

Optimization Of Sistem Manajemen Kinerja For Improved Investigator Outcomes In The Indonesian National Police

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Egidio Fernando Alfamantar¹, Muhammad Alif Fadillah²

¹Special Detachment 88 Polri, Indonesia

²University of Leeds, Leeds, United Kingdom

Email Corresponding Author: egidiofernando007@gmail.com

Email Author 2: Dnhz1553@leeds.ac.uk

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Abstract

This study investigates the effectiveness of the Sistem Manajemen Kinerja (SMK) in enhancing investigator performance to uphold Polri Presisi values within the Karawang Resort Police. Polri Presisi emphasizes predictive, responsible, and transparently equitable policing, essential for maintaining public trust and operational integrity. Recent incidents of police-involved violence and unprofessional conduct underscore critical challenges in aligning police practices with Presisi ideals. Employing a descriptive analysis approach utilizing data from 2022 to 2024 at Karawang Resort Police, the study reveals significant gaps in Sistem Manajemen Kinerja utilization, including inadequate socialization, mentorship challenges amidst heavy workloads, and underutilization of evaluations for personnel development. Recommendations focus on forging collaborative training partnerships with academic institutions, international training for supervisors, and enhancing information technology to bolster investigative capabilities. Implementing these recommendations aims to elevate investigator performance and overall operational effectiveness at the Karawang Resort Police, which is crucial in navigating contemporary policing challenges while adhering to Polri Presisi standards in the dynamic landscape of Industry 4.0.

Keywords: performance management system, polri presisi, investigator performance, law enforcement, organizational effectiveness

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INTRODUCTION

The Indonesian National Police (INP) holds and runs the well-known “*POLRI PRESISI*” initiative, which emphasizes a data-driven approach to policing aimed at enhancing security and maintaining public order. This initiative, summarised in the acronym *Presisi* (*Prediktif, Responsibilitas, dan Transparansi Berkeadilan* - Predictive, Responsible, and Equitably Transparent), underscores the importance of responsible conduct by police officers in executing their duties with sensitivity and fairness (Komjen Pol. Drs. Listyo Sigit Prabowo, M.Si, 2021).

The urgency of elevating the caliber of INP personnel is underscored by the necessity of addressing widespread public dissatisfaction and scrutiny. Data indicates a troubling trend: 155 instances of unprofessional conduct by investigators in 2021, followed by a decrease to 111 in 2022 and a subsequent rise to 162 in 2023 (Propam Polri, 2023). These figures highlight persistent deficiencies in investigator performance, undermining public trust and failing to meet the stringent standards set forth by the *Presisi* values.

The Sistem Manajemen Kinerja (SMK) Polri is a systematic framework intended to evaluate, oversee, and improve the performance of Indonesian police personnel across all ranks. SMK Polri is established to offer a precise, methodical, and equitable method for assessing individual and team performance, enabling the organization to synchronize personal aspirations with overarching institutional goals. This approach establishes precise performance indicators and targets for each officer, from junior staff to senior positions, ensuring clarity on organizational tasks and expectations. The objectives of SMK Polri are various. Initially, it seeks to create explicit standards of performance and conduct, ensuring that officers fulfill both the technical needs of their responsibilities and the ethical and professional norms upheld by police. Secondly, SMK Polri serves as a mechanism for ongoing enhancement, wherein systematic assessments facilitate the identification of strengths and developmental needs, hence enabling focused training, mentorship, or modifications to enhance performance. Moreover, SMK Polri advocates for equity in career advancement; assessments are grounded in objective standards, thereby mitigating bias in promotion, reward, and disciplinary decisions.

SMK Polri is not merely an instrument for assessing human performance; instead, it is a strategic framework that directly supports and reinforces the *Presisi* (Predictive, Responsiveness, Transparency, and Justice) values essential to Polri's mission. SMK facilitates the integration of individual officer objectives with the overarching goals of Polri, fostering a culture of continual improvement that reflects each component of *Presisi*. SMK enhances *Presisi*'s predictive capabilities by establishing explicit aims and analyzing previous data to anticipate potential difficulties and preparedness, improving proactive policing initiatives. SMK prioritizes the assessment and promotion of prompt, practical solutions to developing difficulties, ensuring that individuals are evaluated not only on efficiency but also on their capacity to act rapidly and judiciously in crucial situations. Furthermore, SMK's focus on transparency is in perfect harmony with the *Presisi* principle of transparency, as the system is founded on explicit, open criteria and quantifiable indications, enabling officers to comprehend precisely what is required of them and how they are advancing. This transparency promotes a culture of integrity and responsibility, as officials are assessed through objective and rigorous procedures. Ultimately, by anchoring performance evaluations in equitable and just standards, SMK bolsters *Presisi*'s justice element, guaranteeing that promotions, awards, and

disciplinary measures are determined by objective performance metrics rather than subjective considerations.

Enhancing investigator performance becomes crucial for organizational integrity and restoring public confidence in police investigation capabilities. Moreover, effective human resource management is pivotal in creating environments conducive to personnel growth and alignment with organizational objectives (Busro, 2018). As the INP navigates the complexities of the Police 4.0 era, achieving these goals necessitates robust systems that effectively guide policy and ensure sustained high performance among staff. Individual performance significantly impacts organizational success and is influenced by motivation levels, organizational systems, performance indicators, continuous improvement initiatives, and job satisfaction factors (Atatsi et al., 2019; Bonache & Noethen, 2014; Darvishmotevali & Ali, 2020; Lele et al., 2024; Nisar & Rasheed, 2020; Santa Maria et al., 2021; Triansyah et al., 2023)

With a workforce exceeding 447,000 employees as of the second quarter of 2023 (www.polri.go.id), the INP requires systematic, integrated, and objective measures to monitor unit and personnel performance effectively. Of particular concern are investigators, who have been given persistent public criticism regarding investigative efforts. The Karawang Resort Police, servicing a densely populated capital area with diverse challenges, exemplifies the critical need for quality personnel and supportive work environments. As of 2024, the Karawang Resort Police comprises 1.264 personnel, including 1.218 police officers and 46 civil servants (Intel Dasar of Karawang Resort Police, 2024). However, challenges persist in implementing effective Performance Management Systems (PMS) at this level, hindering efforts to promote effective investigator performance and uphold the *Presisi* values.

This study seeks to investigate the effectiveness of the Performance Management System in improving investigator performance to uphold the *Polri Presisi* values. Specifically, the research aims to reveal and explore strategies such as performance planning, coaching, and evaluation within the Criminal Investigation Unit at the Karawang Resort Police.

METHODS

The methodology adopted for this manuscript is descriptive analysis, aiming to provide in-depth explanations and focus on the research object based on data while avoiding general analysis (Creswell, 2014; Sugiyono, 2009). Therefore, this study discussed key issues based on data from Karawang Resort Police from 2022 to 2024, presenting detailed elaborations based on the author's experience to understand core issues and their resolution strategies.

In gathering data, the author applied the concepts of Environmental Scanning (ES) and Organizational Health Audit (OHA) as described by Kearns in Setyo (2022). ES involves crucial methods for planners or decision-makers to observe their organization's environment, thereby identifying external data that could impact organizational decisions regarding opportunities and threats. On the other hand, OHA is a thorough research process into organizational health conditions to identify strengths and weaknesses and allocate resources effectively in decision-making processes. This research collected data through interviews with key personnel at Karawang Resort Police, such as the Head of Human Resources and the Criminal Investigation Unit, and document research from various sources, including Resort Police official documents such as strategic plans, financial reports, scholarly publications, legislative regulations, and online sources.

For data analysis, the author utilized the Humphrey's SWOT Analysis (1974), which further was used to select alternative strategies for planning activities over different time horizons—short, medium, and long term. The SWOT analysis framework evaluates external factors consisting of weaknesses and threats alongside internal factors comprising strengths and opportunities. The EFAS-IFAS and SFAS frameworks were also employed as foundations for designing development plans.

