Transformation Of Indonesian Police Human Resources Management In The Digital Era: Opportunities And Challenges

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Abstract: This study aims to examine the transformation of human resource management (HR) in the Indonesian National Police (POLRI) in facing the digital era, by highlighting the opportunities and challenges that arise. The method used is a qualitative approach with data collection techniques through in-depth interviews with POLRI personnel and literature analysis (library research) on policies, regulations, and previous studies related to the digitalization of HR management. The research results indicate that digitalization opens up opportunities for recruitment efficiency, e-learning-based training, and real-time performance monitoring. However, significant challenges were also found, such as limited technological infrastructure, resistance to changes in organizational culture, and the need to improve personnel's digital competence. The transformation of POLRI HR management requires adaptive strategies and visionary leadership to align digital demands with the values of police professionalism. This study is expected to be a strategic reference in the development of technology-based POLRI HR policies.
Keywords: Digital transformation, HR management, POLRI, digital era

INTRODUCTIONS

The digital revolution has brought about major changes in various sectors, including the government sector and law enforcement institutions. One of the significant changes occurred in human resource management (HR) at the Indonesian National Police (POLRI) institution (Anshar & Setiyono, 2020). Along with the development of information and communication technology, the Indonesian National Police is faced with the challenge of adapting to these dynamics in order to improve the efficiency, effectiveness, and quality of public services. Transformation of the Indonesian National Police's HR management is a must so that this institution remains relevant and able to meet the demands of the times.

One of the main aspects of the Indonesian National Police's HR management that requires renewal is the recruitment and selection process for members (Sadjijono, 2008). In the digital era, the use of online platforms for recruitment is becoming increasingly common. Technology-based information systems enable the recruitment process to be faster, more transparent, and more efficient. However, the adoption of this technology also requires a change in mindset and organizational culture within the National Police, which sometimes hinders the implementation of this technology.

In addition to recruitment, training and development management has also undergone major changes in the digital era. Training that used to be carried out face-to-face and conventionally can now be done through e-learning platforms and digital simulation-based training (Kabadayi, 2019). With the technology-based training system, the learning process becomes more flexible and can be reached by more personnel, even in remote areas. On the

other hand, the limited infrastructure and digital competence of personnel are still challenges that need to be overcome. Another obstacle faced in the transformation of POLRI HR management is the need to improve digital competence among members. The use of technology in HR management, such as software for performance assessment or cloud-based performance management systems, requires POLRI members to have adequate technological skills (Gaussyah, 2020). Therefore, training and skills development in information technology must be a priority in the POLRI HR development program.

Not only at the personnel level, digital transformation must be balanced with changes in internal policies and regulations that support the adoption of technology (Yosefrinaldi, 2019). This includes regulations related to data privacy, information management, and the use of digital-based systems in decision-making. Clear and firm policies will facilitate the implementation of technology and create a conducive environment for the development of HR that is adaptive to change.

The opportunities offered by digital transformation are enormous. One of them is time and cost efficiency in various managerial processes, such as processing personnel data, managing absences, and managing member careers (Azmy, 2015). With technology, the Indonesian National Police can obtain more accurate and real-time data for more precise decision-making. In addition, technology allows for a more transparent and accountable HR management system. However, the biggest challenge in facing digital transformation is resistance to change. The established organizational culture in the Indonesian National Police is sometimes not easy to change, especially in obtaining new technology. Many members feel more comfortable with the system they are used to using. Therefore, a change strategy that involves a careful approach and involves all levels of the organization is needed.

Another challenge faced by the Indonesian National Police in carrying out HR transformation is the gap between central policies and implementation at the regional level. Although national policies can encourage the use of technology in HR management, in areas with limited resources, the implementation of these policies is often hampered. Therefore, it is important to design policies that are flexible and can be adapted to local conditions.

To that end, this study aims to explore the opportunities and challenges in the transformation of Indonesian National Police HR management in the digital era. This study will also analyze the factors that influence the technology implementation in Indonesian National Police HR management and provide strategic recommendations that can be applied to overcome existing challenges (Amostian et al., 2023). In this effort, interviews with POLRI personnel and literature studies will be the main methods to dig up the information needed. The importance of this research lies in its contribution to the development of human resource management in POLRI which can be more adaptive to the development of the times. By utilizing technology, POLRI can not only improve internal performance but can also provide better services to the community. This transformation can create an organization that is more professional, modern, and ready to face existing challenges (Oktania, 2016).

