

# ANALYSIS OF PROFESSIONALITY OF BHAYANGKARA PERSONNEL OPERATIONAL AT THE STATE SECURITY DIRECTORATE OF THE SECURITY INTELLIGENCE AGENCY OF INDONESIAN NATIONAL POLICE

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## ABSTRACT

*The professionalism of State Security Directorate personnel is crucial for achieving superior, sharp, and reliable security intelligence. However, there is ambiguity in the placement of operational supervisory roles within the Directorate. The researcher identifies performance, competence, Loyalty, and accountability as key factors influencing the professionalism of the Indonesian National Police Security Intelligence's operational supervisory personnel (BOP). The research's primary objective is to analyze the issues surrounding the mismatch between BOP placements and operational directorate needs. It also aims to devise effective strategies to enhance BOP personnel professionalism. The research employs qualitative methods, including literature review, observations at the State Security Directorate, and interviews. The findings reveal three main issues. First, suboptimal professionalism is attributed to inadequate technical, managerial, and sociocultural competencies affecting performance. Second, the soft tools, such as career policies and functional positions in the Security Intelligence operational directorate, need optimization. Finally, increased performance, competence, Loyalty, and accountability are vital drivers for enhancing the professionalism of operational supervisory personnel within the State Security Directorate of the Indonesian National Police Security Intelligence Agency.*

*Keywords: performance, competence, Loyalty, accountability and professionalism.*

## INTRODUCTION

The dynamics of very rapid social change, as well as the spread of various events of rule of law, human rights, globalization, democratization, decentralization, openness and accountability, have given rise to many new models in considering the objectives, duties and functions as well as the authority and commitment of the National Police of the Republic of Indonesia, thus also having an impact on increasing differences in public pressure and expectations towards the concretization of the duties of the National Police of the Republic of Indonesia from Indonesia is dynamic and leads to the people they serve. One of them is the National Police Security Intelligence Agency. As an Operational Task Force at the National Police of the Republic of Indonesia, the National Police Security Intelligence Agency, abbreviated as Baintelkam Polri, is responsible for coordinating the security intelligence function of the National Police starting from the level of the National Police Headquarters (Mabes) to the level of the Sector Police (Polsek) throughout the jurisdiction of Indonesia. Based on Law Number 2 of 2002

concerning the National Police of the Republic of Indonesia, namely Chapter 3 concerning the Duties and Authorities of the National Police, Article 13 explains that the main functions of the National Police of the Republic of Indonesia are to maintain public security and order, maintain the rule of law, and provide protection, protection, and services to the community. All National Police personnel, both members of the National Police of the Republic of Indonesia and Civil Servants of the National Police of the Republic of Indonesia, must carry out all duties and authorities mentioned above.

Based on the Regulation of the Head of the National Police Security Intelligence Agency (Perkabik) it is explained in Chapter I, Article 1 that the National Police Security Intelligence Agency, which is later in this study called the National Police Intelligence, is the main task unit of the National Police in the field of security intelligence at the National Police Headquarters. In comparison, the National Police security intelligence or Police Intelligence is an intelligence activity that is applied to the implementation of

police functions as one of the functions of the state government in realizing internal security. The regulation defines intelligence as an organized effort and activity by applying certain methods to produce knowledge products related to the problems encountered, then presented to the leadership and will be used as consideration for decision-making and action or policy formulation. Hasibuan (2012: 94), in the final project published by Riau State University, stated that performance is an individual's effort/work achieved while carrying out the tasks assigned to him according to the ability of experience, sincerity and time concerned. The emphasis on the results of work obtained by a person during the completion of the tasks assigned to him refers to the criteria set. Of course, what Hasibuan said above, when related to the series of police security intelligence tasks involving the initial detection process, is known as the early warning system". Intelligence activities become integral in early warning systems, requiring policymakers to know more about conducting prevention or early warning efforts. The task of global intelligence is to mobilize, analyze, and provide policymakers with the information they need to make the best decisions to achieve their goals. However, furthermore, the Institute for Defense Location and Security Studies (IDSPS) in 2008 regarding General National Policy, Jakarta, stated that the Security Intelligence Agency has special duties, including (1) providing analysis in the field of national security, (2) providing early warning of crisis threats, (3) providing assistance in handling domestic and international crises through detection measures (4) providing information for national security planning purposes, (5) protect confidential information and (6) conduct counterintelligence activities.

The same thing was expressed regarding the task of security intelligence in the Journal of the National Police Research and Development Center by Sumarjiyo in 2018, which stated three forms of operational activities of the National Police Security Intelligence, namely investigation, security and beheading, as quoted from Saronto and Karwita, 2001. Intelkam operational activities are carried out to collect information, secure certain objects/activities and implement other Polri duties. Intelkam operations can be conducted publicly or privately.

Then it continued that security is an effort to ensure an organization's safety so as not to be targeted by the enemy. The third form of intelligence operational activities is mobilization, as an effort to create conditions and situations that

benefit the organization. Therefore, the scope of intelligence and security activities in implementing the functions of the National Police must precede, accompany, and end every police operation that the National Police has carried out. The series of intelligence cycles in collecting and processing information materials as an implementation of investigation, security and intelligence gathering activities is an integrated activity up to the process of presenting information to the leadership of the National Police, both in the context of early detection and warning. Intelligence and security field. Develop and run the police so that the results are useful in carrying out their functions, as described in the National Police Mission (Pusdik Intelkam, 2008).

The Chief of Police Priority Program, with the theme of Police Transformation towards Precision, it is implemented through 4 (four) main pillars: organizational, operational, service, and supervisory. The four pillars are each described as organizational transformation, which includes institutional structure, transformation of organizational systems and methods, as well as high-level police human resources in the 4.0 era, and transformation of modern police technology (police 4.0). After that, operational changes were made by increasing the effectiveness of security maintenance, public order, law enforcement effectiveness, strengthening National Police support during the Covid-19 handling period two years ago, as well as providing full support for the realization of the National Economic Recovery Program (PEN), ensuring national security through priority programs, by strengthening management to prevent social conflicts. While the third pillar is service transformation, the priority of the Chief of Police Precision is centred on creating integrated Polri public services, increasingly stable public communication and leadership supervision in every activity. The fourth transformation is the field of supervision, namely through increasing leadership supervision of every activity, strengthening the supervisory function and involving community supervision through public complaints. The priority program of the Chief of Police Precision as an organizational program that involves all National Police personnel to actively transform themselves to be superior in the fields of service, operations, supervision and supporting the realization of organizational transformation. The organizational transformation mentioned as a pillar of change for the Precision Polri is strengthened by the issuance of National Police Regulation Number 6 of 2022 concerning the fourth amendment to the Chief of Police

