How Pro-Active Police Synergy Program Can Improve the Police Professionalism in Indonesia?

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Abstract

Professionalism is a pivotal strategy for advancing organizational efficacy, particularly within institutions like the Police. This analysis employs a descriptive approach to delve into the Republic of Indonesia's Police strategy for augmenting professionalism, primarily achieved by bolstering inter-agency collaboration and fortifying human resources. This approach aligns with the overarching goals outlined in the National Police's Grand Strategy, emphasizing the augmentation of both the quality and quantity of personnel. The concerted effort to enhance professionalism is substantiated by a commitment to allocate sufficient budgetary resources and provide state-of-the-art facilities and infrastructure. The multifaceted strategy hinges on cultivating a robust synergy within the police force, recognizing that optimal performance and the conduct of its members are intertwined. The efficacy of this professionalism-centric approach is contingent upon various factors, with government backing playing a pivotal role. Support from the government serves as a catalyst for the

Police's endeavors, ensuring that the strategy is seamlessly integrated into broader national objectives. Additionally, the revitalization of the National Police further reinforces their commitment to professionalism, manifesting in comprehensive reforms and structural improvements. As the Indonesian National Police navigates this path, the interconnected dynamics of government support and internal revitalization form the linchpin for fostering a culture of professionalism within the organization, thus contributing to overall organizational excellence.

Keywords

Pro-Active Police Synergy Program, Police Professionalism, Improving Police Ethics

I. Introduction

Professionalism as a strategy to support the improvement of the work of an organization, cannot be separated from the performance achieved by an organization and the behavior of the members of the organization. The National Police organization as a part of a public organization, namely the Government of Indonesia, has shown performance in having a positive impact on the stability of the social and political life of the Indonesian nation. The dynamics of social and political life proceed faster than changes in the structure and mechanism of work in the organization of the National Police. This condition raises disparities between efforts to improve the professionalism of members of the National Police in overcoming problems that

arise. One of the efforts made by the Indonesian National Police to realize professionalism is through police synergy.

Proactive police synergy is the togetherness between elements and components of the state and society in taking steps to preempt the process of potential security disturbances by compiling problem solving as an elimination of potential disturbances that settle in various problems in the field of government and social and economic life.[1]

Organization and management writers[2] argue that professionalism is not an innate skill but a skill that is formed along with staff involvement in an organization. Psychologists who focus on organizational studies tend to agree with the argument, but they add that the talent factor possessed by one staff can accelerate professionalism compared to other staff.[3] Knowledge becomes the main indicator when professionalism is the result of formation by the organization.[4]

The argument about professionalism as a result of the formation by the organization formed appears in Hebb's concept of professional man.[5] In the context of this concept, a person is

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[1] Annex to the Decision of the Chief of Police. Number: KEP/53/I/2010. January 29th, 2010

[2] Prasad, Jai Ballabha. (2008). Culture and organizational behaviour. New Delhi: Sage Publications India Pvt Ltd. Hal. 28

[3] Gibson, James L.; Ivancevich, John M.; Donnelly, Jr.; James H. and Konopaske, Robert. (2012). Organizarions Behavior: Structure, Proceeses. New York: McGraw-Hill. Hal. 100

[4] Spender, J.C. (2004). Knowing, Managing and Learning: A Dynamic Managerial Epistemology, In Christopher Grey and Elena Antonacopoulou (eds). Essential Readings in Management Learning. London: Sage Publications Ltd: 107-129.

[5] Hebb, Donald Olding. (2002). The organization of behavior: a neuropsychological theory. Mahwah: Lawrence Erlbaum Associates, Inc. Hal. 91

said to be a professional man if he has two characteristics, namely the ability to think abstractly and academically, and has a strong association with the work he is responsible for. This element becomes relevant when it is associated with the argument that professionalism is not in the interest of individual staff subjectivity but for organizational importance. In the contest of organization effectiveness, organizational interest is the achievement of targets that have been set for a period of time that has been agreed between the leadership along with staff in an organization.

