern organizational theory. The span of control of the National Police Chief is too large because he has to control around fifty-two direct work units under him. This work unit comes from Headquarters and the Kapolda. The structure of the National Police Headquarters is seen as too large and not under the division of tasks between police levels. There is a discourse that the development of the Polri structure should follow the pattern of small Headquarters, sufficient Polda, large Polres; Strong Police.

3.1.2. Transforming Operation

Plural operational transformation brings in business organizations. But can apply this transformation in public organizations such as in the National Police. As a large organization with considerable human resources, the National Police's challenges are indeed significant. Not to mention the problems that are certainly also complex. In management, inputs usually refer to as transformed resources whose elements consist of information and customers. Input here in public organizations is typically the community that receives services from the National Police. Then the transformation process is in the National Police members who provide services and support facilities, while the output is the satisfaction of service from the community. The method also requires internal feedback, which usually consists of testing, evaluation, and continuous improvement. At the same time, external sources typically come from customers' input or complaints from the public or police partners (Djumantiara & Susilawati, 2018).

Regarding operational transformation in the industrial era 4.0, the National Police can take references from Gash and Hobbs' book, which describes six new realities of challenges POLRI in the digital age (Gash & Hobbs, 2018). There are (1) serving the digital world in total, where crime today has a digital footprint so that every function of the Police must utilize digital technology and data is one of the most critical and strategic assets in policing so that the utilization of big data will significantly help the performance of the Police in the future; (2) safeguards by the private sector and civil society, Private investment in crime prevention and investigations outweighs the state-made public investment, even the ability to combat crime by the private sector often exceeds that of the police service, Community empowerment in crime prevention is a way that needs to be improved by the Police; (3) respond faster to changes in every line of life, the rapid development of innovation and social connectivity creates new evils and gives rise to new methods of policing; (4) utilizing cyber-physical systems, with the exponential growth of equipment "internet of things" can blur the boundaries between the physical and the virtual world; (5) Using several unknown information and knowledge of what can successfully reduce crime and manage police services, Among other things, digitization, data analysis, and ongoing research are so important that they require decentralized decision-making and knowledge management; and (6) Implementing maximum Transparency, Increasing the presence of public and Police guards means that we must assume all police actions in public and private and virtual arenas that can be reviewed immediately. However, policing technology can help maintain the confidentiality needed as a form of advanced technology required for the assessment.

The Police's challenges are different from those experienced by the National Police because the Indonesian State's situation and condition have characteristics. In responding to the development of the industrial revolution, 4.0 is different. The challenges themselves include the needs of police personnel who are certainly recruits from educational backgrounds that support the National Police's performance in the era of digitalization. The next challenge is the emergence of new crimes from the cyber side, such as online fraud, credit card fraud, hoaxes, online prostitution, pornography, and other crimes.

If we talk objectivity, the police service today is getting better, we can see from the Regional Police (POLDA) and Resort Police (POLRES) performance index in each area. Among the overall concerns related to operational transformation is the special attention to strengthening police support in COVID-19 handlers. Until today, COVID-19 cases almost reached 1 million patients. The National Police must fully support the government to reduce The National Police Covid-19 is vital in this case because it is in direct contact with the community at the lower level. Also, the part of POLRI is crucial to carry out law enforcement.

3.1.3. Transforming Public Service

In the principle of good governance, there are eight areas of change related to bureaucratic reform consisting of mindset, institutional, regulation and legislation, human resources apparatus, implementation, accountability of supervision, and public services. Implementing the eight areas of police bureaucratic reform is an institutional commitment to continuously improving the public service quality. Similarly, the seven policing principles, among others: competence, responsiveness, behavior, transparency, fairness, effectiveness, and accountability that leads to excellent public services and police organizations, are clean and precise.

Modern Police must provide instant, responsive services to the public to fulfill the positive stigma against the authority. Therefore, it is part of the police officers' performance who have the seven principles of the Police Governance Index that are competent, responsive, behave, transparent, fair, effective, and accountable.