Regulation Number 6 of 2017 concerning SOTK Mabes Polri, in the first annex described the organizational structure of the National Police Baintelkam which is under the Chief of Police directly. In the explanation conveyed by the Regulation above, precisely on p. 41 – 45, that the National Police Security Intelligence Agency (Baintelkam) has a tiered organizational structure starting from the Head of the National Police Security Intelligence Agency (Kabaintelkam) with the rank of Commissioner General of the National Police to the rank of Brigadier Two (Bripda) and Civil Servants (non-member PNS Polri), with 5 (five) Directorates of Operations, 2 (two) Bureaus, 4 (four) Fields. The explanation on the same page specifically conveys that one of the Operational Directorates in the organizational structure of the Baintelkam Polri is the Directorate of State Security (Kamneg). It consists of 3 (three) Sub Directorates in it, namely Sub Directorate 1 (Internal Crime), Sub Directorate 2 (Conventional Crime and Conflict) and Sub Directorate 3 (Cross Country Crime). As an operational element that handles Transnational Crime, Subdivision 3 has 4 (four) special units: Unit 1 dealing with Terrorism and Radicalism, Unit 2 dealing with Foreign Crimes, Unit 3 specifically handling Trafficking in Persons and Border Crimes, while Unit 4 handles Cybercrime.

In the same Police Chief Regulation, it is expressly stated that the National Police Security

Intelligence Agency (Baintelkam) is the main task organizing element of the National Police in the field of Intelkam at the level of Police Headquarters under the Chief of Police. However, in the implementation in the field, until now the structure has not been fully able to accommodate the main tasks of the functions and roles of each Police Security Intelligence personnel in realizing the vision and mission of the organization as a whole. The fundamental problem, caused by the challenges of increasingly complex tasks, makes the National Police Intelligence Headquarters wider and requires more effective strengthening of human structures and resources. The pillars of organizational transformation that encourage institutional structuring, transformation of organizational systems and methods, superior police human resources in the 4.0 era, changes in modern police technology as the basic foundation of resources at the operational level, one of which is the Bhayangkara Operational Supervisor (BOP). Polri human resources that are not in accordance with organizational and operational needs, will have an impact on the pattern of achieving the organization's vision and mission, in this case at the Directorate of State Security of the National Police Security Intelligence Agency. The data related to Baintelkam Polri personnel who already have general education and attend development or vocational education, as attached below:

**Tabel 1 General Education**

NO.	RANK GROUP	TOTAL	AKPOL	SIPSS	SEBA
1.	PATI	47	47	-	-
2.	PAMEN	234	148	35	51
3.	PAMA	215	49	22	144
4.	BINTARA	182	-	-	182
	JUMLAH	678	244	57	377

Source: Bagsumda Baintelkam Polri. Personnel/members of the National Police based on educational resources for the formation of the National Police

Based on Presidential Regulation Number 42 of 2017 concerning Functional Positions of Members of the National Police of the Republic of Indonesia, in order to advance the professionalism of career development, intensifying the implementation of the quality of duties of National Police personnel of the Republic of Indonesia, functional positions of Members of the National Police need to be formed. As explained on page three of the Presidential Regulation above, the functional position of a member of the National Police of the Republic of Indonesia is a position that represents the duties, responsibilities, authorities, and rights of National Police work unit

personnel who carry out their duties perfectly and responsibly. Completing tasks is independent and based on certain job qualifications, expertise and skills. Article 2 clearly states that the criteria for functional positions of members of the National Police include mastery of methodology, analytical techniques, and work procedures based on certain certified scientific rules and skills, tactics, and techniques. In addition, professional ethics criteria are regulated by the Chief of National Police, with positions arranged based on expertise and skills, also emphasized in Article 2.

In this case, the Supervisory Operational Bhayangkara, which is a cluster of operational,

functional positions acting for the main tasks of Police Security Intelligence, is a functional skill level position whose main duties and functions are to guide, supervise, and evaluate the performance of subordinate functional officials who require operational technical knowledge and experience to support the support of second-level multidisciplinary expertise. Inspector to Deputy

Commissioner of Police. In this case, professional training as a benchmark for intelligence capabilities that must be possessed by all members of the National Police in the National Police Security and Intelligence Agency is very important. However, based on data provided by the Human Resources Section of Baintelkam Polri, as below:

**Table 2. Organizational Structure and Work Procedures (SOTK) of Baintelkam Polri**

NO	RANK GROUP	INTEL VOCATIONAL
1.	PATI	18
2.	PAMEN	195
3.	PAMA	75
4.	BINTARA	145
	JUMLAH	443

Source: Bagsumda Baintelkam Polri. Personnel/members of the National Police based on educational resources for the formation of the National Police

Based on the table above, National Police personnel with the rank of Non-commissioned Officer (class 2) who have attended intelligence vocational education amounted to 32.7%, while First Officers (Inspector Two to Adjunct Commissioner of Police) only 16.93% of the total number of all Police personnel who have attended education. The two rank levels mentioned above are National Police personnel who carry out operational duties. This is of course, an obstacle because of the total operational implementation level, namely Pama (First Officer), namely Ipta and Iptu, who occupy functional positions as Bhayangkara Operational Supervisor at the Directorate at Baintelkam Polri, only 42% of the total number of 178 Pama are in the List of Personnel Composition (DSP) according to the Regulation of the Chief of Police Number 6 of 2017 concerning the Organizational Structure and Work Procedures of Police Headquarters.

Referring to Presidential Regulation Number 42 of 2017, the criteria for a member of the National Police in the operational position cluster is to have operational, technical knowledge and experience supporting the position of science and hold the rank of Inspector Two Police to Adjunct Commissioner of Police. Following the Duty Review of the Head of the National Police Security Intelligence Agency Number 2 of 2020, page 201 of the Thirteenth Section of Article 275 concerning the Directorate of State Security is responsible for conducting investigations, security and gathering and counterintelligence against various potential disturbances, thresholds of interference and real disturbances in the field of

State Security, in addition to preparing and determining the elements of information, targets of operations in the field of State Security. Specifically, in Article 307, the Directorate of State Security has a Transnational Crime Sub-Directorate headed by a Sub-Directorate with the rank of Chief Commissioner of Police (Kombes Pol.) occupying the position of 2B2, responsible for submitting considerations and suggestions to the Director of State Security following the scope of the task targets, namely terrorism, foreign-related crimes, VVIP/VIP security, border crimes, human trafficking, sea piracy and cyber crimes. In addition, the task of the Sub-Directorate of Transnational Crime is also to establish the work program of the Directorate of State Security, which is mainly to carry out intelligence operational activities that include all investigation, security and gathering activities as well as detecting and identifying potential disturbances, thresholds of interference and real disturbances according to the scope of their duties. In Article 311, a Head of Unit (Kanit) 2 in the Transnational Crime Sub-Directorate is tasked with leading and controlling unit members in the implementation of intelligence activities as well as detecting, identifying and assessing vulnerabilities in the field of foreign-related crimes, securing VVIPs / VIPs and exposing networks against foreigners as perpetrators of crimes. Strictly structural, a Kanit will be assisted by a Unit Officer (Panit) and a Non-commissioned Officer Unit (Banit).