In research conducted by Handoko, et al[6] that police professionalism is needed in order to carry out their duties properly as maintainers of security and order in the community and as law enforcers. In this case, the law gives the Police the power and authority to carry out operational actions that are independent or independent. The results of this study show that the professionalism of the POLRI in carrying out its basic duties is still not optimal, as evidenced by the high crime rate, and the large number of POLRI members involved in legal problems. In optimizing the professionalism of the POLRI, there are several efforts that can be made, namely coaching POLRI members in behaving and behaving in accordance with what is regulated in the Code of Ethics of the Indonesian National Police; supervision of the performance of the National Police in carrying out law enforcement; development of quality POLRI Human Resources; and improving the welfare of POLRI members.

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[6] Handoko, Ilman Firdaus; Zachariah, Chepi Ali Word. 2019. Optimization of Police Professionalism to Realize the Main Duties of the National Police Linked to Law Number 2 of 2002 concerning the Indonesian National Police. Bandung Islamic University

Improving the competence of increasingly qualified National Police human resources through increasing the capacity of education and training, as well as carrying out policing patterns based on standard procedures that have been understood, implemented, and can be measured for success is one of the programs of the Indonesian National Police while one of the 7 priority programs of the Indonesian National Police today is Strengthening police synergy. Departing from this explanation, the author is interested in conducting research entitled "Improving the Professionalism of the Indonesian National Police through Strengthening Police Synergy". The problem that will be discussed in this study is how the strategy of the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy, factors that influence the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy.

II. Method

A. Method of Approach

The method used in writing this manuscript is descriptive analysis, which emphasizes a process of describing data in the field, then analyzed to find out the problems that arise, and how to solve the problems to be achieved. While the approach in writing this manuscript is obtained through deepening assignments and literature studies, as well as based on the knowledge possessed by the author.

B. Research Specifications

This type of research is normative or doctrinal, because the research is in the form of primary legal materials, including legal principles, legal philosophy, legal norms, contained in laws and regulations, decisions of the Chief of Police, which will be examined is "law in the book". The nature of this research is qualitative, in order to find and find the depth of the object of research, namely about improving the professionalism of the Indonesian National Police through police synergy.

C. Data Type

In this study the author uses data based on the source, namely primary data, secondary and tertiary data described below.
a. Primary legal data, in the form of legal regulations or Kapolri decisions.
b. Secondary legal data, namely books, journals, articles, papers, previous research related to research problems and so on;
c. Tertiary legal data, namely in the form of dictionaries, encyclopedias, and websites.

D. Data Collection Methods

To collect the data the author uses the techniques below:
a. Observation

According to Hardani, et al. observation is observation by systematic recording of the symptoms studied. Observation is a complex process, composed of biological and psychological processes.[7]

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[7] Hardani et al. (2020). Qualitative & quantitative research methods. Yogyakarta: *Science Library.*

b. Interview

An interview is an oral question and answer between two or more people directly with a specific intention. In qualitative research, researchers act as *interviewers* and interviewees act as *interviewees.*

c. Document analysis

Document analysis is the collection of data by reviewing, dissecting, and coding content into the subject of research.

E. Data Analysis Methods

The data analysis used in this study is qualitative descriptive data which includes data classification activities, editing, presenting analysis results in narrative form, and drawing conclusions.

III. The strategy of the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional organizational decision making, thus enabling an organization to achieve its goals.[8] Strategic management includes two main processes, namely strategy formulation and implementation. Strategy is the main pattern of action chosen to realize the vision of the organization

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[8] Muljadi, Arief. 2006. *Fundamentals and Overview of Strategic Management; Planning and Performance Management.* Jakarta: Prestasi Pustaka. p. 28

through the mission. There are several types of strategies that can be formulated as follows:

a. *grand strategy*, which is a continuous and coordinated effort to achieve the long-term goals of the organization;

b. *generic strategy*, namely efforts to realize efficiency with a clear focus;

c. *value-based strategy*, which is an effort to direct the leadership to be responsible for:

d. provide the best *value* for meeting the specific needs of the community;

e. Creation of a strategic system to continuously improve these *values* and to fulfill institutional obligations.