The public demand for public services that are fast, easy, and cheap becomes the main thing because with the busyness and high level of community mobilization can no longer be done by "rambling." Thus, the modernization of public services needs to be implemented massively in all institutions and ministries, including the National Police, to generate productivity and efficiency and revive the State's institutional accountability. The National Police's public services include police report services, case investigation services, driver's license, registration services, and police record certificate (SKCK) services.

The modernization of technology-based public services has been written in Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) to realize government systems' integration from the center to the regions. The ultimate goal is to create superior public services, where services are more accessible, faster, cheaper, quality, and touch people's expectations.

The modernization of public services carried out by the National Police, namely by transforming the police culture, increasing competence, leadership, and professionalism. Their crease in the National Police quality is a synergy between human resources and technology that becomes the elemental energy to improve services and strengthen public communication. POLRI is institutionally able to modernize mindset, culture set, strategy, instrumentation, and infrastructure by putting forward a humanist approach and upholding moral values.

3.1.4. Transforming Supervision

The transformation of surveillance is also not missed by the Police of the Republic of Indonesia. In this case, the National Police has an adaptation of supervision which among others is (1) supervision of the leadership of each activity, (2) Strengthening the supervisory function (internal surveillance system, external surveillance system, online complaint system integrated with other supervisory positions), and (3) supervision by the community in the form of a surveillance system by the public quickly and easily.

This step of transforming supervision is quite significant. The Chief of Police's accountability to the public and the Police's commitment to openness in providing information to the public with the head of police tagline, namely predictive, responsive, and transparent justice.

This important commitment is a significant step in the efforts to reform the bureaucracy in the Police. The public can provide input and criticism in real-time through WhatsApp and Telegram applications integrated directly into the leadership. The performance assessment of each unit in the Police can be reviewed now by the direction. Of course, it will be a new revolution in the law and an external assessment of the National Police's performance to become better in the future.

It is a progressive move. The public can monitor the Police (Community Complaints) to strengthen the supervisory function. Change is increasingly dynamic; The Concept of Precision Police is suitable to face the times' challenges. The Police

need to socialize this program more widely to know this program to provide input even faster to the law.

The next step that needs to be taken into account by the Police is internal supervision through the transparency of services so that the public can assess several indicators determined in the Indonesian police force's performance index. Of course, the National Police also needs to cooperate with external institutions to evaluate its performance from non-governmental organizations and academics from the University. It can cooperate with the Penta helix system to create supervision that supports reasonable clean governance efforts in the police organization body.

3.1.5. Support Infrastructure of POLRI 4.0

A. Internal Infrastructure

Human resources are the most critical organizational assets because those who run and operationalize the organization's main tasks still use human resources. In the era of the industrial revolution 4.0, its dominance is reduced due to the emergence of many robotic applications and systems (Mulyana et al., 2019). In this condition, Police must be responsive to the preparation of personnel needs plans, especially those with qualities such as information technology competencies and other unique competencies that are the primary targets in recruiting members of the National Police.

Various skills needed in the face of industry 4.0 will undoubtedly be a challenge for the National Police to prepare members of the National Police graduates who are professional and modern following the times' demands. Changes to police members' skills and knowledge need facing industry 4.0 must be accompanied by changes in character, mindset, and work culture that suits the environment's needs in the more complex and challenging industrial era 4.0.

What needs to be done by the National Police from the inner side, among others, is the development of human resources of police members who are adaptive to the industrial revolution 4.0. HR management practices are one of the primary sources of organizations to shape members' skills, capabilities, behaviors, and attitudes to achieve organizational goals. Therefore, leaders can increase innovation, knowledge management capacity, and organizational learning by designing human resource management practices following industrial revolution 4.0.

There is a lot of homework done by the police chief of the Indonesian republic in the future. Not only in terms of human resources. However, aspects of information technology management also need to be built as the foundation of the development of internal police infrastructure in the face of the digitalization era that supports the police function of the Republic of Indonesia not only in short but in the long term (Furqoni et al., 2019).

The effectiveness of supervision contains the understanding that the management carried out has achieved the expected objectives. For example, if the type of supervision carried out is financial supervision. It is said to be effective if the administration can give an opinion on the fairness of financial statements without causing harmful effects in the future. On the other hand, suppose the type of supervision carried out is performance supervision. In that case, the understanding is adequate if the implementation of leadership can assess the performance of entities associated with aspects of efficiency, economy, and effectiveness of program/activity achievement. While the efficiency of supervision contains the understanding that the maintenance carried out has considered and used resources sparingly without compromising the purpose of leadership.