However, in the actual condition, BOP personnel are also responsible for carrying out all operational tasks of the unit. As a cluster of skilled

functional positions and not structural stakeholders, BOP personnel contribute greatly to an operational unit's performance at the Directorate of State Security (Ditkamneg). Based on data from the Directorate of Kamneg, at present, there are 33 (thirty-three) First Officers / Civil Servants who occupy positions as BOP and BAP (Bhayangkara Administration Supervisor), with a total number of personnel in the Directorate of Kamneg which is 89 personnel. If you look at the definition of performance appraisal submitted by Hodgetts and Kuratko, the intelligence education background possessed by Pama personnel who hold positions as Bhayangkara Operational Supervisor has not been able to fully support the performance of units in the Baintelkam Directorate of State Security. The uneven distribution of National Police personnel who serve as BOP between each unit,

police education and general education that is not optimal following unit needs, personnel behaviour in the unit, especially BOP that is not following the position profile and the performance of BOP special unit personnel who should be skilled at the operational level of the unit is still lacking so that it affects unit performance. In addition, the number of personnel at the level of Inspector Two (Ipda) to Adjunct Commissioner of Police (AKP) as a cluster of skilled operational functional positions (BOP) in the Security Intelligence Agency, including the Directorate of State Security, does not match the List of Personnel Composition (DSP) as stated in the Organizational Structure and Work Procedures (SOTK) of the National Police Intelligence Agency as attached in the following table.

**Tabel 3 Bhayangkara Operational Supervisor (BOP)**

LEADERSHIP ELEMENT	DSP	REAL
Komjen	1	3
Irjen	1	9
Brigjen	7	35
Kombes	31	146
AKBP	85	47
Kompol	87	41
Perwira Pertama (AKP )	6	32
IPDA /IPTU	0	128
BA /Ta	248	182

Positions in the unit that should be filled by National Police personnel with structural positions (Panit/Banit), apparently due to limited quotas of structural positions and an excessive number of Pama (Ipda sd AKP) even occupy functional positions as Bhayangkara Operational Supervisors (BOP) so that those who are empowered are BOP personnel to assist the operational needs of the unit. Meanwhile, the

number of personnel in the Directorate of State Security (Ditkamneg) with the rank of AKP to Ipda is currently 11 (eleven) people with the rank of Ipda, 18 (eighteen) people with the rank of Iptu and 3 (three) people with the rank of AKP, who hold clusters of skill operational positions or Bhayangkara Operational Supervisor (BOP), as attached in the table below.

Jabatan Pimpinan	Uraian	Pangkat	Eslon	Jumlah	Kurang
Urusan Tata Usaha	Direktur	Brigadier General of Police	IIA	1	-
	Wakil Direktur	Komisiaris Besar Polisi	IIB	1	-
SUBDIT	Kuartu BAMIN/BANUM	KP/PNS IVA/B BA/PNS II/I	IIIB	1	-
	KASUBDIT	KOMBES POL	IIB	3	-
	KANIT	AKBP/KOMPOL	IIIA	10	2
	PANIT	KP/AKP	IIIB	8	4
	KUARMIN	PNS IVA/B	IIIB	1	2
	BANIT	BA	-	19	29
	BANUM	PNS II/I	-	3	3
	Total			48	41

With the increasing workload and the increasingly complex span of control, the need for a Bhayangkara Operational Supervisor profile at the State Security Directorate of the National Police

Security Intelligence Agency with superior competence, behavior, performance is a priority to improve the professionalism of individuals and organizations.

**Tabel 4 Previous Research**

NO.	RESEARCH TITLE, RESEARCHER AND YEAR OF RESEARCH	RESEARCH RESULTS
1.	<i>"Professional Development In The Swedish Police Organization: Police Officers' Learning Pathways"</i> Kirsi Kohlström, Department of Education, Umeå University, Umeå, Sweden, 2022.	The professional development of Swedish police officers is influenced by formal education, learning facilities provided by managers/leaders or organizations and the professional experience of each research participant. In addition, the study shows that professional development is important in supporting increased employment. The professional development of police officers in Swedish police organizations is explored by analyzing the learning paths of police officers and their experience in key conditions that contribute to the professional development of the profession.
2.	<i>"Reformation of Public Service in the Perspective of Human Resource Development and Reinforcement of Organizational Culture"</i> Marjoni Rachman dan Nurlaeli Pandam Sari, 2019	Osborne, the New Public Management (NPM) Framework in 1993 was used as the basis for research methods applied using qualitative methods at the East Kalimantan Samsat office. New Public Management (NPM) as an approach to the work on public service activities carried out by public/government organizations, both central and regional, assuming that the management carried out by the corporation is more profitable than the management carried out by the corporate sector. The bureaucracy implements it and, therefore, must be replaced. Previous research has used the principles of New Public Management (NPM), especially the performance of customer service work, which must be oriented to

- efficiency, effectiveness and economy.  
A key element of NPM is integrating private sector management into public administration and enhancing the professionalism of organizations and individuals in the hands of policymakers, particularly leaders.
3. *"Hubungan Antara Kecerdasan Emosional Dengan Profesionalisme Pada Polisi Fungsi Samapta Kepolisian Wilayah Kota Besar Semarang"*. Dwi Susanti, 2007.  
The main object of research is that the main job of the National Police is to carry out the role of the police that is preventive, namely providing protection, campaigning, serving the community and preventing and rejecting every form of kamtibmas disturbance in the form of crime or violations and other public security disturbances. Assessment of professionalism in the Samapta Polri unit to explore the relationship/influence of emotional intelligence of Samapta Polri personnel in carrying out preventive tasks or functions in the Semarang Polrestabes area. The data quoting of this study used the Professionalism Scale in the Police and the Emotional Intelligence Scale, which was divided into 70 subjects.
  4. *"Need for Employee Development in Employee Performance: A Present Scenario"* Shraddha Awasthi, Dr. Sunil Kumar, 2016  
The theory used in this study is capacity development, with key variables determining the relationship between employee development and performance that will affect organizational effectiveness. The research method used is literature research. The results illustrate that to change employee performance immediately. Developing employee human resource management skills and knowledge in an adaptive, flexible and future-oriented direction is necessary.  
The fourth previous study showed in the results that there are four conditions that are very important for change, among others: employees must understand and accept the reasons for change and have skills that must be possessed. To support change, employees need to look to leaders. Employees support each other to make changes, and organizational structures such as performance management and compensation in human resource management must also support change.
  5. *"Membangun Kemandirian Dan Profesionalisme Polisi Republik Indonesia Sebagai Pelindung Pengayom Dan Penegak Hukum"* Prof. Dr. Sukamto Satoto, S.H.,M.Hum, 2014  
The previous fifth study that examined the professionalism of the Indonesian National Police organization was assessed based on philosophical foundations (professionalism built based on Pancasila and the integrity of the Republic of Indonesia), legal foundations, socio-political foundations, cultural and religious foundations, and healthy management foundations.
  6. *"Upaya Peningkatan Profesionalisme Polri Menuju Polisi Mandiri"*. UMARSO, Prof., Dr. Miftah Thoha. 2002  
In the previous sixth study, researchers explained the results of research related to the National Police of the Republic of Indonesia (POLRI) as a state tool that functions to protect, serve, and foster communities that are intrinsically