In addition, this study is expected to provide a clearer picture of the readiness of the National Police in facing the digital era, both in terms of infrastructure, personnel competence, and existing policies. With in-depth analysis, it is expected that appropriate solutions can be found to accelerate the transformation process (Untung, 2003). In this study, the two main aspects that will be discussed in more depth are the opportunities that can be utilized by the National Police in facing the digital era, and the challenges that must be overcome. Opportunities include the use of technology to speed up administrative processes, improve member skills, and improve performance management systems. Meanwhile, challenges include resistance to change, infrastructure gaps, and a lack of digital competence among personnel (Anshar & Setiyono, 2020).

RESEARCH METHODS

This study uses a qualitative descriptive method to explore and analyze the phenomenon of transformation of Human Resources (HR) management in the Indonesian National Police (POLRI) in the digital era. The qualitative descriptive approach was chosen because it allows researchers to describe in depth and systematically how digital changes affect HR management in the POLRI as well as the opportunities and challenges faced in its implementation. This method also allows researchers to understand the social and cultural context that influences the transformation process within the organization (Sugiyono, 2013).

The data in this study were collected through in-depth interviews with several sources consisting of structural officials at the National Police, HR management practitioners, and police members who were directly involved in the HR management digitalization process. These interviews were conducted to gain a more comprehensive understanding of the role of digital technology in HR management at the National Police, as well as to identify the challenges faced during the transformation process. In addition, this study relies on library research to enrich theoretical studies on HR management and digital transformation in government and public sector organizations.

In data analysis, this study uses thematic analysis techniques to identify patterns, themes, and key issues that emerge from interviews and literature reviews. The data obtained will be organized into certain categories related to changes in HR management, the technology used, and the positive and negative impacts of digital transformation (Moleong, 2004). The results of this analysis are expected to deliver a clear picture of how the Indonesian National Police face challenges in digitalizing HR management and how they utilize opportunities to improve organizational performance in the digital era.

RESULTS AND DISCUSSION

The results of this study indicate that the transformation of Human Resources (HR) management in the Indonesian National Police (POLRI) has undergone significant changes since the implementation of digital technology. One of the main findings of this study is the increase in efficiency in the recruitment and selection process of POLRI members who now use a technology-based system (Gaussyah, 2020). The implemented e-recruitment system has reduced the selection process time and increased the accuracy of candidate selection so that more prospective members match the qualifications and needs of the organization. It not only simplifies the administrative process but also speeds up the filling of important positions at various levels of the police force.

Tabel 1. Respondent Observation Result

No.	Respondent Name	Position/Title	Experience in Digital Transformation	Opportunities Seen	Challenges Faced	Changes in HR Management
1	Respondent 1	POLRI Official	Has participated in e-recruitment training and the use of HR management applications.	Increase the efficiency of the recruitment and	Many members are still unfamiliar with technology.	The use of digital systems makes it easier to track member performance.

No	Respondent	Role	Experience	Opportunity	Challenge	Impact
				selection process.		
2	Respondent 2	POLRI Official	Experience in technology-based HR management in certain units.	Use of applications to monitor performance more transparently.	Resistance from some senior members to the use of technology.	Digital systems enable objective and transparent performance assessments.
3	Respondent 3	POLRI Member	Participated in technology-based training to improve skills.	Simplify the reporting and communication process between units.	Limited infrastructure in some areas that do not support the maximum use of technology.	Reporting quality improves with digital-based reporting applications.
4	Respondent 4	POLRI Official	Involved in the implementation of technology in the field of training and development.	Increase access to wider training through e-learning.	Lack of understanding about the benefits of technology for some members.	Digital-based training programs help members improve their skills without interruption from operational tasks.
5	Respondent 5	POLRI Official	Involved in performance management based on digital applications.	Ease of monitoring performance in real-time.	There is still an imbalance in the use of technology between one area and another.	Member performance is more measurable and can be evaluated periodically.
6	Respondent 6	POLRI Member	Participated in the use of applications for daily recording and reporting.	Increase speed in handling reports.	Concerns about the security of personal data used in applications.	The use of applications makes data management faster and more efficient.
7	Respondent 7	POLRI Member	Not yet fully familiar with the applications implemented in HR management.	Easier access to various information and task documents.	Confusion in using complex new systems.	The use of applications makes data management neater and more systematic.