The Grand Theory of Performance Management System

In understanding the dynamics of organizational performance, Gunawan (2006) introduces a nuanced perspective through the Performance Management System often known as SMK (abbreviation of *Sistem Manajemen Kinerja*). This framework, encompassing a cycle of three interlinked stages, is a cornerstone in contemporary management practices. Each stage—Performance Planning, Performance Coaching, and Performance Evaluation—serves not only to align individual efforts with organizational objectives but also to foster continuous improvement and development.

The first stage is Performance Planning, which aims to set performance targets that align with the organization's plans through mutual agreement between supervisors and subordinates. This collaborative process fosters joint commitment and a sense of ownership, clearly defining job responsibilities and expectations for the individual in the position. Performance Planning establishes a strong foundation for subsequent performance management stages by ensuring clarity and alignment with organizational goals.

The second stage is Performance Coaching, which involves ongoing discussions and support to help individuals achieve their performance targets in line with organizational objectives. Supervisors observe and document subordinates' work during this stage, guiding them to overcome obstacles and achieve targets. The feedback provided not only assists in overcoming immediate challenges but also informs the planning of necessary training and development programs to enhance

competencies. Supervisors emphasize and support effective behaviors, ensuring that individuals are equipped to meet and exceed performance expectations.

The final stage is the Performance Evaluation, where supervisors evaluate the actual performance achieved by comparing it with the established work plan. This evaluation provides valuable feedback, forming the basis for identifying which competencies need further development in the next cycle. By systematically reviewing performance and providing constructive feedback, the organization ensures continuous improvement and development of its workforce, aligning individual growth with organizational success.

However, setting quantitative goals (“WHAT”) is often straightforward compared to the nuanced process of setting qualitative competency goals (“HOW”). Therefore, setting and developing too many competencies within one period is not recommended, as it can demotivate employees and be challenging to implement. Focusing on a limited number of priority competencies significantly enhances individual and organizational performance and is more effective (Rehman et al., 2023). By concentrating on a few key competencies, organizations can achieve a more feasible and effective improvement in performance. Such a focused approach may allow employees to develop and master competencies without feeling overwhelmed, leading to a more positive and productive work environment (Bhowmick & Mulla, 2021; Burnett et al., 2020). Developing and achieving a limited number of competencies provides a more substantial domino effect in improving overall performance. The performance management system operates within a cyclical framework, typically spanning one year. This cycle consists of three stages: Performance Planning, Performance Coaching, and Performance Evaluation. Each stage builds on the previous one, ensuring continuous development and alignment with organizational goals. Organizations can enhance employee performance and drive long-term success by following this structured approach.

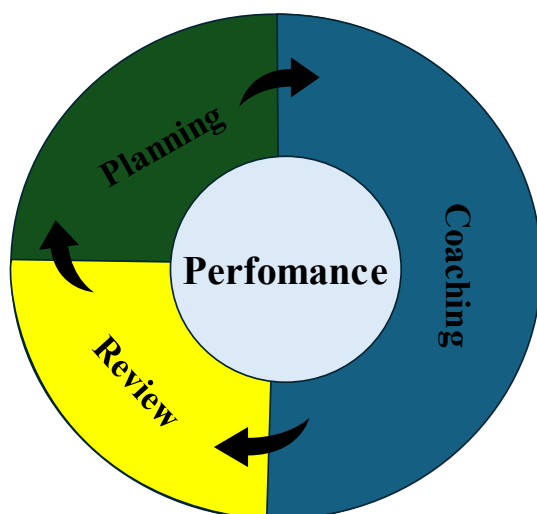


Figure 1: Performance Management System by Gunawan (2011)

Middle Theory

Effective organizational performance hinges on robust planning, guidance, and evaluation strategies. Middle theories in management provide essential frameworks for leaders to collaboratively plan workloads, guide performance towards goals, and evaluate outcomes. These theories ensure alignment, foster mutual understanding, and promote proactive problem-solving within teams, which is crucial for achieving organizational success.

According to Bacal (1999), performance planning involves a collaborative process in which leaders and employees jointly plan workloads over a specified period. This process aims to align perceptions of job success, establish measurement criteria, and strategize solutions for potential obstacles. Its core objective is to ensure mutual understanding between superiors and subordinates, fostering a sense of ownership and commitment to organizational goals. This approach contrasts with directive-driven management, emphasizing shared responsibility and engagement in achieving workplace objectives. Moreover, as defined by Passmore et al. (2013), performance coaching focuses on facilitating systematic improvements in employee work performance, personal growth, and life experiences. This theory underscores the role of leaders in fostering an environment conducive to continuous development and achieving measurable outcomes aligned with organizational goals. In addition, performance evaluation involves methodically assessing individual or group tasks against predetermined standards or agreements (Simanjuntak, 2011). This evaluation serves the dual purpose of providing performance feedback and identifying improvement areas. It is crucial for organizational management to maintain standards and foster a culture of continuous learning and development.

Applied Theory

Applied theories offer actionable insights into critical areas such as external supervision, cooperation dynamics, control mechanisms, and organizational accountability in organizational management. These theories illuminate how organizations navigate challenges, maintain oversight integrity, foster productive collaborations, and uphold accountability standards. Understanding these theories is essential for implementing strategies that enhance organizational efficiency and stakeholder trust.

Filstad and Gottschalk (2011) describes that external supervision involves community oversight to ensure accountability and integrity within institutions such as law enforcement. This approach emphasizes transparency and responsiveness to community concerns, thereby bolstering public trust and safety through active engagement in policing practices. After that, Steward (2006) elaborates on cooperation theory, which underscores the pivotal roles of communication,

coordination, and collaboration in achieving collective goals and addressing organizational challenges. Effective teamwork and shared responsibility are essential for achieving optimal outcomes and adapting to dynamic environments.

Moreover, control theory entails the systematic monitoring and regulation of organizational activities to enhance efficiency and effectiveness in goal attainment (Jones & George, 2003). This theory offers valuable insights into managerial practices to maintain operational standards and optimize organizational performance through informed decision-making and strategic oversight. In addition, Gibelman and Gelman (2001)) elaborate on organizational accountability, emphasizing the duty of organizations to report outcomes and uphold ethical standards to external stakeholders accurately. This concept underscores the critical role of transparency, integrity, and leadership in cultivating a culture of accountability within organizational contexts.

RESULTS AND DISCUSSION

Factual Condition of *Polri Presisi*

Since its launch, *Polri Presisi* has brought about significant changes in the structure and organizational culture of the police force, including improvements in handling criminal cases and disciplinary enforcement within the police force itself. Citizen involvement has also been strengthened through participatory programs that enable residents to contribute to crime prevention and mitigation efforts. Despite achieving several milestones, *Polri Presisi* faces several challenges. One is enhancing public awareness and engagement to support law enforcement efforts, particularly in combating corruption and transnational crime (Japriyanto et al., 2022; Mitchell, 2016; Pamungkas, 2019; Yuliantiningsih et al., 2022). Additionally, there is a continuous need to strengthen oversight systems and disciplinary enforcement within the police force to prevent abuses of power and human rights violations.

The latest evaluation of the *Polri Presisi* program based on the analysis from the fourth quarter Precision post analysis of the fourth quarter of 2023 period November to December 2023 indicates that all planned activities under *Polri Presisi* have been executed optimally, with 17 activities achieving a 100% target completion rate and an average achievement per activity of 99.5%. West Java Regional Police was recognized as the top-ranking unit in the Precision quick win analysis, achieving the Best Regional Police status, followed by South Sumatra Regional Police and Jambi Regional Police.