vulnerable to corporate sociocultural problems because of its scope and mission. This study intends to share an evaluative analysis of the policy of Police Law No. 28 of 1997 to understand whether policy implementation can bring the desired results or is in line with the program objectives and try to propose a series of policy alternatives while the research methodology that is manifested is an exploratory, descriptive method. Factors affecting the effectiveness of policy implementation are:

Available resources, independent behaviour and attitude of the institution. The development of individual police professionals must be carried out openly, passing on fair opportunities to members to be promoted, adjusting income, increasing benefits, improving infrastructure and facilities, and improving communication equipment technology quality.

7. *"Hubungan Antara Kematangan Karir Dengan Profesionalisme Polisi Muda"*  
Debi Riyan Saputra. 2016.  
In the previous seventh study, researchers implemented a mixed research method (quantitative and qualitative) by conducting various interviews with respondents working in several jurisdictions of the Regional Police, especially South Kalimantan and East Java. A generation of young police officers as police officers who have just completed police training courses in each branch and still have a short service life. In the field of police, there are many personal functions and responsibilities of members, especially for new members or young police members who have the stamina and production capacity to be able to create a professional attitude. And professional maturity is believed to be related to forming a professional attitude. This study aims to understand the relationship between professional maturity and the professionalism of young police. The subjects of this study were 100 young police officers with a maximum service period of 2 years at Satpol PP Tanah Laut South Kalimantan. Data collection uses a professional maturity scale and a professional scale.
8. *"Profesionalisme Polri Dalam Penerapan Wewenang Diskresi Dalam Kasus Tindak Pidana Pencurian (Studi Kasus Pencurian Kakao, Pencurian Biji Kapuk, Dan Pencurian Semangka)"*. Iqbal Felisiano dan Amira Paripurna. 2010  
This previous eighth research requires carrying out the functions of maintaining public order and security as well as law and order enforcement properly. In this case, the law gives the police authority and authority to act. In addition, independence in carrying out its duties and functions must be accompanied by an effective accountability mechanism. Therefore, there are at least three interrelated principles: public trust, operational (independent) action, and accountability.
9. *"Profesionalisme Pengembangan Fungsi Utama Kepolisian dalam Penegakan"*  
The study shows that the influence of the National Police on implementing the main control



*Hukum di Polda Jawa Tengah* . Erlyn Indarti. 2014.

function in the Central Java Regional Police in the context of law enforcement is generally good. However, it is found that the influence on the performance of the function of the National Police. POLICE. The circulatory function is even less good than the performance of other functions, especially in terms of selfless service, discipline, and moral code. Barriers to education and training remain largely due to the strong influence of leadership in determining which members can continue their education. In addition, the limited number of personnel, limited facilities in the form of two- and four-wheeled vehicles and fuel oil, and insufficient daily operational costs are also obstacles.

### **Human Resource Management**

Humans are the main resources in the aspect of production that need to get special attention both by the organization or Company as well as the operational drivers of the organization. Therefore, human resource management focuses on staffing issues. A well-known management figure, Gary Dessler (2010: 4) quoted by AS Fani (2018) in the literature review repository of Universitas Islam Riau, suggests that management is a policy and training aimed at meeting employee needs or aspects obtained in human resources, such as management positions, recruitment or employee acceptance, selection, salary training awards and employee performance evaluation. This is also reinforced by a quote from Sutrisno, Edi, (2009: 3) "Human Resource Management" in the first diski, stating the view that human resources are the only resources that have reason, emotions, desires, skills, knowledge, incentives, power and work (relationships, interests and karsa).

Researchers then looked up the meaning of management in the Big Indonesian Dictionary (KBBI) and found that management means using resources effectively to achieve goals. Effective use of resources requires the role of the leader as the person in charge of managing the business and organization. Along with Hasibuan's statement (2006: 9) in the book: "Human Resource Management," published by PT. Bumi Aksaeamanajemen conveys that management as a science and art regulate using people and other resources effectively and efficiently to achieve certain goals. Then, in the excerpt in the book, there is an assessment that management is considered as a process ranging from planning, organizing, directing and implementing to monitoring. As a welcome echo, reinforcing Hasibuan's statement, Edi Sutrisno in the eighth printing of the Human Resource Management book

published by Prenadamedia Group, human resource management consists of human resource planning, organizing to designing the arrangement of various relationships between the work of personnel and physical elements, then direction, control as supervision, procurement as part of the procurement process, development in the framework of the improvement process skills, compensation both directly and indirectly, integration, maintenance, discipline as the most important keys to achieve the maximum goals of the HR function and dismissal as a stage of termination of one's employment with a company or organization.

Furthermore, researchers explore the human resources discussed in this study, namely personnel of the National Police of the Republic of Indonesia. Indonesian National Police personnel, currently referred to as Civil Servants at the National Police following Law Number 5 of 2014 concerning State Civil Apparatus (ASN) as a profession of civil servants and government employees based on work agreements at government agencies. Then, researchers tried to explore the definition of employee in the Big Dictionary Indonesian, stating that state employees are devices and tools of the state and government, including the fields of institution, management, and personnel in charge of daily government affairs. The discussion on civil servants is part of the management of the state civil apparatus, which is the authority of the President as the head of government (Article 4(1) of the 1945 Constitution of the Republic of Indonesia). ASN is a state-organizing institution that is present at all levels of government. The implementation of state administration activities is guaranteed by ASN as human resources driving government bureaucracy. Civil servants are Civil Servants (PNS) and state representatives who benefit from work agreements

(PPPK), appointed by personnel management officials and responsible for a position in the government or assigned other state functions and rewarded based on laws and regulations. PNS (Civil Servant) is an Indonesian citizen who meets certain requirements and is appointed by the civil service supervisor officer as an ASN employee in an appropriate way to fill positions in the government. PPPK (Government Employee with Work Agreement) is an Indonesian citizen who meets certain conditions and is appointed based on a work agreement for a certain period to carry out government functions.

