

THE CONSTRUCTION OF NATIONAL POLICE HUMAN RESOURCE EMPOWERMENT IN FACING THE CHALLENGES OF INDUSTRIAL REVOLUTION 4.0 IN REGIONAL POLICE INDONESIA, EAST JAVA

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Abstract— Human resource empowerment is considered as one of leading factors in industrial revolution 4.0 characterized by robotization and digitalization in many aspects of life. The empowerment of National Police human resource is built to give excellent police services in their daily duties, namely: protection, protection and community service; maintaining public security and order; law-enforcement. Empowerment has many benefits to overcome some obstacles of police duty implementation, such as limited access for education and training related to the implementation of duties handled by them. This research aims to give an alternative pattern of national police human resource empowerment to Regional Police Indonesia in East Java. This research applied mix-method through survey and descriptive analysis. The data were collected through questionnaire, focus group discussion, observation, and document collection. The research informants were police personnels of East Java Regional Police. The result of the research showed that the construction of national police Human Resources (HR) Empowerment facing industrial revolution 4.0 challenges by developing the competence of each personnel and re-skilling the leaders through two models, i.e. roles given and group works.

Keywords— empowerment; human Resources; industrial Revolution 4.0; competence; re-skilling the Leader

I. INTRODUCTION

The challenges of police duties in globalization era with the complexity of external environment dynamics have a remarkable influence on professionalism

demand of the National Police's Human Resources (HR). HR has a strategic role in driving other resources. Therefore, it is necessary to empower the National Police HR. Empowerment aiming to build National Police personnels who have clear abilities, authority and responsibility for implementing police duties. National police HR Empowerment becomes an important thing that must be done to realize empowered human resources , because the organization could not empower human resources, when the organization does not have the resources.

Some aspects of the human resources needed to empower the National Police are competence, accuracy of personnel placement in the office, giving clear authority, supporting the implementation of duties, giving trust, leadership and motivation. The demand of the Indonesian National Police personnel empowerment is accordance with the demand of excellent police services. Therefore, the appropriate method in empowering the National Police HR and developed model are needed in reaching Indonesian National Police personnel empowerment.

The focuses of the problems in this study are:

1. Why is the empowerment of Human Resources (HR) Police needed to face the challenges of the industrial revolution 4.0?
2. How is the construction of Human Resources (HR) empowerment in facing the challenges of the industrial revolution 4.0?
3. Relating with the description above, a research is needed on: "The Construction of National Police Human Resources Empowerment Facing the Challenges of the Industrial Age 4.0 in Regional Police Indonesia, East Java " .

II. LITERATURE REVIEW

A. Empowerment

Empowerment is an effort to build power. Empowerment can be implemented by encouraging, motivating and raising awareness of the potentials and developing those potentialities. McShane and Glinow gave their opinions regarding empowerment: "Empowerment is a psychological concept represented by four dimensions: self-determination, meaning, competence, and impact of the individual's role in the organization. If any dimensions weaken, the employee's sense of empowerment will weaken ". [1]

The focuses of empowerment could be human resources (HR), materials, procedures, finance, decision making, management and system of information . Human resource empowerment is a process of efforts to empower human more through changing and self-development of humans in competency, confidence, authority and responsibility in executing duties and achieving work performance targets.

B. Competence

Ability is closely related to competence. Ability is the competence to perform the duty, both physically and mentally. Ability is a-used collaborative process, covering competencies that can be applied .Ability, according to Robbins and Judge, "*Ability refers to an individual's capacity to perform the various tasks in a job. It is a current assessment of what one can do. An individual's overall abilities are essentially made of two sets of factors: intellectual and physical*".¹ Colquitt, LePine & Wesson defined: "*Ability refers to the relatively stable capabilities people have to perform a particular range of different but related activities.*² Ability will push capability and capacity will finally give the influences toward competence.