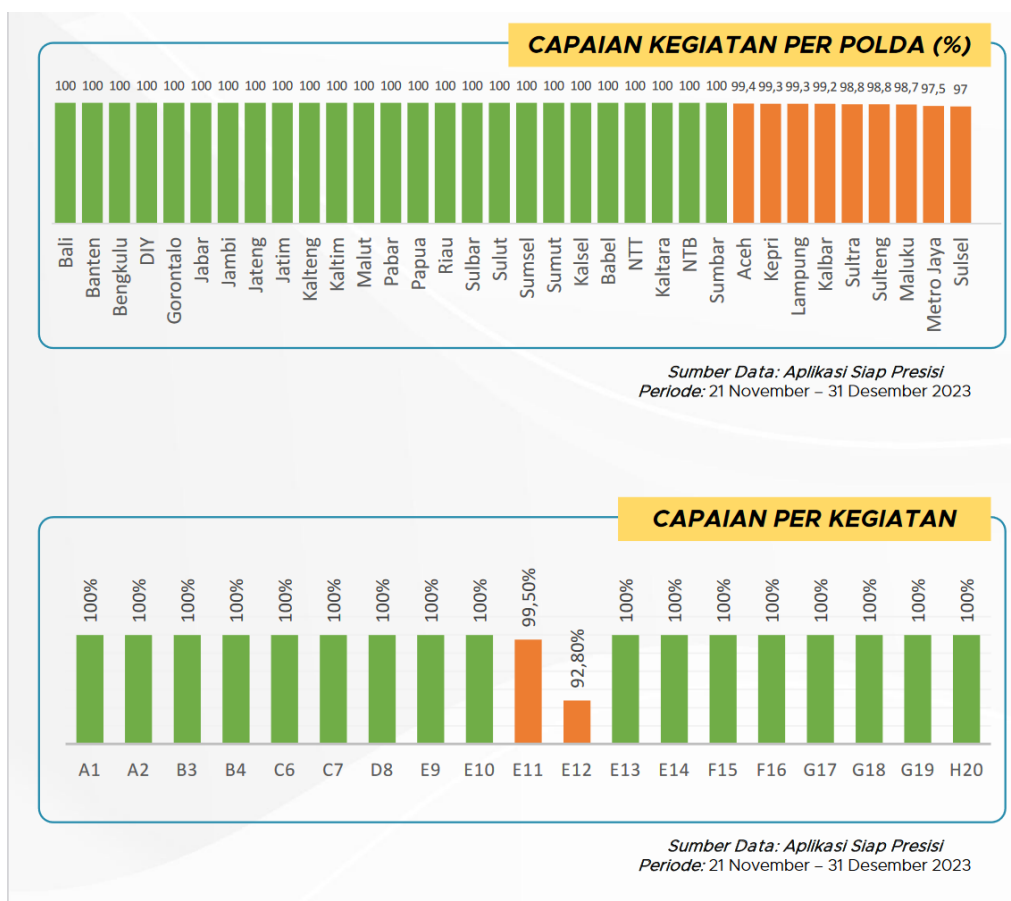


Figure 2: Results of the Fourth Quarter 2023 *Polri Presisi* Program

Based on the data above, the achievements reflected in the implementation of the *Polri Presisi* Program have shown commendable progress toward meeting targets. One notable initiative includes the development of highly skilled human resources. Therefore, human resource development is closely linked to enhancing work performance, particularly among investigators, as discussed in this study. However, it is noteworthy that while there has been significant progress in reporting on the *Polri Presisi* program, unit reports consistently highlight challenges such as personnel shortages and case resolution capabilities within law enforcement functions. Therefore, this remains an ongoing area for continuous improvement, essential for addressing existing challenges effectively.

Factual Condition of Investigator Performance

The performance of investigator personnel stands at the forefront of Indonesia's law enforcement landscape, shaping the nation's approach to combating crime. Recent data on investigator performance reveals significant strides across multiple fronts. According to the year-end report released by the Chief of Indonesian National Police in December 2023, INP had resolved 203,293 cases out of 288,472 reported crimes, marking a commendable 72% success rate (Year-end Release by Chief of Indonesian National Police, 2023). This achievement underscores the dedication and competence of the investigators in tackling increasingly intricate criminal challenges.

Furthermore, forensic technology and data analytics advancements have bolstered investigative capabilities, facilitating more efficient and thorough case resolutions. However, the data also highlights persistent challenges that demand attention, including the imperative for enhanced inter-agency collaboration among investigators and other law enforcement bodies. Upholding ethical standards and integrity throughout investigations remains paramount, alongside addressing obstacles such as insufficient evidence, human resources shortages, and technological limitations. Besides that, to strengthen investigators' capabilities, investments in comprehensive training, educational initiatives, upgraded infrastructure, and technological resources are imperative. These measures enhance investigative prowess and uphold fairness and effectiveness in law enforcement efforts that benefit the broader community.

As the Karawang Resort Police continues to pursue excellence in crime resolution, the ongoing commitment to improving law enforcement outcomes remains steadfast, guided by the pursuit of justice and public safety.

Table 1. Crime Resolution Data for Criminal Investigation Units of Karawang Resort Police

NO	UNIT	2022			2023		
		CRIME TOTAL	CLEARANCE CRIME	CLEARANCE RATE (%)	CRIME TOTAL	CLEARANCE CRIME	CLEARANCE RATE (%)
1	Criminal Investigation Unit	15	35	233%	21	36	171%
2	Narcotics Unit	115	130	113%	141	128	91%
TOTAL		130	165	127%	245	240	101%

Source: Performance Report of Government Agencies (Performance Report of Government Agencies) of Karawang Resort Police, 2023

Based on the information presented above, it is evident that the resolution of cases reported to Karawang Resort Police has been maximized, with case resolutions exceeding the number of reports received in 2023. However, these favorable performance metrics raise questions regarding the accuracy of the reported number of police reports—whether all incidents have been appropriately reported. Furthermore, despite the good performance indicators, concerns persist regarding the adequacy of personnel and individual competencies within the criminal investigation unit, as highlighted in the Karawang Resort Police's accountability performance report for 2023. Factors affecting law enforcement performance include shortages in qualified investigators, insufficient capabilities among precinct-level investigators in case disclosures, and backlog from previous years (Performance Report of Government Agencies of Karawang Resort Police, 2023). This finding suggests that performance reports may not necessarily provide an objective and factual assessment but instead aim to achieve favorable evaluations or meet targets set by higher authorities. If not addressed, this situation could significantly impact the performance of the criminal investigation unit

of Karawang Resort Police, as it fails to accurately assess performance and identify appropriate solutions based on data for future organizational improvement and progress.

Moreover, investigators at Karawang Resort Police play a crucial role in maintaining public safety and order through various tasks, including investigating and prosecuting criminal cases. Their responsibilities include gathering evidence and information by interrogating suspects and witnesses and conducting surveillance and scene examinations. These tasks require specialized skills to manage often sensitive and complex situations, primarily uncovering the truth and providing strong evidence for subsequent legal proceedings. In fulfilling their duties, investigators must also regularly report case developments to superiors and relevant agencies. Effective coordination among institutions, including prosecutors and courts, is crucial in achieving swift and fair justice. Additionally, investigators are involved in crime prevention activities by providing community outreach and education. Their performance is evaluated based on the number of cases successfully solved, the quality of investigations, and public satisfaction with case handling.