### **National Police of the Republic of Indonesia**

Law Number 2 of 2002 explains that the National Police of the Republic of Indonesia referred to as the National Police, is a state institution whose role is to maintain public security and order, enforce law enforcement, and protect the law. Polri is an agency that is oriented and serves the community in order to maintain internal security. The National Police of the Republic of Indonesia is under the direct coordination of the President. The Chief of the National Police of the Republic of Indonesia, or the Chief of Police, as the highest leader in the organizational structure of the National Police, reports directly to the President, following laws and regulations. The main duties and functions of the National Police are to ensure internal security, including maintaining public security and order, order and respect for the law, protecting, protecting, and serving the community, and maintaining public peace by ensuring respect for human rights. The scope of authority of the National Police is located in all areas of the Unitary State of the Republic of Indonesia, which are divided into jurisdictions following the interests of implementing police functions and regulated by government regulations. The organizational structure and work procedures of the National Police are adjusted to the interests of implementing their functions and authorities per the provisions in the Presidential Decree.

### **Security Intelligence of the National Police of the Republic of Indonesia**

As explained above, regarding National Police personnel, it is not much different from what is described by the Regulation of the Head of the National Police Security Intelligence Agency Number 22 of 2020 concerning Task Review within the Police Security Intelligence Agency, that intelligence is a series of organized efforts and activities that use certain patterns and ways to produce products in the form of information, knowledge about the problems faced, which is then presented to the leadership as documentation

of decision making and action or policy formulation.

Police Security Intelligence or Police Intelligence is intelligence assigned to implementing police functions as one of the functions of state government in implementing internal security. In this case, the main task and function of police security intelligence is to carry out all intelligence activities to create and achieve favourable conditions for security and public order in the state. All products produced by Police Security Intelligence personnel are informative. Information is information, statements, ideas, and signs containing values, meanings, messages, data, facts, and explanations that can be seen, heard, read, and presented in various forms and formats that vary according to information and communication technology development. The main mission of the National Police Security Intelligence staff is to carry out early detection efforts through investigation, security, collection, and counterintelligence.

### **Profession**

A profession is a contraction of the English word "Profess," which in Greek "Επαγγελία" means: "Promise to carry out an obligation to perform a certain duty constantly." The profession is also a profession that requires training and mastery of certain knowledge. A profession often has professional associations, codes of ethics, and certification and licensing processes specific to that area of expertise. Examples of professions are law, medicine, finance, military, technical designer, and educator. A person who has competence in a particular profession is called a specialist. However, the term professional is also used to refer to paid activities, not amateur activities. Work is work, but not all work is work. A career has unique characteristics that distinguish it from other jobs.

### **Professional**

In the Big Dictionary Indonesian Fifth Edition, Language Development and Development Agency of the Ministry of Education and Culture of Indonesia in 2017, the definition of professional is referred to as related to profession; requires special intelligence to carry it out; requires payment when doing so. A National Police personnel (member of the police) is a security and law enforcement officer who has relationships with community members in an area. In carrying out their duties, a National Police personnel must follow or obey the code of professional ethics that is the basis for all his behaviour because he is fully responsible for ensuring the safety and security of the community.

The Bhayangkara Operational Supervisor (BOP) at the Directorate of State Security (Ditkamneg) of the National Police Security Intelligence Agency (Baintelkam) is part of the National Police. National Police personnel who develop functional positions of supervisor skills must have professional behaviour by carrying out all their duties and responsibilities according to certain quality standards or norms and require professional education. Individual employee competencies must be developed in a balance between intellectual, social, and emotional competencies (Spencer and Spencer, 2014, p.34).

An understanding of the meaning of professional meaning, also conveyed by Prof. Soempomo Djojowadono (1987), in an online module article – "Professionalism, Creativity and Innovation" Esa Unggul University, professionals have an esoteric knowledge system (not owned by just anyone), there is formal and strict education and training, forming representative associations. There is the development of a code of ethics that directs the behaviour of its members. In the same article as above, Prof. Edgar Shine also affirmed that professional means working fully (full time), not the same as working amateurs who are only part-time. Professional means strong motivation, which is supported by knowledge (science), skills, decision making on behalf of the client (task provider), and service orientation (service orientation). In addition, a professional means someone with skills, abilities, and reliability and is very responsible in carrying out duties (his profession) well. As for the professional characteristics of a person seen from his knowledge, expertise and skills, he is willing to spend all his time on his work or activities, living from it, and proud of his work. Researchers take examples. For example, when a professional experiences problems in his work, he will be able to deal with his problems well. Then, every Company has work standards for its employees; of course, each profession has its code of ethics following its profession.

### **Performance**

Researchers found that the meaning of the word performance in this study came from translating the word performance (English). According to two large dictionaries that became reference documents for researchers, the Scribner Bantam English Dictionary published in the United States and Canada (1979), it is explained that the root of the word performance is "perform" with many "items" is to do, to carry out, to carry out whether it is an obligation of intention or an oath (to carry out; as an oath). However, it also means

doing or fulfilling a responsibility (doing or fulfilling an understanding) and doing something that is expected of man or machine. Furthermore, researchers deliberately compared the meaning of the word performance with the meaning of the word achievement, which is interrelated. References obtained through the Big Dictionary Indonesian fifth edition (Language Growth and Development Agency of the Ministry of Education and Culture, 2017), achievement has been achieved, showing performance and ability to work (equipment).

Stated by Lijan Poltak Sinambela (2018: 480), in the Indonesian business economics journal entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance with Work Productivity as an Intervening Variable at PT Intercallin (Baterry ABC)," performance as a person's ability to perform a certain skill. Performance is very important because, through performance, people will know the extent of their ability to complete the given task. Therefore, it is important to establish clear and measurable performance criteria and identify them together as a reference—personal performance, defined as the ability of individuals to do things skillfully. Different individual behaviours and thoughts influence the quality of each individual's performance. Therefore, employee performance requires planning, organizing, directing and reviewing.

In the Journal of Universitas Negeri Jakarta entitled "The Influence of Organizational Culture, Leadership Style and Job Satisfaction on the Performance of High School Principals in East Jakarta" written by Sutji Harijanto, the opinion developed by Hodgetts and Kuratko (1988) about aspects of conducting performance appraisals consists of workload, quality of work, work knowledge, creativity, collaboration, independence and initiative.

These factors are not much different from the definition of A.P. Mangkunegara and Prabu (2003) assert that ability and motivation factors can affect a person's performance. Psychologically, actual competence and ability (knowledge and skills) will affect how easily a person can achieve expected performance. For example, an employee with an IQ above average (110-120), an education level appropriate to his position, and who can carry out daily tasks will be different from someone with an Average IQ. Without adequate training, there will be no higher qualifications. Than the previous one. For example.