In addition to strategy formulation, strategic management also includes strategy implementation consisting of five main stages, namely: strategic planning; program preparation; budgeting; implementation, and monitoring.

Strategy is used to provide the best value of an institution to realize the vision of the organization. When the responsibility for running the National Police rests with top management, strategic management can be carried out in an informal and unstructured manner. The vision is implemented by top management and communicated on a limited basis to compartment supervisors close to top leadership. Strategies are also formulated in an unpatterned manner by top management and implemented alone with the help of middle and lower-level management and its members.

With the increasing complexity of government institution operations and the increasingly complex and turbulent community environment faced by the National Police, police management is no longer able to bear the burden of responsibility

for the course of services to the community. Strategic management also needs to involve lower management and the community to formulate and implement it. A structured system is needed to carry out the strategic management of the National Police in the face of this complex and turbulent environment.

The following reasons are the basis why the National Police management now integrates systems to carry out strategic management, namely:

1) to deal with increasingly complex and turbulent environments;
2) planning and implementation and consensus is required;
3) The output of an organization is virtual and unstructured.

The theory, which is built on the ideas of George S. Day and Paul J.H. Schoemaker, teaches how to approach weak signals around organizations as a result of government policies that require immediate handling so that the organization does not collapse. Actually, this theory is a warning to the leadership of an organization that while the focus of attention is focused on how to carry out its tasks, functions and roles, the organization is always faced with weak signals from the *peripheri*.

The signals here are intended as analytical indicators for reading, recognizing, relating to and mastering small problems in an organization (peripheral vision*), as Day and Schoemaker say that* "we found that the metaphor of peripheral vision was a powerful lens for understanding the complex and the often confusing fuzzy zone at the edge of an organization" (2006: 3). The discovery of metaphors from the *peripheri* view is a very useful medium in its efforts to understand the complex and confusing problems that occur in the edge area of an organization. It is intended that in running an organization, we must be aware of the slightest

problems that can threaten the existence / *focal area* of the organization.

Things that are indications of weak signals from the organization that can threaten the existence of the organization include:

a. *customers and channels*
b. *competitor and complementors*
c. *emerging technologies and scientific developments*
d. *influencers and shapers*
e. *political, legal, social and economic forces*

The synergy function between the National Police and departments/non-departments both at home and abroad is a bridge between *reactive policing and* proactive policing *and preventive actions of the National Police which are implemented through:*

a. Audience (listeners, meetings).
b. discussion (negotiation/discussion).
c. elaboration (expansion/development).
d. transcription (writing).
e. assistance (assistance/assistance).
f. negotiating (consultation).
g. advocacy (defense/legal aid).

The pattern of police action that underlies how to detect *peripheri* problems using a proactive policing perspective *rather than* reactive policing *efforts will get a lot of sympathy and support from the community which in turn will strengthen the stability of security and public order (Kamtibmas) and a steady national security (Kamdagri) to support the improvement of the professionalism of the Indonesian police.*

The application of knowledge management basically contributes to a change in the mindset of members of the National Police to better carry out their duties, functions and roles as officers who protect, protect, and serve the community in order to improve their professionalism. Cultural transformation is not an instant process that can be taken in a short period of time, but also not taken in an unlimited period (*unlimited*).

This means that there is a clear time limit for making changes as well as being measurable. However, it still requires planning to produce formulation and implementation of plans designed to achieve organizational goals starting with the formulation of vision, mission, goals, objectives, policies, and strategies as well as action plans in implementing knowledge management to produce quality, professional, and proportional police human resources as part of the realization of police change agents. The author compiles the steps of conception of problem solving as follows:

a. **Vision and Mission**

    Vision

    The change in the mindset of Police Human Resources through police synergy in order to improve the professionalism of the Indonesian National Police.