Factual Condition of the Performance Management System

In analyzing the factual condition of the performance management system to improve the performance of investigators at Karawang Police Department, this script employs the Performance Management System Theory. According to Gunawan (2006), a performance management system is a work cycle consisting of performance planning, performance coaching, and performance evaluation. Additionally, the factual condition related to the performance management system in the criminal investigation unit at Karawang Resort Police, in terms of the number of investigators and their competencies, is as follows:

Table 2. Data on Personnel Numbers and Education Levels at the Karawang Resort Police Criminal Investigation Unit

	Commissioned Officer	Non- Commissioned Officer	Civil Servants	
Number of Members of Karawang Police Criminal Investigation Unit	7	86	2	
	Bachelor's Degree	Master's Degree	Vocational/ Senior High	Specialized Training
Number of Legal Support and Education and development Members of The Criminal Investigation Unit of Karawang Resort Police	43	9	43	8

Source: Karawang Resort Police' HR Division, 2024

Based on the above table, the number of personnel in the Karawang Police Criminal Investigation Unit is 93, which includes seven commissioned officers and 86 non-commissioned officers. However, this total does not meet the determined staffing plan (DSP) of 120 personnel as

stipulated in Regulation Number 2 of 2021 concerning the Organization and Work Procedures at the Resort Police and Sector Police levels. This shortfall indicates additional staffing needs to align with the regulatory requirements and ensure optimal operational efficiency.

Furthermore, the educational quality of personnel in the criminal investigation unit includes 9 with a master's degree, 43 with a bachelor's degree, 43 with a vocational or senior high school education, and eight with specialized investigator training. Notably, only nine personnel hold a master's degree, highlighting a significant need for further educational and specialized training initiatives to enhance the unit's overall effectiveness and capability.

Besides the quality of personnel, achieving the expectations and objectives within the Karawang Police Department requires adequate, independent, and reliable facilities and infrastructure. Below is the quantity of facilities and infrastructure owned by the Criminal Investigation Unit at the Karawang Police Department to support the execution of its duties and functions:

Table 3. Facilities and Infrastructure of the Criminal Investigation Unit at Karawang Police Department

NO	FACILITIES & INFRASTRUCTURE	QUANTITY	CONDITION
General Building and Room Facilities		1	Good
Office Equipment	Computer	35	Good
	Printer	4	Good
	Photocopy Machine	1	Good
Vehicles	Four-Wheel Vehicles	5	Good
	Two-Wheel Vehicles	12	Partially Non-functional
Firearms	Long-Barreled Guns	12	Good
	Short-Barreled Guns	17	Good
	Bulletproof Vests	9	Good
Crime Scene Identification Equipment		2	Good

Source: Criminal Investigation Unit, Karawang Police Department, 2024

Based on the table above, it is evident that while the facilities and infrastructure owned by the criminal investigation unit at Karawang Police Department are in generally good condition, they remain limited and inadequate given the increasing workload and complexity of current threats. To address this, it is crucial to utilize the existing performance management system centrally managed by the Human Resources Division of the Indonesian National Police Headquarters. This system will analyze and provide an overview of the factual conditions in task execution, facilitating continuous

improvement in the future. These efforts are essential to enhance operational capabilities and ensure effective law enforcement within the community.

After detailing the quantity and quality of personnel, as well as the facilities and infrastructure, the budget support data for investigation and inquiry at the Karawang Resort Police based on the Budget Execution List (DIPA) is outlined below:

Table 4. Data on Budget and Planning for the Criminal Investigation Unit

NO	DESCRIPTION	2023 (in Rupiah)	2024 (in Rupiah)
1.	Implementation of Identification, Investigation, and Inquiry of Crimes	33,275,000	36,602,000
2.	Enforcement of General Crimes	5,387,661,000	5,926,427,000
3.	Enforcement of Narcotics Crimes	1,565,837,000	1,722,420,000
4.	Enforcement of Corruption Crimes	830,544,000	913,598,000
5.	Operational Support for Investigation and Inquiry of Crimes	23,292,000	25,621,000
6.	Coordination and Supervision of PPNS	9,982,000	913,598,000
TOTAL		7,850,591,000	8,635,648,000

Source: Karawang Police Department Report, 2023

The table above illustrates that the Budget Needs Plan (DIPA) allocates funds for criminal investigation and inquiry at Karawang Resort Police in 2023, aligning with operational budget requirements as specified. However, the current budget allocation still falls short compared to the number of criminal reports filed by the public. This poses a challenge for investigators in achieving performance targets for case resolution. It is crucial for leaders and investigators to collectively address this issue in performance planning, fostering a shared understanding of these constraints and seeking solutions to mitigate their impact on organizational performance.

Given various weaknesses, limitations, and other challenges hindering investigator performance improvement, it is imperative to consider measures for enhancement collectively. With an online and integrated performance management system in place, it is hoped to serve as a platform providing insights into the performance of each investigator within the criminal investigation unit of Karawang Resort Police. The performance management system guides both generic and specific performance planning initiated by superiors and subordinates. It includes performance mentoring through supervision and guidance during tasks, culminating in periodic evaluations by the investigator's superiors and peers. Further insights into factual conditions regarding issues in performance planning, performance mentoring, and performance evaluation within the performance management system of Karawang Resort Police are detailed below.

Performance Management System Analysis

Performance planning between leaders and subordinates

An ideal performance planning process involves communication between supervisors and subordinates to determine actions aligned with organizational goals. For the police force, performance planning must refer to organizational goal guidelines such as the Strategic Plan (Renstra), Work Plan (Renja), Organizational Structure and Job Descriptions (SOTK), and job responsibilities. However, the current condition of the criminal investigation unit at the Karawang Police Department reveals that the process of creating specific performance evaluations does not adequately refer to Renstra and Renja. All performance planning is made identical, generically, specifically, and managed by the online Performance Management System admin. Consequently, the objective of creating dynamic performance planning as a communication tool between subordinates and supervisors is not effectively achieved. Therefore, improvements in performance planning are necessary to enhance investigator performance, including:

- a. **Supervisors' Communication in Performance Planning.** Supervisors, particularly officers, must effectively communicate specific elements in the performance planning process. This involves clearly defining roles, expectations, and objectives to align with organizational goals. Effective communication ensures that subordinates understand their responsibilities and how their tasks contribute to the organization's broader objectives.
- b. **Awareness of the Importance of Performance Planning.** There is currently a lack of awareness regarding the importance of performance planning in facilitating subsequent work processes. Both supervisors and subordinates must recognize that detailed and well-thought-out performance plans are crucial for guiding daily activities and achieving long-term goals. Training and continuous education on the significance of performance planning can instill this awareness.
- c. **Precision in Performance Planning.** Inaccurate performance planning leads to misinterpretation of tasks, resulting in activities not aligning with the organization's targets and goals. It is essential to ensure that performance plans are specific, measurable, achievable, relevant, and time-bound (SMART), which helps translate organizational goals into actionable tasks for personnel.
- d. **Impact of Inadequate Planning.** When performance planning is not aligned with targets, and there is a lack of understanding, personnel tend to work according to their own discretion, leading to activities that cannot be adequately evaluated. This issue underscores the necessity for comprehensive performance planning that is understood and agreed upon by both supervisors and subordinates. Proper planning ensures accountability, facilitates performance evaluation, and helps identify areas for improvement.

Performance coaching from leaders

Performance coaching involves providing direction and monitoring the execution of tasks by investigators in the criminal investigation unit at Karawang Police Department. In the context of investigative duties, performance coaching is conducted through regular analysis and evaluation (monthly and weekly) and case reviews, which are already established as part of the case-handling mechanism.