Competencies are defined by McShane and Glinow's: "*Competencies are the characteristics of a person that results in superior performance* ". [4] Competencies include skills, knowledge, aptitudes, and other personnel characteristics. According to Slocum and Hellriegel: "*A competency is an interrelated cluster of knowledge, skills, and abilities needed by an individual to be effective. A number of competencies can be identified as important to the effectiveness of most organizations.*[5]

Increasing competence can be conducted through training. Training has implications for organization and performance climate. Sabine Sonnentag illustrated it in Figure 1.



Fig 1. Competence (Source: Sabine Sonnentag, *Psychological Management of Individual Performance* [6])

C. Re-skilling the Leaders

Re-skilling is an effort to form new skill for the leaders through education and effective training because it is triggered by two factors as follows:

1. Skill of the leader which is not suitable with the environment since the beginning;
2. Skill of the leader which is not suitable anymore with the environment because of its rapid changes.

Several reasons why re-skilling the leaders is needed:

1. The tendency of the leaders to have the ability in the technical field, not in management;
2. The tendency of the organization which does not have any program to educate and train the managerial skills of the managers;
3. The tendency of the leaders in getting education of management by using process skill approach, so that they are only skilled in planning, coordinating, staffing, and controlling, but not in producing value for organization.

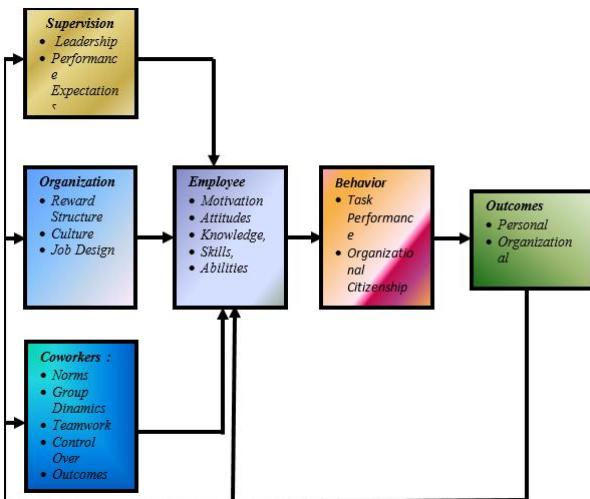
Reskilling leaders are closely related to leadership. Leadership was defined by Colquitt: "*Leadership as the use of power and influence direct activities of followers toward goal achievement*" [6]. A leader should know the method to generate and use power and also influence to lead others. The concept of power was stated by Yukl. He said that : *Power is useful for understanding how to influence each other in organizations* . [8] The definition of leadership according to Shani, et.al.: "*Leadership is a process whereby individuals influence groups of individuals to achieve a common goal. This definition contains four important aspects: (a) leadership is a process, (b) leadership involves influence, (c) leadership occurs within a group, and (d) leadership involves goal attainments* ". [9]

Leadership influences motivation, attitudes, knowledge, skills and abilities of the police personnel. It has implications for performance. Werner and Randy

¹Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior*, 13th Edition (New Jersey: Pearson Prentice Hall, 2009), p. 79.

² Jason A. Colquitt, Jeffery A. LePine & Michael J. Wesson, *Organizational Behavior: Improving Performance and Commitment in the Workplace* (New York: McGraw Hill, 2013), p. 312.

provided schematic explanations, illustrated in Figure 2



(Source: Jon M. Werner and Randy L. DeSimone. *Human Resource Development* [10])

Fig 2. Model of Employee Behavior

III. METHODS

The approach used in this research was mix method research. This approach was chosen because it requires comprehensive analysis with quantitative and qualitative data. The quantitative approach is used to identify the perceptions of National Police personnel on work culture, leadership and empowerment of National Police's human resources. An analysis of the empowerment of the National Police HR was also carried out using a qualitative approach to obtain a comprehensive explanation from the informants. A qualitative approach is also used to understand the relevance of work culture, leadership and empowerment, so that it can be compared with the answers to the questionnaire.