    Mission

    Realizing quality, professional, and proportional police human resources in order to provide excellent service, anti-corruption, and uphold human rights.

b. **Purpose**

    Optimal change in the mindset of Police Human Resources through police synergy in order to realize the professionalism of the Indonesian National Police.

c. **Goal**

The targets of implementing knowledge management to change the mindset of professional police human resources are as follows:

1) Target of 2021

Creating a conducive Harkamtibmas to maintain the stability of Kamtibmas in order to accelerate economic recovery and social reforms including in the border areas of the Republic of Indonesia, optimize police public services, law enforcement in a fair and reliable manner, improve the professionalism and welfare of police human resources, develop modern police Almatsus gradually and continuously, effective and reliable regulations and supervision systems.

2) Target for 2015 – 2025

Retain, solidify, and improve members of the National Police who are to become an integral part of the National Police human resources that are oriented towards excellent service, anti-KKN, and uphold human rights by taking into account professional ethics and other norms. The detailed priority targets of implementing knowledge management to change the *mindset* of Polri members in 2015 – 2025 are by referring to the National Police Grand Strategy in 2005 – 2025, namely realizing a superior Polri posture (*strive for excellence*) and the Grand Design of Bureaucratic Reform 2010 – 2014, namely:

3) The target of the second 5 (five) years 2015 – 2020 is the implementation of the results achieved in the first 5 (five) years, as well as continuing the efforts that have not been

achieved in the first 5 (five) years in various strategic components of the government bureaucracy;

4) The third 5 (five) year target 2020 – 2025 is the continuous improvement of bureaucratic capacity as a continuation of the second 5 (five) years of bureaucratic reform to realize a *world class government.*

d. **Policy**

1) At the leadership level: a new vision and values are established that encourage the improvement of police human resource development to form a professional police character supported by police synergy to support the smooth running of national development programs.

2) At the organizational level: optimization of improving police professionalism and professional ethics, consistent and appropriate application of *rewards and punishments* , and police synergy within the National Police in supporting the National Police professional improvement program.

3) At the individual level: understanding and living the new values that lead to the formation of professional police figures police synergy.

e. **Strategy**

In the knowledge management strategy, there are matters concerning the formation of culture and the development of governance in the organization for the change in mindset of members of the National Police. Both of these are closely related to the change management process in an organization. Therefore, in every implementation of knowledge management it is necessary to synchronize with the change management strategy (because human and cultural factors are

very decisive), and if this kind of strategy does not yet exist, it needs to be followed by the development and preparation of the change management strategy. The knowledge management strategies offered are as follows:

1) Short-Term Strategy (2021 – 2022):
   a) increase the commitment of members of the National Police to achieve *mindset* change through police synergy;
   b) improve the knowledge and skills of professional police human resources;
   c) the establishment of police synergies to manage knowledge management;
   d) prepare the availability of resources, both human, budget, facilities and infrastructure, and methods;
   e) Anticipate resistance to change through polyonal synergy.

2) Medium Term Strategy (2025 – 2030):
   a) utilizing information technology in police synergy to support professional improvement;
   b) develop communication strategies to facilitate professional improvement;
   c) implement strategies, plans, and training activities to equip National Police human resources to undergo the transition and reduce rejection;
   d) Build sustainability by establishing and formalizing new ways into performance management and training processes and systems that support professional improvement through police synergies.

3) Long-Term Strategy (2030 – 2035):

    a) strengthening the results of changes to measure the progress or success rate of police synergy to improve the professionalism of the National Police;

    b) encourage the participation and involvement of National Police human resources as agents of change and ensure effective communication to support change;

    c) improve governance and management strategies.

f. **Action Plan**

1) Short-term strategy action plan (2021 – 2022):

    a) Increase the commitment of Polri members to achieving mindset change through knowledge management through:

- build a joint commitment of all levels within the National Police to carry out cultural reforms, improve the knowledge and skills of Polri members in providing the best service to the community, build a culture of honest and fair service with proactivity and humane to improve the quality of Polri performance;

- increase the role of members of the National Police as leaders in motivating and building a culture of member performance in order to provide excellent service to the community in a professional, moral, and modern manner;

- supervise and *control the* performance of all members of the National Police who serve strictly and professionally in order to build individual commitment (*mindset*) towards a change towards

a new paradigm of the National Police as civilian police.

b) Improve the knowledge and skills of professional police human resources through:

- Making improvements to the education system at STIK by including teaching materials on changing *mindsets* towards a new paradigm of the National Police as a humanist and protagonist civilian police;

- Intensifying activities to increase the knowledge of members of the National Police, both through formal and informal forums;

- Modify parenting activities to include *elements of knowledge sharing* in a relaxed place outside of task hours: *brainstorming*, seminars, discussions, etc.

c) The realization of partnership building through the application of knowledge management through:

- create police programs that are packaged in multimedia form and distributed through existing social media as a form of *proactive policing* efforts, so that there will be a lot of public sympathy and support which in turn will strengthen the stability of Kamtibmas and Kamdagri Mantap;

- cooperating with the *publishing* party to print innovative police works in print such as: comics, non-fiction books, brochures, leaflets, pamphlets, banners, and other literature;

- The formation *of networking,* especially through the application of knowledge management, so that various forms of interference originating from peripheral problems can be eliminated from the beginning, so that kamdagri can be realized;
- collaborating with print/electronic media to create successful programs for the National Police and harkamtibmas socialization programs packaged in the form of entertainment that directly touches the community directly. The socialization program can also collaborate with Indonesian cinema chains to play *fillers* about kamtibmas messages that are packaged neatly and interestingly.

d) Establishing police synergies to manage knowledge management through:

- carry out cooperation with international institutions to support the management of educational information technology, which is currently being developed with ICITAP (*International Crime Investigation Training Assistance Program*);
- sending Postgraduate STIK students for comparative studies of the education system and police system regularly to Victoria University of Wellington in New Zealand, and will routinely carry out these activities to several different countries;
- conduct training for lecturers, administrators, technicians and students for the implementation

of information technology-based distance education in collaboration with SEAMOLEC (*South East Asian Ministers of Education Organization Regional Open Learning Centre*);

- collaborating with JICA (*Japan International Cooperation Agency*) which is manifested in providing intensive *Community Policing* material training to selected STIK students.

e) Prepare the availability of resources, both human, budget, facilities and infrastructure, and methods, through:

- *Human Resources (Man).* empowering all members of the National Police to become agents of change through mindset change training, such as: participating in NAC *(Neuro Associative Conditioning)*, OB (*outward bound*), immersive learning, ToT (*Trainer of Training*), ESQ (*Emotional & Spiritual Quotion*), and others;

- *budget (Money).* submit a budget for a change in *mindset* to the National Police for Polri educational institutions;

- *Materials.* Equipping educational facilities with multimedia equipment spread in strategic locations that are used as informal means of implementing knowledge management.

- *methods.* conduct effective interaction with serdik, to explore concepts / ideas / ideas for the development of police science and technology and solving social problems faced by the National

Police and invite them to dare to voice it on existing social media.

f) Anticipating resistance to change through knowledge management through:

- provide an explanation of the background, objectives, objectives of the implementation of changes to all members of the National Police. Communicate in the form of lectures, discussions, reports, presentations, and socialization;

- invite members of the National Police to participate in making joint decisions.

- If there is still resistance, consult or even therapy. Provide mindset change trainings that aim to reduce the level of resistance to change;

- Perform manipulation that is to cover up the real condition. For example, twisting facts to make them look more interesting, not expressing negative things. Also co-opting by giving important positions to leaders opposed to change in making decisions through means of communication;

- The agency reserves the right to threaten and impose penalties on anyone who opposes changes to the organization. Keep in mind, that this method is the last resort if other methods do not work.