In order to realize the management of police programs and activities and excellent and accountable control of state finances, it is necessary to conduct Supervision and General Examination and Treasury based on inspection standards by the Inspectorate of General Supervision of the National Police.

An organization always has internal rules to improve the performance, professionalism, culture of the organization and togetherness, honor, and credibility of the organization and ensure the maintenance of discipline and implementation of duties according to the objectives, roles, functions, authorities, and responsibilities of the institution (Amin et al., 2021).

A good organization is not a group of people who gather and are free to act as they see fit. The organization must have rules of conduct to work, act, or associate between members of the National Police and get along with the organization's community. But also, the binding of the rule should not be to support the innovation and creativity of members of the National Police. They then make the organization static does not develop.

A good and robust organization is an organization that has excellent and strong internal disciplinary rules as well. These rules can take the form of disciplinary practices, codes of conduct, or job title codes. This rule is about discipline, but it is realized that it is challenging to separate firmly between the various internal controls, there is always a grey color, there is always a light side and a dark side, there will always be overlap between the different rules, but it must be minimized those overlapping things.

Discipline is an honor, and honor is very closely related to credibility and commitment; the National Police discipline is an honor as a member of the National Police that shows credibility and commitment as a member of the National Police. Therefore, the creation of disciplinary regulations aims to improve and maintain credibility and firm commitment. In this case, the credibility and commitment of members of the National Police are state officials who are given duties and authority as protectors, protectors, public servants, law enforcement, and security guards.

Commitment is different from loyalty. Loyalty leads to absolute loyalty and leads to the tendency of the ruler/leader to abuse the belief (abuse of power). Therefore, discipline should be based on consent/awareness rather than fear and commitment rather than loyalty.

Today there is no clear boundary between personal life and life at work, let alone the community's demands on the role of the Police in all community activities, massive and do not know the time. Police activity, especially as it is the identity of twenty-four hours continuously. A member of the National Police who is not on duty is still considered a police figure who is always ready to protect the community. Therefore, this regulation also regulates the National Police's life system as a person in public life (Machruf et al., 2020).

Since the establishment of The Police Security program Div following the Decree of the Police Chief No. 97 of 2003, which is an element of implementing exceptional staff in the field of professional accountability and internal security under the Police Chief, then Div Propane is tasked with fostering and carrying out the functions of professional responsibility and internal security including the enforcement of discipline and order in the police and public complaints services about the irregularities in the actions of members of the National Police/Civil Servants. Following the sign of phasing grand strategy POLRI 2005-2025 to build public trust (trust-building), which ends in 2009, the role of the Division Security program is critical in realizing and controlling it.

The reality is still faced with various irregularities such as levies in every aspect of the service, extortion in the investigation process, arrogant attitudes that irritate and even hurt the hearts of the public that leads to a decrease in the image of the Police in the eyes of the people and the government.

In improving services to the community, the National Police needs to improve its professionalism in professional coaching, discipline, member discipline, and internal security of National Police. Division of Security program POLRI in the context of supervision and examination is as follows: (1) Div security program POLRI has taken reform steps towards civil, professional, modern, and independent police institutions with continuous improvement on structural reform, instrumental reform, and cultural reform. This step still takes time in achieving the success felt by all parties; (2)

Instrumental reform, in the form of software system changes, functional in the POLRI organization as a guideline for operationalization of functions, among others, on improving financial management, with performance-based budgeting systems, where the entire unit is always on budget so that police services in the community are expected to be more effective; (3) The updated operational system by relying only on the leading unitary forces in the implementation of operations, logistical support that is already available in the maximum points, as well as an increasingly effective surveillance system from the internal Police and from external Police at each unit level; (4) Cultural reform has laid the groundwork in the form of improving human resource management with a strategy oriented to realize authoritative, moral and professionally performing Police, clarifying healthy HR management, ranging from recruitment systems, education and selection systems, performance assessment systems, career path systems, to uniformed and uniformed personnel remuneration systems. So that the appearance of the Police in the field is as expected by the community; and (5) The development of police force towards a modern and professional Police directed at 2 (two) types of appearances, namely uniform Police (uniform police) and uniformed Police (Ununiform police/Plain Cloth Police), uniformed Police are directed to the challenge of duty that is service, prevention, and control. In contrast, the Police are not uniformed directed at the challenge of investigation and investigation.