Table 5. Implementation of Leadership Briefing and Case Reviews in 2022 and 2023

No.	Activity	Description	2022	2023
1	Leadership Briefing	Monthly	18	25
2	Case Reviews	Regularly	76	90

Source: Criminal Investigation Unit, Karawang Police Department, 2024

Based on the data above, it is identified that performance coaching conducted by the investigators' supervisors through leadership sessions and case reviews has increased. Leadership sessions rose to 25 in 2023, and case reviews increased to 90 in 2023. The factual conditions related to performance coaching in the criminal investigation unit at Karawang Police Department are as follows:

- a. **While performance coaching is ongoing, it has become a routine process, lacking individualized focus, which diminishes its effectiveness.** This is due to the large number of reports, causing the investigators' supervisors to focus on general solutions for case resolution without being able to delve deeply into the performance of individual investigators. To improve this, it is essential to prioritize individual attention by developing a system where supervisors can dedicate time to address individual investigators' specific needs and challenges. Additionally, reducing the administrative burden by streamlining administrative tasks will allow supervisors more time for meaningful coaching sessions.
- b. **The problem-solving process from supervisors to subordinates is not optimal, particularly for specific criminal reports requiring specialized skills, such as cybercrime and economic fraud.** To enhance this aspect, providing specialized training sessions for investigators on emerging crime trends and advanced investigative techniques is crucial. Furthermore, engaging experts in specialized fields to offer advice and support to investigators dealing with complex cases can significantly improve the problem-solving process.
- c. **Frequent changes in investigators' supervisors lead to inconsistent quality in leadership, resulting in less effective performance coaching for subordinates.** To mitigate this issue, implementing policies to ensure longer tenures for supervisors will help maintain consistency in coaching. Additionally, developing standardized protocols for performance coaching can ensure uniformity regardless of supervisory changes, providing investigators with a stable and effective coaching environment.

Performance evaluation by leaders

Performance evaluation by investigators' supervisors plays a crucial role in the career development of investigators. Open and objective evaluations foster personnel with high motivation and dedication in carrying out their duties. Performance evaluations should compare actual performance with the initial agreements, ensuring they are conducted objectively without any ulterior motives. The data on performance evaluations in the Performance Management System for members of the criminal investigation unit at Karawang Police Department is as follows:

Table 6. Performance Evaluation of Criminal Investigation Unit Members Based on Performance Management System Scores

No	Year	Above 74	Below 74	Total
1	2022	86	9	95
2	2023	88	7	95

Source: Criminal Investigation Unit, Karawang Police Department, 2024

From the table above, it can be identified that performance evaluations by investigators' supervisors have been conducted. However, the process has not been entirely objective, indicating that the evaluations are almost uniformly distributed, thus not optimally motivating criminal investigation unit personnel to improve their performance. The factual conditions of the performance evaluation stages are as follows:

- a. **Performance evaluations are underutilized for identifying personnel issues.** For example, challenges in handling cybercrime cases could prompt the need for specialized training, identified through a thorough evaluation. Leveraging evaluations effectively can pinpoint areas needing additional support or training to enhance operational effectiveness.
- b. **Leadership should better emphasize the importance of performance evaluations in career development.** Supervisors must actively advocate for regular assessments, highlighting their role in personal and professional growth and linking them to long-term career objectives. This proactive approach can foster a culture where evaluations are seen as integral to professional advancement.
- c. **Performance evaluations often serve as procedural requirements for promotions or educational selections rather than driving continuous improvement.** They should be part of an ongoing process to enhance overall performance, providing feedback that guides development and addresses issues before they significantly impact operations. Integrating evaluations into routine management practices can ensure sustained organizational growth and effectiveness.

SWOT Analysis on Factors Affecting Performance Management System

Factors influencing the performance of law enforcement agencies, particularly the Karawang Resort Police, encompass both internal and external dimensions.

Table 7. Strengths and Weaknesses Analysis Results

Strengths	Weaknesses
<ul style="list-style-type: none"> Committed leadership for performance improvement through rewards and punishments. 	<ul style="list-style-type: none"> Unclear Performance Management System goals and targets.
<ul style="list-style-type: none"> Polri Presisi Road Map for excellent HR in the Police 4.0 era. 	<ul style="list-style-type: none"> Subjective evaluations by leaders compromise accountability.
<ul style="list-style-type: none"> High motivation and commitment among criminal investigation members. 	<ul style="list-style-type: none"> Lack of career development interest among some members.
<ul style="list-style-type: none"> Continuous supervision through leadership directives. 	<ul style="list-style-type: none"> Conventional culture hinders communication.
<ul style="list-style-type: none"> Training on performance management systems for effective implementation. 	<ul style="list-style-type: none"> Limited Performance Management System socialization and communication.

As can be seen from the table above, internally, strengths within the Karawang Resort Police include proactive leadership committed to enhancing personnel performance through structured reward and punishment systems.

Implementing the Polri Precision Transformation Roadmap, emphasizing human resource excellence in the era of Police 4.0, underscores a strategic alignment towards modernization and efficiency. Motivation and commitment among criminal investigation unit members remain high, supported by rigorous supervision and task control mechanisms. However, internal weaknesses such as ambiguous goals within the Polri performance management framework and subjective leadership assessments pose challenges. Cultural norms favoring hierarchical structures hinder effective communication and planning processes, potentially impeding performance optimization. Addressing these internal dynamics through targeted training initiatives and improved communication strategies is crucial for fostering a cohesive and effective law enforcement environment within the district.

Table 8. Opportunities and Threats Analysis Results

Opportunities	Threats
<ul style="list-style-type: none"> Government commitment to Good Governance and Clean Governance 	<ul style="list-style-type: none"> Media reports on misconduct by investigators.
<ul style="list-style-type: none"> Advancements in Information Technology support 	<ul style="list-style-type: none"> Lack of synergy with partner institutions affecting evaluations
<ul style="list-style-type: none"> Implementation of a Performance Accountability System for Government Agencies and Performance Report of Government Agencies for effective performance by Karawang Resort Police 	<ul style="list-style-type: none"> Low legal awareness and discipline in the public
<ul style="list-style-type: none"> Public demand for fair law enforcement 	<ul style="list-style-type: none"> Globalization impacts law enforcement dynamics.

Opportunities

- Collaboration with academic institutions in Karawang for performance management research.

Threats

- Insufficient external supervision for Karawang Resort Police investigators.

From the above table, it can be seen that, externally, opportunities arise from governmental policies promoting Good Governance and Clean Governance and advancements in Information Technology (IT) support. Additionally, frameworks such as the Performance Accountability System for Government Agencies and Performance Report of Government Agencies underscore the district police's responsibility to achieve effective and stable performance. Public demand for equitable law enforcement and collaborations with local academic institutions further bolster the potential for enhancing operational practices. Conversely, external threats include negative media portrayals highlighting instances of authority abuse and misconduct among police investigators, which erode public trust and perception. Insufficient coordination with partner agencies and limited legal awareness within the community compound these challenges, necessitating adaptive approaches in performance management to navigate globalization impacts effectively.

Comprehensive Problem-Solving Strategies

Analysis of Strategy

External factors

The following data, Analysis of External Factors Analysis Summary (EFAS) and Analytical Hierarchy Process (AHP) for External Factors, highlights critical opportunities and threats facing the Karawang Resort Police, offering a clear framework for strategic planning and resource allocation to optimize operational effectiveness.