2) Medium-term strategy action plan (2021 – 2026):

a) Utilizing information technology in knowledge management to support cultural change through:

- *Knowledge* can also be seen from the context of access, for example it can be patterned *face-to-face* information relationships (interfaces), document relationships with their use, relationships via e-mail, relationships via chat, facebook, VoIP (*Voice over Internet Protocol*), webcams, blogs, twitter, SMS, and others, in accordance with the demands and needs of the information-seeking community;

- *Knowledge* can also be accessed through mobile phones / smartphones, both *verbally* and textually, which are connected in large network systems as containers and carriers of *knowledge* in a rapidly changing society like today;

- develop information technology applications such as: *Screencast-O-Matic (*an *application* to record yourself during the presentation of learning materials then uploaded to social media networks), Edmodo* (a site for interaction between lecturers and students, where lecturers can give quizzes, assignments, or share teaching material files or videos and the lecturer can monitor student activities in the virtual class), and create *e-books* (convert the format of the book into digital).

b) Develop communication strategies to facilitate mindset change through:

- invite members of the National Police to express ideas / ideas / concepts about the

development of police science and technology in existing social media such as blogs, twitter, facebook, mailing lists, electronic journals, e-media, and others. This step is an effort to develop knowledge management as a means of communication, motivator of change, facilitator of discussion, mediator of solutions, and internalization of change in the National Police.

- expand bandwidth network using WEBEX Interprise which can be accessed for 25 classes / groups where each group consists of 200 people. This WEBEX network has a capacity of 218 Kbps using an external modem, so anyone can access through this network. It is expected that all Polri training content can be monitored periodically using all existing social media and can be applied through virtual training methods with modules compiled by Mabes / Polda / Polres and can be accessed by all members of the National Police and then practiced when face-to-face sessions are held.

- Make a network (networking) changes using multimedia facilities through content available on mobile phones / smartphones. The system can be like multilevel marketing (MLM) called the National Police Change Agent Network (JAPRi), where STIK students act as catalysts in providing knowledge to other members (JAPRi I). From the flow formed, another network

consisting of members of the National Police who served in the same place as the student (JAPRi II and III). This system is built to approach the causes of weak organization (*peripherals*) from the aspect of knowledge dissemination / behavior change. This system is expected to be able to build connections between members of the National Police and other law enforcement tools incorporated in this system to influence and shape a culture of knowledge *sharing*, so that police steps in taking action will not be an easy target for critics to be *blow-up* to the public because of misactions.

- empowering mass media by balancing information received by the public from press coverage in the mass media;

- communicate internal reforms in the National Police to the public through mass media, in order to obtain public feedback and support.

c) Implement strategies, plans, and training activities to equip members of the National Police to transition and reduce rejection, through:

- Leaders in stages actively carry out activities in the form of coaching and competency training for students;

- sending members of the National Police who are agents of change in their regions to attend mindset change training, such as: ESQ, NAC, OB, ToT, and others;

- invite members of the National Police to develop analytical thinking schemes combined with information and communication technology such as: creating blogs, twitter, facebook, youtube, comics, leaflets, non-fiction books, and others

d) Building sustainability by solidifying and formalizing new ways into knowledge management processes and systems that support change, through:

- create a knowledge management strategy document as *a Standard Operational Procedure* (SOP) and legitimized by internal police circles;
- carry out socialization and internalization of knowledge management in the work unit;
- carry out the application of knowledge management in a continuous and continuous manner for all members of the National Police;
- implementing Simpadu to integrate the sub-satker administration system to reduce bureaucracy and monitor the performance of Polri members directly;
- make a Memorandum of Understanding (MoU) related to the role of the National Police in harkamtibmas, law enforcement, as well as protection, protection, and service to the community through an information technology-based educational cooperation system.

3) Long-term strategy action plan (2020 – 2025):
   a) Strengthening the results of change to measure the progress or success rate of mindset change through knowledge management, through:
      - carry out periodic evaluations of the implementation of knowledge management;
      - convey every success to the National Police work unit and the former students themselves through intranet websites/sites, e-mail, circulars, speeches in meetings, printed materials, blogs, twitter, facebook, youtube, and others;
      - provide rewards on behalf of the National Police agency to members who have successfully implemented changes in the area of their work unit.
   b) encourage member participation and engagement as agents of change and ensure effective communication to support change, through:
      - conduct surveys to stakeholders who are agents of change and measure the extent of success;
      - supervise work units that carry out the change process as leaders in their respective units;
      - opening a direct or indirect feedback forum obtained by stakeholders/the community including former members of the National Police, can be done through brainstorming methods, FGDs, interactive dialogues with

skype/webcam, and the results are shared with other members of the National Police.

c) improve governance and knowledge management strategies, through:

- forming a *Community of Practices (CoP)* in the National Police, namely a community that has the same knowledge of the development of police science and technology and its problems, which is expected to meet regularly to exchange ideas and discuss matters related to the fields they master, the results of which are formulated into a guideline / guideline for certain knowledge.