In addition to the conditions, several things need to be considered so that in the future, the Division of Security program POLRI can become a work unit in terms of more qualified professional accountability, including the following: (1) The head of the Police organizational unit at all levels has not been able to sanction members of the Police. They commit violations through the Professional Code of Ethics Commission Hearings and Disciplinary Hearings. So that the expectation of the slightest offense followed up with corrective actions or sanctions is not achieved; (2) There is still a reluctance of investigators in investigating members of the Police who commit crimes. It is due to the sense of solidarity (Spirit de Corps) which is considered excessive among fellow members of the National Police, especially those who are educated by one generation of investigators with more senior convicts or convicts than investigators; (3) There is still a mistake in terms of the placement of members so that the improper order of members/problems can threaten the confidentiality of a task that they perform; (4) There is still a high tolerance of annum to conduct Disciplinary Hearings against members. There is still a high consideration of subjective decisions so that the objective elements that should take precedence become less noticed.

To realize the management of police programs and activities as well as the control of state finances in the budgeted budget year that is good and accountable, it is necessary to conduct Supervision and General Examination and Treasury based on inspection standards by the Inspectorate of General Supervision of the National Police, for the target of supervision and inspection as stated in the Police Work Plan.

Unfortunately, the desired supervision and accountability face some threats or problems that will interfere with both. However, many opportunities can be used to meet or anticipate dangers or difficulties encountered.

In the work program of the National Police, especially the 2nd work program of the 13 work programs, it is stated that the National Police will improve the supervision and accountability of police officers. Meanwhile, the principle of control and responsibility that will be developed must be based on two perspectives: external supervisors utilizing internal supervision and internal management supporting external leadership.

In detail, the framework of supervision and accountability that will be developed in the future within the framework of Itwasum includes: (1) This internal accountability includes what is done by the National Police both organizationally and individually can be accounted for internally by the National Police organization. Implementing the function is Itwasum with the support of the Division security program; (2) State Accountability here includes all policies carried out by the National Police that must be

politically accountable. In this case, supervision is carried out by the Legislature (Commission III DPR), executive (Minister of PAN and RB, BPKP), and Judiciary (Pre-Judiciary, CGS, General Criminal); (3) This accountability means that all policies carried out by the National Police shall be accountable to the public or the general public. Supervision, in this case, is against the Civil Society or parties from the community such as the media, non-governmental organizations, and the community itself; and (4) The accountability referred to in this case is the accountability of the police policy carried out to the existing independent institutions. These autonomous institutions include the National Police Commission, BPK, Transparency Indonesia, and other institutions related to the duties and functions of the National Police.

Looking at the developments, the Div security program stipulates at least 4 (four) paradigm changes for internal supervision, namely: In this case, there is a change from finding errors to preventing errors. As seen here, there is a shift from repressive corrective patterns to preventive patterns. In management theory, this preventative pattern is much better for the organization because we will avoid so-called cost errors; In this context, there is a change from the examiner's role to the role of consultant. As an examiner, he will act to find other people's mistakes, while as a consultant, he will advise and remind others not to make mistakes. So, an internal supervisor must have mental as a consultant; the change from reactive and checking to be proactively reminded. Therefore, the paradigm is to prevent and remind more proactively; Paradigm change here is when there is a change from the originally proud if found many mistakes other people (mental examiners) to proud if it can prevent others from making mistakes (cognitive consultants).

To perform this vital role better in the future, it is necessary to increase the part of the security program division to be more proactive (pre-emptive and preventive) in improving police professionalism to realize good and clean governance and public trust, in addition to reactive (enforcement of discipline, investigation of violations, follow-up of public complaints, etc.).