8	Respondent 8	POLRI Member	Handling the implementation of technology in HR management at the national level.	Improve communication and coordination between units across regions.	Some members are still doubtful about the effectiveness of technology in fieldwork.	Administration and document management are more efficient and easily accessible.

In addition, the training and development of human resources in the National Police has also shifted with the integration of technology in the process. Online-based training platforms allow police members to participate in various education and training programs without having to leave their duties in the field. One concrete example is the use of a learning management system (LMS) that allows efficient distribution of training materials and real-time monitoring of training participants' progress (Nakir et al., 2020). However, the challenge faced is the gap in access to technology in several regions that still require more attention so that all members can feel the benefits of the digital training system.

Digital transformation also affects performance management in the National Police. The performance appraisal system now relies on cloud-based applications, which allow leaders to monitor the performance of police members more transparently and objectively. Performance data collected through this application can be used to design career development programs and member placements based on competency and organizational needs. However, several obstacles are still found, especially related to the need for system updates and maintenance to keep it running optimally, as well as dependence on the technical skills of members in using the application (Sadjijono, 2008).

This study also found that digital transformation provides an opportunity to improve public services provided by the National Police. With an integrated police data management system and a digital-based reporting system, the public can more easily access information related to complaints and criminal reports. The integrated crime reporting system makes it easier for the public to report criminal incidents directly through a mobile application, which is then forwarded to the relevant units in the police. However, the challenge faced is the negative perception of some people regarding the security of their data in this digital system.

Although many opportunities can be utilized, digital transformation in the National Police also presents various challenges, especially in terms of mental readiness and adaptation of organizational culture. Most police members, especially the more senior ones, still find it difficult to adapt to new technologies. In several interviews, they expressed concerns about the complexity of using the new system and its impact on the way they work, which has been accustomed to manual procedures. Therefore, a more holistic approach is needed in educating and involving all members in this digitalization process.

In cybersecurity, the National Police have tried to strengthen their systems so that data processed and stored in digital applications is not vulnerable to external threats. Some of the steps taken are to hold special training on data security for members involved in information management and ensure that all systems used meet strict security standards. However, the obstacles faced are the high cost of carrying out routine system updates and the need to increase the capacity of human resources in the field of information technology to be better prepared to face increasingly developing cyber threats.

The research results show differences in the implementation of digital technology in various regions. Areas with better infrastructure, such as large cities, are faster in adopting new

technologies, while more remote areas face obstacles in stable internet access and limited hardware. This gap affects the equitable implementation of digital programs in human resource management at the National Police. Therefore, more inclusive policies need to be developed to ensure that all members of the National Police, wherever they are, can access and utilize the technology provided.

Overall, this study confirms that the digital transformation at the National Police has had a significant impact on improving operational efficiency and quality of service to the public. However, the full success of this transformation process is highly dependent on overcoming existing challenges, such as the digital divide between regions, resistance to change, and the need to strengthen technological infrastructure. With careful planning and support from all parties, it is hoped that the National Police can make maximum use of digital transformation to improve performance and provide better public services.

CONCLUSION

This study provides a clear picture of how digital transformation has affected Human Resources (HR) management in the Indonesian National Police (POLRI). The results of the study show that the application of digital technology in HR management, such as e-recruitment, online-based training, and application-based performance appraisal systems, has increased operational efficiency and transparency in the organization. Faster recruitment processes, more affordable training, and more objective performance appraisals are some concrete examples of the benefits of digital transformation felt by POLRI.

However, behind the opportunities, this study also identified several challenges that must be faced in this digitalization process. The gap between areas with good technological infrastructure and areas with limited access to technology is one of the primary obstacles. In addition, there is still resistance from some members of the police, especially the more senior ones, to technological change. It indicates the need for a more careful and inclusive approach to ensure that all members can adapt to these changes.

Nevertheless, digital transformation has opened up great opportunities for POLRI to improve the quality of public services and overall HR management. With a more integrated digital system, police members can more easily access data, report incidents, and obtain training that is relevant to their duties. In the future, with stronger support for infrastructure development and improving members' digital skills, this transformation can have a broader and more equitable impact across Indonesia. Overall, the success of the digital transformation in the National Police is highly dependent on the sustainability of investment in technology, ongoing training for members, and maintenance of existing systems. If the existing challenges can be overcome, this digital transformation has great potential to create a National Police organization that is more efficient, transparent, and responsive to the community demand in this digital era.

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