- monitoring and evaluating as well as knowledge sharing as an improvement in governance and knowledge management strategies owned by the National Police and Lemdikpol organizations as one of its management institutions.

IV. Factors influencing the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy

To get an idea of potential future projections, it is necessary to have an approach or method and technique for making future forecasts. Various efforts to respond to the challenges of change

are certainly inseparable from various influencing factors, both supporting and inhibiting factors from internal and external organizations which are environmental inputs and instrumental inputs that exist.

And to identify and analyze various symptoms regarding changes in *the mindset* of Police HR conceptually is not easy, there needs to be an approach or method and decision making so that identification and analysis can be carried out properly. This is so that aspects that should need attention should not be ignored or even vice versa.

The analysis used and proven effective is SWOT analysis, where this analysis tool is used to organize through the use of pieces of data or information based on the analysis of the situation or the internal and external environment which are factors that give positive or negative influences. To understand what factors influence and to what extent they influence, it is necessary to identify possible factors.

a.   Internal Factors

In accordance with the theory of SWOT analysis, the object of analysis of internal factors are factors that come from within the organization. This internal analysis tends to look at the "health" of the organization and the objects to be examined are: first, the HR (*man) aspect*, namely those involved in the care of members of the National Police; second, the existence of a budget (*money*) to support a series of operational activities and a change in mindset; third, infrastructure (*material*); Fourth, systems and *methods*. This is summarized in the strengths and weaknesses of the organization, including:

1) Strength
   a) The existence of the STIK paradigm as a Center of *Excellence* STIK-PTIK must be able to become a reference center or reference for the police itself or other educational institutions and institutions related to police duties. The preparations for the *Center of Excellence* include:
   - determination *of STIK baselines* through evaluation of implementation concerning the implementation of the Tri Dharma of Higher Education and the organizational needs of the National Police;
   - formulation of STIK's strategic competence in participating in building the nation, in this case related to the Grand Strategy of the National Police;
   - preparation of *new capacity building* through increasing scientific, expertise, and institutional empowerment based on synergy in cooperation networks;
   - development of learning process systems and standards, research development and engineering, remuneration which includes methodology and knowledge management, through modeling (*role*) and research related to police activities;
   - Increased empowerment of the academic community and means to determine *driving force*.

b)   The availability of instrumental aspects related to the role of Lemdik as a center for changing *the mindset of* police human resources, namely the existence of regulations that regulate this such as: the 1945 Constitution and its amendments, Law Number 2 concerning the Indonesian Police, Regulation of the Chief of Police (Perkap), Decree of the Chief of Police No.Pol.: Kep / 17 / VI / 2002 concerning Tri Brata, Decree of the Chief of Police No. Pol.: Kep / 28 / XII / 2005 concerning the Police Education System, instructions on the implementation of mindset change members of the National Police, and others.

c)   The National Police has taken reform steps towards a civilian, professional and independent police institution through continuous improvements in structural, instrumental, and cultural reforms;

d)   The National Police has launched a Police Revitalization program to achieve excellent police service to increase public trust which is summarized in 3 (three) road maps, namely institutional strengthening, creative breakthroughs, and integrity improvement;

e)   There is a commitment of the National Police Leadership to make changes and develop leadership that upholds human rights, is honest, open, responsible, acts as a solutive consultant, *quality assurance*, anti-corruption, and develops service ethics;

f)   The provision of performance allowances is a form of standardization to all members of the National Police to improve services to the community;

g)   Many members of the National Police currently use social media as a forum that is no less effective for learning and sharing knowledge, so that the method of learning or delivering information will quickly reach the lowest level even in the ranks of the National Police.