This policy framework should help create two things: first, creating a working condition and climate within the National Police that upholds discipline, healthy competition, professional, legal values and human rights, transparency, and accountability towards a solid quality of police apparatus individually organizationally.

Second, this policy framework should be directed to improve the performance of police personnel in the field to protect, protect, and serve the community as contained in the primary duties and functions of the National Police during the assembly. In other words, the above two things are a series of inseparable consequences, where the improved service comes from the good internal condition of the National Police.

Thus, to create an improvement in the quality of supervision and accountability of police officers to provide the best service for the community, policies that need to be taken are as follows: Building a policy that improves the quality of supervision and accountability of police officers in the spirit of obligation to transparency and accountability to the community to create professionalism, discipline, law enforcement and police code of conduct, to realize Good Governance as the ideal of national development.

The description of the strategy in building a policy that improves the quality of supervision and accountability of police officers should reflect the spirit of change and improvement to provide the best service to the community. Therefore, the strategies designed must be based on internal (own Police organization) and external perspectives (community and other Police stakeholders).

The strategies prepared to improve the quality of supervision and internal accountability of police officers adhere to the principle of role to encourage awareness (compliance role), prevention (consultative role), cooperation or partnership (coordination role), and a corrective role which are all described as 4Co's role. This role itself will be applied in four levels of internal supervision consisting of 1. Leadership and accountability at the Internal Level 2. Leadership and accountability at the state

level 3. Leadership and accountability at the community level 4. Oversight and accountability at the level of independent institutions.

B. External Infrastructure

The support of ministries and state institutions will undoubtedly be invaluable for improving police service quality in the future, such as the Ministry of Industry's support. However, the Police must also take other community approaches related to this support to realize security and order in their respective environments.

One form of police responsiveness on digital transformation is the use of AI technology for Police, such as Automatic License Plate Recognition (ALPR) can reduce the burden of the law in monitoring violations on the road. Also, surveillance equipment such as drones can grow the domestic industry while assisting the Police in reducing the crime rate and providing services to the community more optimally (Manning, 1981, p. 134).

Police readiness needs to be supported by competency-based human resources (HR) pieces of training. The application of Police technology can continue, and providers in the industrial sector continue to innovate according to its needs.

This program provides opportunities for the nation's children to create software and hardware applications that suit the Police's needs. The domestic electronics industry is ready to support the Police to realize Police 4.0. Because in the industrial era 4.0, there are many developments of industrial technology innovations that the law can utilize.

Thermal Imaging helps vision in dark conditions, biometric applications to reveal fingerprints and DNA, and GPS for snapshots while taking pictures. Also, facial recognition is used to accelerate identification and analytics in uncovering a problem in the field.

The role of the camera and robot industries is also strategically utilized by the Police. By equipping cameras in the field connected at the head office, police work will provide better community service.

Another thing that can be applied to police organizations is the application of the Internet of Things. This IoT concept can make every decision-making in the police organization faster and cheaper and prevent engine and vehicle failures. The development of this IoT guides the steps of adopting internet components from improving existing operations and leads to multi-phase travel by integrating business processes and digital transformation on the National Police body (Kranz, 2016). Of course, it is also necessary to collaborate with artificial intelligence and Big Data to support the database on the police force (Supriyanto et al., 2021).

However, this technology must make use as needed so that budget allocation can be efficient. Intelligent mobile phones and intelligent patrols equipped with the above equipment will positively impact industries other than the community.

4. Conclusion

Efforts to realize The National Police 4.0 is certainly not an easy thing. Many things need to be improved by the National Police. in terms of organizational transformation, operational transformation, public service transformation, and supervision transformation. Supporting infrastructure factors also need to be considered by the National Police to realize the grand vision. Transformative vision and strengthening of police infrastructure strongly support the duties and functions of the National Police in securing the community.

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Abbreviation for this paper: POLRI (Indonesian National Police); POLDA (Regional Police of the Republic of Indonesia); POLRES (Republic of Indonesia National Police Resort); POLSEK (State Police of the Republic of Indonesia Sector) DPR (House of Representatives); Minister of PAN and RB (Ministry of Administrative Reform and Bureaucratic Reform); BPKP (Financial and Development Supervisory Agency).

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