Table 9. External Factors Analysis Summary (EFAS)

NO	ITEMS	WEIGH	RATING	SCORE
OPPORTUNITIES				
1	Government commitment to Good Governance and Clean Governance	0.089	7	0.623
2	Advancements in Information Technology support	0.100	8	0.800
3	Implementation of a Performance Accountability System for Government Agencies and Performance Report of Government Agencies for effective performance by Karawang Resort Police	0.112	6	0.672
4	Public demand for fair law enforcement	0.094	7	0.658
5	Collaboration with academic institutions in Karawang for performance management research.	0.105	8	0.840
SUB-TOTAL		0.5		3.593
THREATS				

NO	ITEMS	WEIGH	RATING	SCORE
1	Media reports on misconduct by investigators	0.090	2	0.180
2	Lack of synergy with partner institutions affecting evaluations	0.113	3	0.339
3	Low legal awareness and discipline in the public	0.093	2	0.186
4	Globalization impacts on law enforcement dynamics	0.079	4	0.316
5	Insufficient external supervision for Karawang Resort Police investigators.	0.125	4	0.500
SUB-TOTAL		0.5		1.521
TOTAL		1.00		5.114

Table 10. Analytical Hierarchy Process (AHP) for External Factors

NO	ITEMS	A	B	C	D	E	WEIGH	RATING	SCORE
OPPORTUNITIES									
1	Government commitment to Good Governance and Clean Governance	1.00	0.87	0.85	0.85	0.85	0.089	7	0.623
2	Advancements in Information Technology support	1.14	1.00	0.85	1.16	0.85	0.100	8	0.800
3	Implementation of a Performance Accountability System for Government Agencies and Performance Report of Government Agencies for effective performance by Karawang Resort Police	1.16	1.16	1.00	1.16	1.14	0.112	6	0.672
4	Public demand for fair law enforcement	1.16	0.85	0.85	1.00	0.87	0.094	7	0.658
5	Collaboration with academic institutions in Karawang for	1.14	0.85	0.87	1.14	1.00	0.105	8	0.840

NO	ITEMS	A	B	C	D	E	WEIGH	RATING	SCORE
	performance management research.								
TOTAL							0.5		3.593
THREATS									
1	Media reports on misconduct by investigators	1.00	0.75	0.75	1.5	0.75	0.090	2	0.180
2	Lack of synergy with partner institutions affecting evaluations	1.33	1.00	1.66	1.33	0.66	0.113	3	0.339
3	Low legal awareness and discipline in the public	1.333	0.6	1.00	1.25	0.666	0.093	2	0.186
4	Globalization impacts on law enforcement dynamics	0.666	0.75	0.8	1.00	0.8	0.079	4	0.316
5	Insufficient external supervision for Karawang Resort Police investigators.	1.333	1.5	1.333	1.25	1.00	0.125	4	0.500
SUB-TOTAL							0.5		1.521
TOTAL							1.00		5.114

Among the identified opportunities, collaboration with academic institutions for performance management research stands out, with the highest score being 0.840. This underscores the strategic importance of leveraging research partnerships to refine and improve performance management practices within the police department. Following closely is the support from advancements in Information Technology, scoring 0.800, highlighting the critical role of IT in modernizing operational capabilities and efficiency. Government commitment to Good Governance and Clean Governance follows with a score of 0.623, signaling a substantial foundation that can be further optimized to enhance governance standards within the organization. The public's strong demand for fair law enforcement, scoring 0.658, reflects a significant expectation for equitable practices in policing. Lastly, the Performance Accountability System implementation scores 0.672, indicating progress in accountability measures but with room for improvement in achieving full effectiveness.

In terms of threats, insufficient external supervision for investigators emerges as the most pressing concern, with a score of 0.500, highlighting the critical need for enhanced oversight to improve investigative practices and outcomes. The lack of synergy with partner institutions, scoring 0.339, poses a moderate threat by hindering effective performance evaluations and collaborative efforts across agencies. Globalization impacts law enforcement dynamics with a score of 0.316, illustrating challenges in adapting to evolving global trends in policing. Media reports on investigator misconduct and low legal awareness and discipline in the public score 0.180 and 0.186, respectively, indicating lesser immediate impact but remaining factors to consider in maintaining operational integrity.

Internal Factors

The following data—Analysis of Internal Factors Analysis Summary (IFAS) and Analytical Hierarchy Process (AHP) for Internal Factors—highlights critical opportunities and threats facing the Karawang Resort Police, offering a clear framework for strategic planning and resource allocation to optimize operational effectiveness.

Table 11. Internal Factors Analysis Summary (IFAS)

NO	ITEMS	WEIGH	RATING	SCORE
STRENGTHS				
1	Committed leadership for performance improvement through rewards and punishments.	0.106	8	0.848
2	Polri Presisi Road Map for excellent HR in the Police 4.0 era.	0.095	7	0.665
3	High motivation and commitment among criminal investigation members.	0.094	8	0.752
4	Continuous supervision through leadership directives.	0.106	6	0.636
5	Training on performance management systems for effective implementation.	0.099	7	0.693
SUB-TOTAL		0.50		3,594
WEAKNESSES				
1	Unclear Performance Management System goals and targets.	0.074	4	0.296
2	Subjective evaluations by leaders compromise accountability.	0.104	2	0.208
3	Lack of career development interest among some members.	0.095	2	0.190
4	Conventional culture hinders communication.	0.110	3	0.330
5	Limited Performance Management System socialization and communication.	0.116	4	0.464

SUB-TOTAL	0.50	1.488
TOTAL	1.00	5.082

Table 12. Analytical Hierarchy Process (AHP) for Internal Factors

NO	ITEMS	A	B	C	D	E	WEIGH	RATING	SCORE
STRENGTHS									
1	Committed leadership for performance improvement through rewards and punishments.	1.00	1.14	0.87	1.14	1.16	0.106	8	0.848
2	Polri Presisi Road Map for excellent HR in the Police 4.0 era.	0.87	1.00	1.16	0.87	0.87	0.095	7	0.665
3	High motivation and commitment among criminal investigation members.	1.14	0.85	1.00	0.85	0.87	0.094	8	0.752
4	Continuous supervision through leadership directives.	0.87	1.14	1.16	1.00	1.16	0.106	6	0.636
5	Training on performance management systems for effective implementation.	0.85	1.14	1.14	0.85	1.00	0.099	7	0.693
SUBTOTAL							0.50		3,594
WEAKNESSES									
1	Unclear Performance Management System goals and targets.	1.00	0.66	0.8	0.75	0.66	0.074	4	0.296
2	Subjective evaluations by leaders compromise accountability.	1.5	1.00	0.8	1.5	0.66	0.104	2	0.208
3	Lack of career development	1.25	1.25	1.00	0.75	0.75	0.095	2	0.190

NO	ITEMS	A	B	C	D	E	WEIGH	RATING	SCORE
	interest among some members.								
4	Conventional culture hinders communication.	1.33	0.66	1.33	1.00	1.33	0.110	3	0.330
5	Limited Performance Management System socialization and communication.	1.5	1.5	1.33	0.75	1.00	0.116	4	0.464
SUBTOTAL							0.50		1.488
TOTAL							1.00		5.082

In analyzing the strengths and weaknesses of the criminal investigation unit at Karawang Resort Police based on their scores, several key insights emerge. Committed leadership for performance improvement through rewards and punishments stands out as the top strength, scoring 0.848. This underscores the effectiveness of leadership in driving performance enhancements through clear incentives and consequences. Following closely is the *Polri Presisi* Road Map, scoring 0.665, highlighting its role in shaping a highly skilled workforce aligned with the demands of the Police 4.0 era. High motivation and commitment among criminal investigation members score 0.752, reflecting a strong dedication to duty and operational excellence within the unit. Continuous supervision through leadership directives scores 0.636, indicating robust oversight mechanisms supporting operational consistency and standards adherence. Training on performance management systems scores 0.693, underscoring efforts to equip personnel with the necessary skills to implement performance strategies effectively.

On the other hand, weaknesses include unclear goals and targets within the Performance Management System, scoring 0.296, suggesting a need for clarity to align performance efforts with organizational objectives. Subjective evaluations by leaders, scoring 0.208, pose a risk to accountability and fairness in performance evaluation. Lack of career development interest among some members scores 0.190, highlighting challenges in fostering long-term professional growth and commitment. Conventional culture hindering communication scores 0.330, signaling barriers that impede open dialogue and collaborative planning. Limited socialization and communication of the Performance Management System score 0.464, indicating gaps in disseminating crucial information and expectations effectively.

Analysis of Organizational Position

Based on the results of the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) calculations, the organizational assessment underscores the critical need

to optimize the performance management system. This optimization is aimed at enhancing the effectiveness of investigators in achieving the objectives set forth by Polri Presisi. The IFAS and EFAS calculations yielded weighted scores of 5.114 for internal and 5.082 for external factors, respectively.