The method applied both survey and descriptive analysis. East Java Regional Police is a research area. The informants in this study were National Police personnels. Questinnaire distribution, Focus Group Discussion (FGD) and document collection were data collection techniques in this study. The instruments of data collection were: questionnaires, interview guides and document check list sheets.

Respondents and informants in this study were police personnels. Respondents who filled out the questionnaire ware National Police personnel from various functions. The informants of FGD in Resort Police were: Director of General Criminal Investigation, Director of Special Criminal Investigation; Director of Narcotics; Director of Community Development, Director *Samapta Bhayangkara*, Director of Traffic, Director of Security Intelligence, Head of Human Resources Bureau, Head of Planning Bureau, Head of Operational Bureau.

Whereas the informants of FGD in Regional Police were: Head of the Resort Police, Head of the Criminal Investigation Unit, Head of the Narcotics Unit; Head of Community Development Unit, Head of *Samapta Bhayangkara* Unit, Head of Traffic Unit, Head of Security Intelligence Unit, Head of Human Resources, Head of Planning Division and Head of Operations Section.

IV. FINDINGS AND DISCUSSION

A. Empowering Human Resources (HR) of the National Police in Facing the Challenges of the Industrial Revolution 4.0

The goal of organization are influenced by human efforts in planning, organizing, directing , coordinating and controlling. The success of management are determined by the availabilty of human resources in organization, it can be said that if HR is weak, there are no human resources. Human resource empowerment is carried out to create human resources which have ability, clear authority and accountable responsibility in the implementation of the missions of the organization.

The empowerment of human reasource in facing the challenges of the industrial revolution 4.0 aims:

1. As a tool of management used to empower various resources of police power to achieve implementation of police duties;
2. As changes of management used to improve the positive performance of police institution;
3. As an initiator used to utilize strength and opportunity in realizing excellent police services;
4. As a mediator against other institutionsto make synergy among ministries;
5. To increase conceptual ability, so it can act as thinker (think-tank) in order to develop organization (organizational development) and build levels of public trust on police performance;
6. To increase work productivity through the enhancement of technical skills , human skills , managerial skills, quality leadership and human relations;
7. To improve efficient performance of the police;
8. To improve police services oriented to customer service satisfaction;
9. To optimize the utilization of the National Police HR through determination of personnel requirements and duty challenges appropriately;
10. To optimize career management which has implications for the hygiene of the work environment.

B. The Construction of National Police Human Resources (HR) Empowerment in Facing the Challenges of Industrial Revolution 4.0

Construction of national policehuman resource empowerment faces the challenges of industrial

revolution 4.0 conducted by the method of developing the personnel competency of the Indonesian National Police and the leadership recruitment. The method of developing the personnel competency of the Indonesian National Police is to provide appropriate education and training according to the field of duty, clear authority and responsibility. Re-skilling provides reinforcement of managerial skill on management control system, in order to obtain skills in managing organization and organizational processes, managing changes and various factors which give positive impacts on the positive performance of National Police institution.

The planning of National Police human resource empowerment involves several steps, namely:

1. Planning for Police HR competencies needed by counting police duties challenges in the future;
2. Planning for a balanced-future by calculating the proportionality of the ratio of police personnel number to the implementation of current and future police duties;
3. Planning for recruitment, selection and placement in positions to calculate the availability of the quantity and quality of police personnel at the stage of certain defined period of time (eg: short-term, medium-term and long-term) in accordance with the specification of competence requirement;
4. Planning for development by calculating contingency situations and predicting the developments of the dynamics of external environment which affects police duties.

National police HR planning in empowerment construction is implemented by analyzing volume and work load and strength analysis/ ability of HR. Work load analysis tends easier to do in technical position compared to managerial position, because the volume of work load in technical position is more difficult to measure than managerial position. Work target setting is a solution to minimize trend of work load application analysis in managerial position. The volume and work load analysis aims to ensure the basis of recruitment, selection and competence development based on strategic plan and operational organization. This analysis is also useful to choose technique forecasting used for setting HR empowerment method.