### **Accountability**

In this study, researchers investigated the meaning of the word nagging responsibility or accountability, and based on initial searches through the book "Government and Public Sector Management" print 1 written by Budi Setiyono, 2014, responsibility is considered as a concept with various meanings. In fact, according to Budi, this term is often used as the concept of accountability responsibility, related to "accountability expectations" (expectations from principals and people who carry out authorization). A concept of ethics close to the public administration of government (executive institutions of government, legislative bodies, parliament, and judiciary) is equated with accountability and responsibility. It is concluded that accountability, generally, can be understood as a requirement of responsibility to complete the responsibilities. This is to meet the needs of customers who want high performance. Therefore, responsibility includes expectations or assumptions regarding behaviour in the relationship between the principal and the trustee.

Article 7 of Law Number 28 of 1999 explains that the principle of accountability is the principle that determines that all activities and results of activities of state administrative institutions must be responsible to the community / to the community as the holder of the highest power, state sovereignty and following applicable laws and regulations.

Ronny Liwata, in his journal entitled Political and Operational Accountability of the National Police, said that accountability of government institutions is a very important aspect in a government system based on democracy and good governance. To carry out their functions, the police and other government agencies must receive funding from the community. It is a natural thing. From the opinions expressed above, police accountability covers all aspects, starting from member behaviour, police policies and strategies, appointment procedures, and supervised financial management.

## Loyalty

According to researchers, Loyalty determines whether a member of the National Police or Bhayangkara Operations Supervisor (BOP) behaves professionally. Loyalty comes from the root word "loyalty," which means Loyalty and obedience. Poerwadarminta (2002: 609) states, Excerpted from Daniel Albert Tobing's final mission on the effect of compensation and career development on the Loyalty of AU head office work unit members (2013), referring to the statement of Wahyu Saidi (2012: 233) defines that a person is said to be loyal or has great Loyalty if he wants to do what he is told. Be prepared and willing to sacrifice, willing to practice self-control, and willing to put your interests first. Loyalty is about a person is willingness to sacrifice and consciously commitment to the organization. This dedication will always support employee involvement in the organization.

The importance of high Loyalty is shown in every organization, especially the Directorate General of State Security (Ditkamneg) Baintelkam Polri, as an effort to create conducive working conditions, as stated by Nitisemito (1996) who stated that with Loyalty, job satisfaction, work enthusiasm, good work performance, and the desire to continue working in the organization can be achieved. According to Sutrisno (2015: 23), Loyalty refers to employees' efforts to protect the Company, showing that the employee plays an active role. In the economic journal KIAT, written by Sri Indrastuti; Deswarta, M. Tarjadin and Amries Rusli Tanjung with the title "The Influence of Leadership and Work Loyalty on Employee Performance at the Regional Drinking Water Company (PDAM) Tirta Indragiri Tembilahan City Service Area", Robbin (2015: 21) stated that Loyalty as the determination and ability of individuals to obey, implement and implement regulations with integrity and a responsible attitude.

Based on **the Presidential Regulation of the Republic of Indonesia Number 42 of 2017 concerning Functional Positions of Members of the National Police of the Republic of Indonesia, Article 9**, that the supervisory level (Bhayangkara Operational Supervisor) is a skill functional position level whose main duties and functions are as a guide, supervisor, and assessor of the implementation of the work of functional officials at the level below which requires several supporting operational technical knowledge and experience branch, certain sciences with the rank of Inspector of Two Police up to Adjunct Commissioner of Police.



The main aspects based on the three previous theories that affect the professionalism of Bhayangkara Operational Supervisor (BOP) personnel at the State Security Directorate of the National Police Security Intelligence Agency, as follows:

1. **Performance** ( Productivity &; Functional)
2. **Competence** (Potential, Vocational, Operational, Knowledge Mastery, Ability)
3. **Accountability** (Responsibility, Personal, great sense of responsibility)
4. **Loyalty** (Justice, Discipline, Personal, Loyal)



BOP Personnel Professionalism Improvement Strategy:

1. Optimization of Education and Training for BOP
2. Re-mapping the Right Man on the Right Place
3. *Knowledge Transformation*



The realization of a Professional BOP  
Ditkamneg  
Baintelkam  
Polri

In this frame of mind, performance or performance is described through the theory conveyed by Oemar Hamalik through productivity and functional aspects. The Bhayangkara Operational Supervisor (BOP), who holds the rank of Inspector of Police Two (IPDA) to Adjunct Commissioner of Police (AKP), despite holding a cluster of skilled operational and functional positions, must have an achievement motive and strive to succeed and provide results from their work both quantity and quality, following the needs of the operational unit/directorate at the Security Intelligence Agency. In addition, following Law Number 2 of 2002, a National Police personnel has the main duty and function to maintain security internal order so that the level of Supervisory Operational Bhayangkara is needed to

carry out their work appropriately according to their fields in this case state security.

The competency aspect, which includes technical and managerial competencies as mentioned in Presidential Regulation Number 42 of 2017, is described through the theoretical principles of professionalism and potential professionalism of a person where each workforce has dynamic hereditary potentials that continue to develop and can be developed such as memory, thinking, talent, interest, motivation and other potentials. Vocational skills encourage the ability and skills of work or honesty in certain fields to devote themselves to certain fields of work to create good results optimally. Technical and managerial competence for a Bhayangkara Operational Supervisor (BOP) personnel is also emphasized to utilize their abilities and skills in the

processes and procedures for implementing the work activities they pursue. Personally, Bhayangkara Operational Supervisor (BOP) personnel must have personality traits that support their work, even to bring Loyalty and devotion (Loyalty) and justice (equality). In line with that, mastery of knowledge and abilities becomes part of the technical competencies needed.

The accountability aspect is manifested in the form of the principle of responsibility, attitude and nature of BOP personnel that support the implementation of operational duties of the Directorate of State Security, accompanied by a sense of great responsibility to individuals, organizations and the state. The loyalty aspect is applied through justice, discipline (compliance with the applicable code of ethics), Personality, and Loyal to the organization by carrying out all activities that are the main duties and functions as the Supervisory Operational Bhayangkara (BOP) at the Directorate of State Security of the National Police Security Intelligence Agency.

According to the researcher, the four aspects above are indicators of a BOP's professionalism in carrying out its main duties and functions as National Police personnel stationed in the National Police Security Intelligence Agency. The task load of a Security Intelligence personnel who must be able to present intelligence as a product, activity and organization require professionalism not only towards the police profession, which has been mandated in Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia, but specifically in the main duties and functions of the National Police Security Intelligence in the Regulation of the Head of the National Police Security Intelligence Agency Number 22 of 2020 concerning Task Review within the Agency Police Security Intelligence.