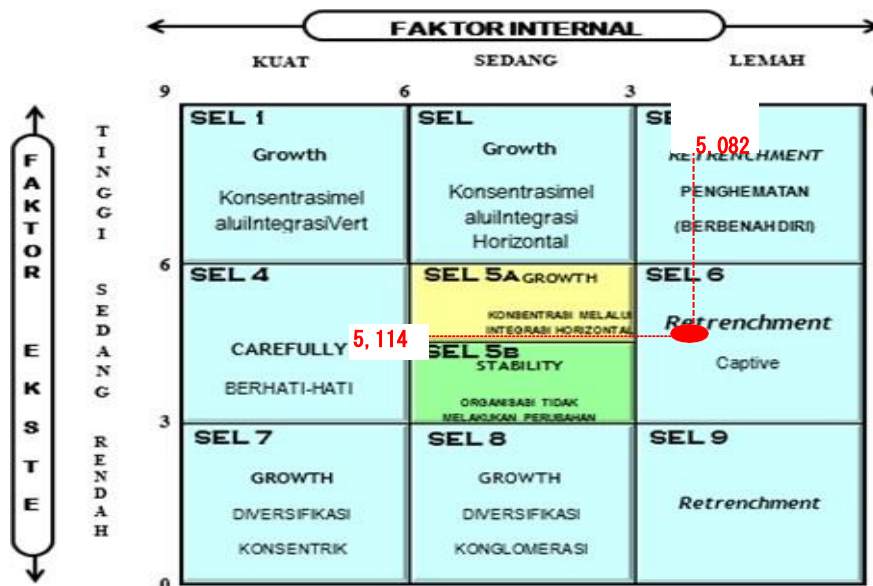


Figure 4.1: Organizational Position

When these scores are combined, the intersection point is situated in cell 5A (Growth) on the strategic planning matrix, indicating a focus on concentration through horizontal integration. This strategic position highlights the imperative for refining the performance management system to better align with organizational goals and external demands. Therefore, it is evident that further optimization of the performance management system is essential to empower investigators and facilitate the effective realization of *Polri Presisi*'s objectives.

Strategic Factors

Table 13. Strategic Factors Analysis Summary (SFAS)

NO	KEY STRATEGIC FACTORS	WEIGH	RATING	SCORE	SHORT	MEDIUM	LONG
A	Optimizing of Performance Accountability System for Government Agencies and Performance Report of Government Agencies for effective performance by Karawang Resort Police	0.105	4	0.420			
B	Optimizing external supervision	0.109	4	0.436			

NO	KEY STRATEGIC FACTORS	WEIGH	RATING	SCORE	SHORT	MEDIUM	LONG
C	Optimizing evaluation analysis activities and leadership sessions	0.106	3	0.318			
D	Strengthening cooperation with other agencies in case handling	0.098	6	0.588			
E	Enhancing objective evaluations by leaders	0.094	3	0.282			
F	Advancements in Information Technology support	0.095	8	0.760			
G	Strengthening socialization and communication of the Performance Management System	0.098	6	0.588			
H	Utilizing collaboration with academics	0.095	8	0.760			
I	Committed leadership for performance improvement through rewards and punishments.	0.098	2	0.196			
J	Organizational culture change	0.104	8	0.832			

Table 14. Analytical Hierarchy Process (AHP) SFAS

NO	KEY STRATEGIC FACTORS	A	B	C	D	E	F	G	H	I	J	WEIGH	RATING	SCORE
A	Optimizing of Performance Accountability System for Government Agencies and Performance Report of Government Agencies for effective performance by Karawang Resort Police	1.00	0.66	0.75	1.25	1.33	1.25	1.25	1.33	0.83	1.16	0.105	4	0.420
B	Optimizing external supervision	1.5	1.00	0.66	1.33	1.2	1.25	1.25	0.83	1.25	0.83	0.109	4	0.436
C	Optimizing evaluation analysis activities and leadership sessions	1.33	1.5	1.00	0.8	0.75	1.25	0.83	0.83	1.2	1.25	0.106	3	0.318
D	Strengthening cooperation with other agencies in case handling	0.8	0.75	1.25	1.00	1.33	1.25	1.16	0.83	0.85	0.8	0.098	6	0.588

NO	KEY STRATEGIC FACTORS	A	B	C	D	E	F	G	H	I	J	WEIGH	RATING	SCORE
E	Enhancing objective evaluations by leaders	0.75	0.83	1.33	0.75	1.00	0.85	0.83	0.85	1.16	1.16	0.094	3	0.282
F	Advancements in Information Technology support	0.8	0.8	1.33	0.8	1.16	1.00	0.8	1.25	1.16	1.14	0.095	8	0.760
G	Strengthening socialization and communication of the Performance Management System	0.8	0.8	0.85	0.85	1.2	1.25	1.00	1.33	0.75	0.83	0.098	6	0.588
H	Utilizing collaboration with academics	0.75	1.2	1.2	1.2	1.16	0.8	0.75	1.00	0.83	0.75	0.095	8	0.760
I	Committed leadership for performance improvement through rewards and punishments.	1.2	0.8	1.16	1.16	0.85	0.85	1.33	1.2	1.00	0.8	0.098	2	0.196
J	Organizational culture change	0.85	1.2	1.25	1.25	0.85	0.87	1.2	1.33	1.25	1.00	0.104	8	0.832
1.00														

Note: Green represents short-term, yellow represents medium-term, red represents long-term

Formulation of Strategy

The vision articulated in this study is “Realizing *Polri Presisi* by enhancing investigators’ performance through optimizing the Performance Management System.” To achieve this vision, the mission focuses on three key areas: optimizing performance planning, performance guidance, and performance evaluation, all aimed at enhancing the performance of investigators. The objectives align closely with these mission areas, emphasizing optimizing planning, coaching, and evaluation to improve investigator performance.

The policies to support this strategy involve several key government and police regulations. These include implementing Government Regulation No. 18 of 2021, which outlines the national medium-term development plan for 2021-2025 and serves as a foundation for national development, including the public performance management system. Additionally, Government Regulation No. 11 of 2017 on Civil Servant Performance Management provides a framework for the goals and methods of using the Performance Management System (PMS) to enhance the performance of Karawang Police investigators. Implementing Chief of Police Regulation No. 2 of 2018, which guides the stages in the PMS cycle, ensures continuous and optimal results. Furthermore, the Chief of Indonesian National Police Regulation No. 7 of 2021 on performance appraisal of police officers establishes a basis for objective, transparent, and acceptable assessments within the working environment of Karawang Police investigators.

Given the organization's strategic position in quadrant 5a (Horizontal Integration Strategy), the operational translation is "Optimizing." This strategy is pursued through ten selected strategic factors, namely: a) optimizing the Performance Accountability System for Government Agencies and (Performance Report of Government Agencies; b) enhancing external supervision; c) improving analysis and evaluation activities and leadership sessions; d) strengthening objective leadership assessments; e) utilizing advancements in information technology; f) enhancing the socialization and communication of the PMS; g) strengthening cooperation with other agencies in handling criminal acts; h) fostering collaboration with academics; i) optimizing the reward and punishment system, and; j) transforming the conventional organizational culture.

Implementation of Strategy

The following tables highlight actionable plans for implementation, which have been divided into three phases: short-term, medium-term, and long-term strategies.