Empowerment of national police HR is relevant to work culture and leadership. This is illustrated in Table 1, Table 2 and Table 3. The assessment tendency of police personnel on work culture tends to be good, as indicated by the tendency of good judgment given by 98.397% of respondents. Leadership also tends to have a good assessment with indications 75.06% rated good. The tendency of good assessment in aspects of work culture and leadership has implications for the empowerment of the National Police HR, indicated by

good assessment 83.618% of respondents. It can be stated implicitly that HR empowerment can be realized through work culture and leadership. In other words the method used to realize HR empowerment is reskilling leaders who produce leadership and a positive work culture.

TABLE 1. PERCEPTION OF POLICE PERSONNEL TOWARDS THE EMPOWERMENT OF POLICE HUMAN RESOURCES IN EAST JAVA REGIONAL POLICE

No.	Statement	Possible Answer %			
		A	B	C	D
1.	My courage using police discretion in contingency situations	34.66	58	5.06	2.26
2.	I dared to do activities without the leadership's approval in the field of police duty that I held when I was faced in contingency situation without the opportunity to communicate with the leaders	42.53	39.33	13.20	4.93
3.	My courage to propose the idea of change relating to the implementation of the police duties	37.86	48.13	12.66	1.33
4.	My courage to make decisions without the leadership's approval in contingent conditions	36.13	39.46	18.80	5.60
5.	My courage to be removed from my position because I refused an intervention	46.26	35.73	11.73	6.26
total		39,488	44,13	12,29	4,072
Assessment Trends in Good & Bad		83,618		16,362	

(Source: Processed Data)

Description:

- Choice of Answers A & B: Values with Positive tendencies.
- Choice of Answers C & D: Values with Negative tendencies.

TABLE 2. PERCEPTION OF NATIONAL POLICE PERSONNEL ON WORK CULTURE IN EAST JAVA REGIONAL POLICE

No.	Statement	Choice%			
		A	B	C	D
1.	The work culture in my work area drives me to motivate in working	74,66	23.60	1.73	0
2.	I am happy in work environment	84.40	14.13	1.33	0.13
3.	Job competition in my work environment	44	54.40	1.20	0.40
total		67,687	30,71	1.42	0.177
Assessment Trends in Good & Bad		98,397		1,597	

(Source : Processed Data Result)

Description :

- Answers A & B: Values with Positive tendencies.
- Answers C & D: Values with Negative tendencies.

TABLE 3. PERCEPTION OF NATIONAL POLICE PERSONNEL TOWARDS LEADERSHIP IN EAST JAVA REGIONAL POLICE

No.	Statement	Choice%			
		A	B	C	D
1.	My leader objectively assesses the performance of its members	65.46	29.73	3.73	1.06
2.	My leader prioritizes close relation personal in performance assessment	39.20	15.73	19.33	25.73
	total	52,33	22.73	11.53	13,395
	Assesment Trends in Good & Bad	75.06		24,925	

(Source: Processed Data)

Description :

- Answer A & B: Values with Positive tendency
- Answer C & D: Values with Negative tendency

The construction model of national police HR empowerment was developed by giving roles and group working. The model of giving roles is implemented for accelerating police services. But the thing that needs to be anticipated in determining this model is the role conflict when a person has a different role at the same time. Therefore, things that can be anticipated to reduce role conflict are: Designing work properly, Establishing promotional programs with appropriate career management designs; Explain work goals and targets. The group working model is carried out by forming an integrated work team related to police duties. The working group model is also carried out with internal synergy among police functions and external synergy between ministries and institutions.

V. CONCLUSION

Based on the findings and analysis above, the writer concludes that the empowerment of human resources of national police in industrial revolution 4.0 aims to optimize the performance of Indonesian National Police personnel by increasing personnel capabilities in overcoming some obstacles in carrying out police duties and improving police service excellent. The constructions of this empowerment were conducted by developing the competence of each personnel and reskilling the leaders through role-given models and team-works.

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