Researchers propose strategies to improve personnel professionalism by encouraging optimization of education and training opportunities for Bhayangkara Operational Supervisor personnel domestically and abroad. The use of Reinventing Government management within the Directorate of State Security of the National Police Security Intelligence Agency, which is oriented towards the quality of public services and customer satisfaction, so that public services, in this case, intelligence information and harkantibmas, are more effective not only for the Directorate of State Security but also for the community. The emphasis on discipline as efficient use of resources, competence and balanced control, following the principles of equity

and equality in the division of work, authority, discipline, unity of command in the framework of accountability and Loyalty, unity of direction, public interest is prioritized. In addition, Reinventing Government can also be utilized through the efficiency of specialization administration, hierarchy within groups, increased supervision distance in each sector, and grouping of work based on objectives, processes and places. In addition, the placement of personnel following their technical and managerial competencies is an important strategy that is still used as attention by policy makers so that all qualified Police Security Intelligence personnel can actualize themselves fully.

## RESEARCH METHODS

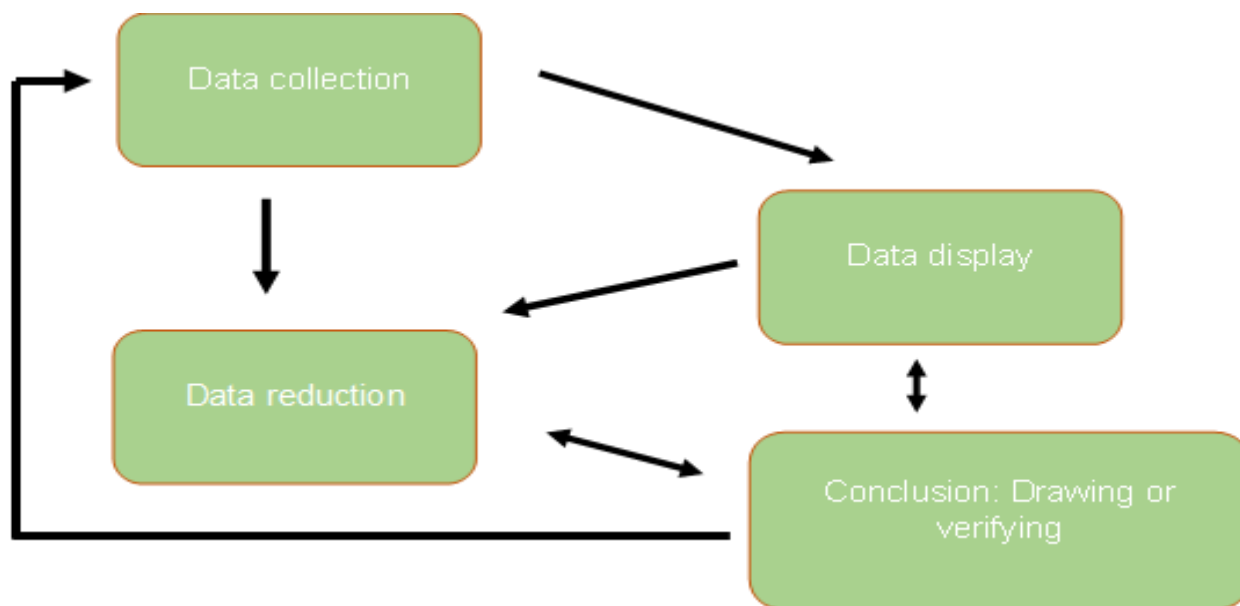
Judging from the data type, the research method used in this study is qualitative. Qualitative research relies heavily on information from subjects/participants in a broad field, questions are general, and data collection mainly includes words/texts from participants, explaining and analyzing words and behaviour. Subjectively researched. (Creswell, 2015, p.46).

Data processing in this study uses qualitative data collected after quantitative data collection. Qualitative data were collected through interviews and research documents, such as learning programs, images, and other data related to the implementation of inclusive education. Interview guidelines are obtained from the results of the completeness index obtained. The results of the comprehensive index are relatively low, so researchers will conduct interviews with related parties. After obtaining qualitative data through interviews, the qualitative data will be reduced. Data reduction is the activity of summarizing or selecting important and important elements of the data needed based on the facts of the problem. Then, after the reduced data is coded or given symbols. The data analysis technique used in this study uses the steps proposed by Sugiyono (2017, p.271)

Data collection is an integral initial stage in data analysis, and in this study, the data collection method involved interviews and literature reviews. Once the data is collected, the next step is data reduction, a selection process that focuses on simplifying and transforming raw data, starting from the beginning of data collection. This process involves various activities such as summarizing, coding, theme exploration, cluster creation, and memo creation intending to eliminate irrelevant data or information. Once the data is reduced, the next stage is data presentation, where

qualitative data can be presented in various formats such as narrative text, matrices, graphs, tables, and

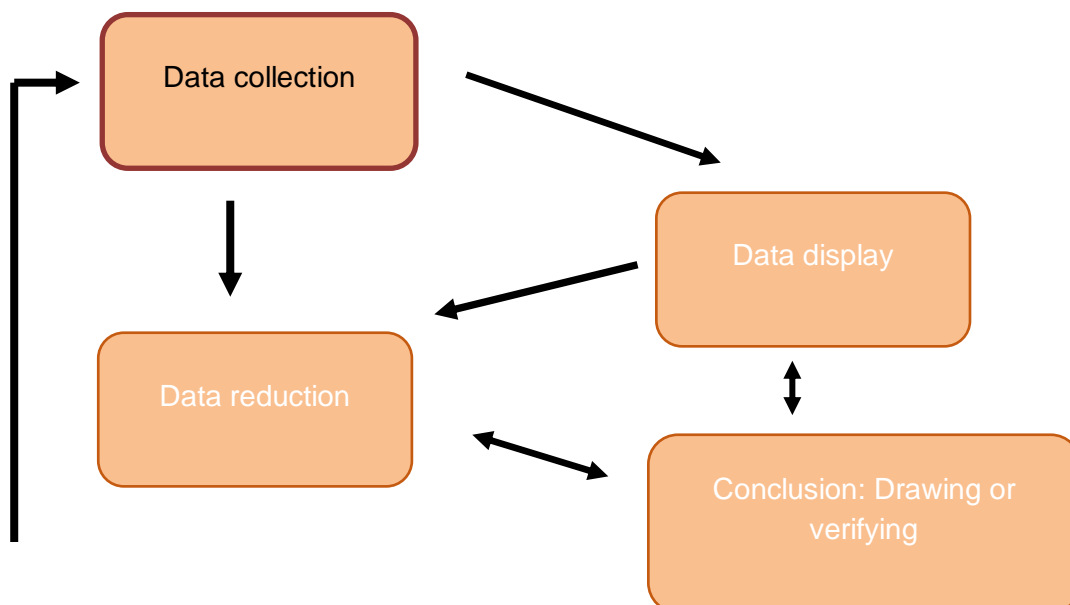
charts, which provide the ability to draw conclusions and take action.