Table 15. Short-term strategies (0-3 months)

Strategy	Objective	Program	Performance Indicators
Optimizing analysis and evaluation activities and leadership hours	Enhance supervision and control in each stage of an investigation.	Supervision and control of investigators' superiors. Sharing knowledge on Performance Management System objectives and methods for unit performance improvement.	Increased achievement of investigator performance according to workload targets and SOP timelines, resulting in more effective work.
Strengthening objective leadership assessments	Develop leadership awareness of the benefits of objective assessments in the Performance Management System for performance improvement.	Regular controls from Resort Police leaders to the Chief of the Criminal Investigation Unit on Performance Management System performance evaluation. <hr/> Sharing knowledge from the HR department of the Regional Police to the officers of the	Increased awareness and knowledge among Karawang Criminal Investigation Unit leaders and officers in performance evaluation.

Strategy	Objective	Program	Performance Indicators
		Criminal Investigation Unit of Karawang Resort Police about the objectives and methods of the Performance Management System for enhancing unit performance.	
Optimizing Reward and Punishment	Optimize the commitment of Resort Police Karawang leadership in implementing Performance Management System outcomes through awards for high-performing personnel and penalties for violations.	Open assessments related to awards. Performance Management System scores are used as indicators for awards to enhance personnel performance.	Increased work motivation among Karawang Criminal Investigation Unit investigators to fulfill tasks effectively and avoid violations.

Table 16. Medium-term strategies (0-6 months)

Strategy	Objective	Program	Performance Indicators
Optimization of Performance Accountability System for Government Agencies and Performance Report of Government Agencies	Understand the demands of superior public service by planning, performance guidance, and precise performance evaluation for personnel.	Increase member involvement in improving the Performance Accountability System for Government Agencies and Performance Report of Government Agencies scores. Increased personnel responsibility to maintain Performance Accountability System for Government Agencies and Performance Report of	Increased personnel involvement in achieving Resort Police Karawang's overarching goals to maintain the annual Performance Accountability System for Government Agencies and Performance Report of Government Agencies scores.

Strategy	Objective	Program	Performance Indicators
Enhancing external supervision	Optimize external supervision as feedback in performance guidance for performance improvement.	Government Agencies scores.	
		Collaboration with local legal NGOs to oversee prominent case investigations.	Efficient investigation processes by Karawang Criminal Investigation Unit with external oversight providing input.
Strengthening cooperation with other institutions in case handling	Enhance effectiveness in case handling.	Receiving input for future improvements from external sources.	Increased public trust due to the open handling of cases by the Karawang Criminal Investigation Unit.
		Visits to partner institutions such as OJK, financial institutions, and private entities.	Facilitated case handling with timely assistance from collaborating institutions.
		Established communication and collaboration in joint case handling.	Exchange of actionable information for joint case handling.
Strengthening Performance Management System Socialization and Communication	Achieve proper performance management system implementation that is aligned with organizational goals.	Personnel assigned as liaisons to these institutions.	Performance evaluation for personnel fostering communication and liaison roles with these institutions.
		Periodic socialization from Polda HR to Karawang Criminal Investigation Unit personnel on Performance Management System objectives, direction, and methods.	Improved understanding and application of the Performance Management System within the Karawang Criminal Investigation Unit, enhancing investigator performance.
		Communication between the HR department and the Criminal Investigation	

Strategy	Objective	Program	Performance Indicators
		Unit regarding the application of the Performance Management System	

Table 17. Long-term strategies (0-12 months)

Strategy	Objective	Program	Performance Indicators
Utilizing Information Technology Advances	Improve investigator performance through technology-based mentoring.	Implementing technology in investigator performance enhancement, such as optimizing CCTV in examination rooms and Zoom meetings for investigations.	Improved Karawang Criminal Investigation Unit personnel performance with IT-based supervision and control.
		Optimizing electronic investigation management program as a tool for evaluation	Decreased public reports on misconduct and unprofessional case handling by the Karawang Criminal Investigation Unit.
Utilizing cooperation with various academic institutions in Karawang for research to improve the implementation of performance management systems.	Strengthen leadership capabilities in implementing performance management systems at Karawang Criminal Investigation Unit by expanding cooperation networks to enhance investigator performance.	Partnerships with educational and training institutions specializing in developing adaptive performance management systems beneficial to the organization.	Knowledge of appropriate Performance Management System implementation within the organization, enhancing Karawang Criminal Investigation Unit performance.
		Frequent discussions with academics regarding the Performance Management System	Improved quality in each stage of the Performance Management System cycle from appropriate performance planning facing challenges, the

Strategy	Objective	Program	Performance Indicators
			working relationship decreased.
Transformation of organizational culture from conventional to modern and adaptive.	Change in mindset and culture within the Criminal Investigation Unit of Karawang Resort Police.	Implementing the Performance Management System accurately according to organizational goals and objectives becomes an accurate performance assessment indicator for personnel.	The existence of organizational culture change is reflected in work patterns and workplace relationships, and there are decreased public complaints regarding the investigation process.
		Strengthening the commitment of the Police Chief to use the Performance Management System according to its objectives, thus reducing subjective evaluations of personnel.	
		Recognition and acceptance of Performance Management System evaluations in the workplace increase members' motivation to work well and foster a growing adaptive work culture.	

CONCLUSION

Optimizing performance planning to enhance investigators' performance is crucial for addressing current inefficiencies. Challenges such as insufficient awareness of its pivotal role in workflow efficiency, errors in plan formulation leading to misinterpretations, and inadequate communication among team members diverting from organizational objectives underscore the need for strategic intervention. Therefore, proactive measures should focus on robust socialization of the Performance Management System, fostering partnerships with academic institutions for research-driven improvements, and bolstering inter-agency collaboration in case management. Improving

investigators performance through performance mentoring also requires focused optimization. Challenges include routine mentoring processes amidst heavy workloads, suboptimal problem-solving strategies by supervisors in complex cases, and turnover affecting mentoring consistency. Addressing these requires maximizing external supervision, enhancing analytical and evaluative practices, and leveraging technological advancements for effective oversight. Optimizing performance evaluation to elevate investigators' effectiveness remains paramount. Challenges such as underutilization for personnel assessment and task issue identification, inadequate leadership in motivating personnel through evaluations for career growth, and perceptions of evaluations solely for promotional purposes highlight the need for strategic improvements. Enhancements should focus on rigorous leadership assessments, refining reward and discipline mechanisms, maximizing the effectiveness of Performance Accountability and Reporting Systems, and fostering a shift from conventional to adaptive organizational cultures.

RECOMMENDATION

In order to significantly enhance the operational effectiveness of the Karawang Resort Police, particularly within its criminal investigation unit, the following strategic recommendations are proposed:

- a. **Collaboration for Advanced Training Programs.** The Chief of the West Java Regional Police, specifically the Head of the Human Resources Bureau, should initiate collaborations with universities and academic experts through a Memorandum of Understanding (MoU). This collaboration should aim to initiate comprehensive training programs focused on implementing a modern performance management system. Such a system must be designed to meet the dynamic challenges of the Industry 4.0 era, ensuring that the police force is well-equipped to handle the complexities of modern-day policing.
- b. **International Training for Officers and Supervisors.** Officers and supervisors within the investigation unit are advised to be given opportunities to train abroad. This international exposure will allow them to study diverse methods of performance management systems and understand their practical applications. The knowledge and best practices acquired from these experiences should then be disseminated throughout the Karawang Resort Police organization, fostering a culture of continuous improvement and excellence.
- c. **Enhancement of Information and Communication Technology.** The Chief of the West Java Regional Police, Attention: Head of the Facilities and Infrastructure Bureau, is recommended to prioritize enhancing information and communication technology capabilities. This should include acquiring and integrating advanced technologies such as state-of-the-art CCTV systems, integrated command centers, and sophisticated crime analysis applications. These technological advancements are expected to significantly enhance the investigative

capabilities and overall performance of the police force, enabling it to address contemporary law enforcement challenges effectively.

By implementing these strategic recommendations, the Karawang Resort Police can achieve higher operational effectiveness and be better prepared to meet the demands of modern law enforcement.

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