2) Weaknesses
    a)   There are still many members of the National Police who do not understand information technology (IT) due to lack of training on IT.
    b)   The unused social media circulating in the community such as twitter, facebook, youtube, blogs, online media as a place to exchange ideas and debate ideas / concepts by members of the National Police, in fact many negative things are used from social media, so that sometimes the image of the National Police in the eyes of the public is less positive received due to lack of support.
    c)   Lack of innovation in creating works, initiatives and creations about the police that can be used as knowledge both by members of the National Police and by the public. The existing works are sometimes always in the form of scientific works, even though to introduce the culture of the National Police can be made in the form of leaflets, brochures, caricatures, comics, and others.
    d)   The lack of scientific products that can be used as guidelines by regional units, because members of the National Police are less able to develop creative concepts/ideas/ideas by looking at the situation of conditions that develop in society which can actually be collaborated with the theories and concepts they have

learned during education (there is still a fear of being intimidated by superiors if they are too vocal).

e) Members of the National Police are still lazy to share knowledge with other members, so many training/meeting products that are participated in are only made as leadership files (for financial accountability).

f) There is still a focus on learning methods for educators, so serdik tends to be passive and only wait for instructions from lecturers. This will dull creativity, and cannot construct new understanding and knowledge, which will result in less open insight and development of a mindset to make changes.

g) Lack of budget to improve facilities that can support active learning methods, such as: lack of scientific laboratories, lack of classes, modernization of alins / alongins (projectors, computers, printers, etc.), the absence of simulation laboratories on the basis of CBT (computer based training), even though educational institutions have a mission to become a *police science center of excellence* (Center of Excellence for Police Science Studies) and this can affect the formation of police characters with a scientific dimension who will become agents of change.

b.   External factors

Influential factors originating from outside (external) must be identified or examined (*environmental scanning*) in addition to knowing internal factors through *an organizational health audit* (OHA). External factors derived from the strategic environment include:

1) Chance
   a) There is support from the government regarding bureaucratic reform in the form of Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 – 2025, Menpan and RB Regulation Number 20 of 2010 concerning the Road Map of Bureaucratic Reform 2010 – 2025 (stipulation of guidelines for the implementation of change management and knowledge management programs), as well as Law Number 20 of 2003 concerning National Education Systems.
   b) The budget allocation is 20% of the total APBN-RI T.A. 2014.
   c) There is support from donor agencies such as IOM, ICITAP, JCLEC, USAID, UNODC, and others who assist the National Police for the construction of educational facilities and invite training to improve the quality and competence of Polri members.
   d) Increasing public critical power on the development of law and its enforcement, police services, and complaints about irregularities in the behavior of members of the National Police through social media and mass media.
   e) Increasing the function of community control through NGOs that want the existence of police functions to be realized as a whole and independently.
   f) There is support from the community so that members of the National Police are really willing and able to become agents of change, able to appear as modern and law-abiding civilian police, and able to make the community the center point of their service (*point of departure*).

2) Constraints

    a) The community and its culture still maintain a patron-client system in their interactions with the police, this has the potential to cause deviations in the behavior of police members in the field.

    b) The community still alleges that the quality of Polri members who are resistant to the dynamics of change is the result of education from educational institutions full of KKN.

    c) There are interventions/policies from the political elite that affect the independence of the police in carrying out their main tasks.

    d) There are still complaints from the public that some police are not intellectual, cannot argue, tend to be passive, arrogant, ambivalent (status quo), and repressive, which is caused when in educational institutions only learn passively and are unable to provide creative breakthroughs for improving community services.

    e) Unbalanced mass media and online media coverage in terms of disseminating the failure of the National Police in maintaining Kamtibmas thus forming a negative image of the National Police.

    f) Reformation, which is defined by some people as an excessive democracy, is indicated by prioritizing rights without regard to obligations.

V.   Conclusion

The strategy of the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy, namely through improving the quality and quantity of human resources contained in the grand strategy of the National Police and supported by adequate budget and facilities and infrastructure. Factors influencing the Indonesian National Police in improving the professionalism of the Indonesian National Police through strengthening police synergy include government support and revitalization of the National Police.

VI.   References

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