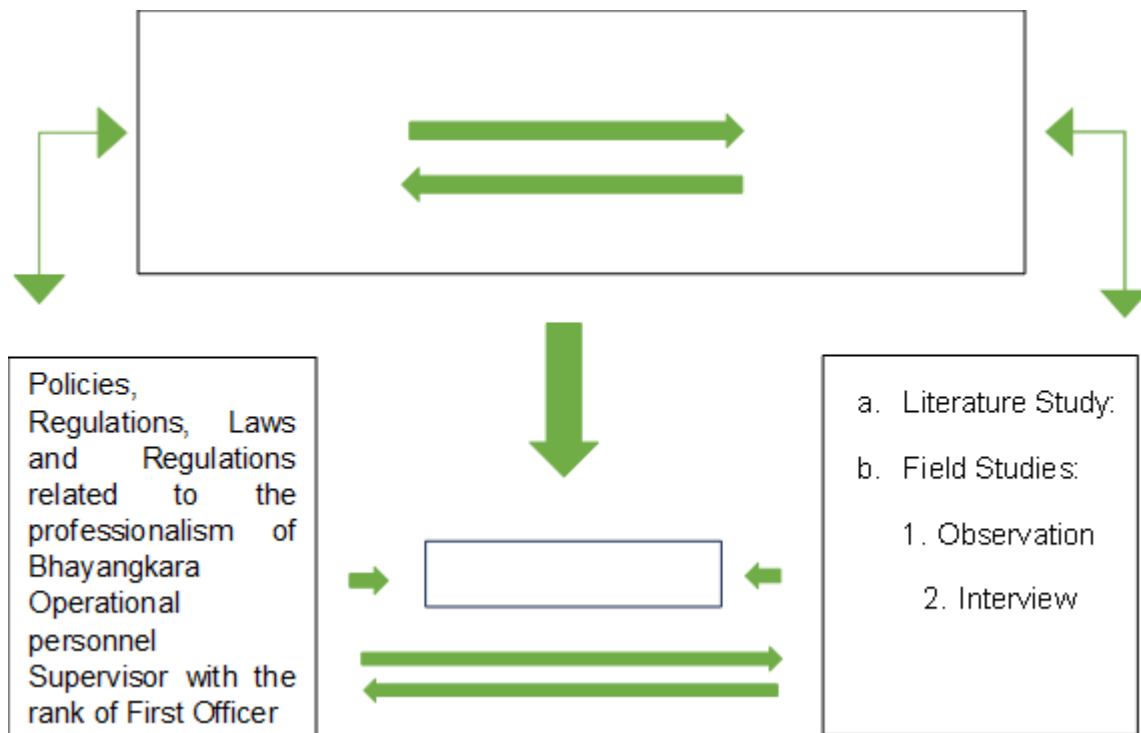


**Chart 1. Components in Data Analysis (Interactive Model)**

Third, Data Display (Data Presentation) in research is carried out as narrative text (narrative) to make it easier to determine patterns obtained from in-depth interviews with resource persons. Fourth is a Conclusion, which is a drawing or verification. The resulting conclusion must be based on strong, valid and consistent evidence so that the conclusion that will be put forward later is credible. From the conclusions obtained from in-

depth interviews, it may be able to answer the problem formulation because the problem formulation in qualitative research is still temporary, and can develop after conducting research in the field. The conclusions must be new and have never been seen in previous studies. The findings studied or described are still dim, and after research, the results become clear based on the data processed later.





**Chart 2. Data Analysis Schema with Triangulation Method**  
**Table 5 Key Informan**

NO.	INFORMAN	TOTAL	INFORMATION
<b>Internal</b>			
1.	Kasubdit 3 Ditkamneg Baintelkam	1	Key Informan 1
2.	Kanit Ditkamneg Baintelkam	2	Key Informan 2-3
3.	Kaurtu Ditkamneg Baintelkam	1	Key Informan 4
4.	Bhayangkara Operational Penyelia (BOP)	5	Key Informan 5-10
<b>Eksternal</b>			
1.	Ditjen Imigrasi Kemenkumham RI	1	Key Informan 11
2.	Staf BAIS TNI	1	Key Informan 12
<b>TOTAL</b>			<b>12</b>

The reasons for selecting key informants in this study can be arranged as follows: First, the Head of Sub Directorate 3 of the State Security Directorate of the National Police Security Intelligence Agency was selected based on education and work experience in the field of human resource development of the National Police and as the direct superior of Sub Directorate 3 who supervised 3 Unit Heads (Kanit) and 11 personnel of the Bhayangkara Operational Supervisor (BOP) with the rank of Inspector Two (Ipda) and Inspector One (Iptu). Second, the Head of Unit (Kanit) at the Directorate of State Security has an important role in fostering the Supervisory Operational Bhayangkara in his unit, so that he becomes a key informant who can provide direct interviews regarding the implementation of BOP

duties under his coordination. Third, the Head of Administrative Affairs (Kaurtu) at the Directorate of State Security is made a key informant because he is responsible for coordinating the planning needs of BOP personnel with the rank of First Officer to the Planning and Administration Bureau of the National Police Baintelkam. Fourth, BOPs are considered the primary source of interviews because they have an important role in the field as skilled operational functional officeholders, which realistically become key in obtaining intelligence information for leaders, even though their functional positions do not have special obligations. Fifth, elements of external interview sources of the National Police are also considered, including staff of the Directorate General of Immigration of the Ministry of Law and Human



Rights of the Republic of Indonesia, who are active partners in coordination and collaboration with personnel of the National Police Security Intelligence, as well as staff of the Strategic Intelligence Agency of the Indonesian National Army, who are users of intelligence information and partners in exchanging information with Police Intelligence personnel in operational situations and coordination meetings.

## RESULTS AND DISCUSSION

### Position Gap

Based on the Regulation of the Chief of Police Number 6 of 2017 concerning the Organizational Structure and Work Procedures (SOTK) of the National Police Headquarters, data on the composition of personnel owned by the National Police Security Intelligence Agency, that the number of personnel is 602 personnel, with details that have been submitted in Chapter 1. In table 4.1. It is clearly stated that for personnel with the AKP and Iptu / Iptu, the rank is zero (empty). In contrast, in real data, the number of personnel with the rank of First Officer (Pama □ IPDA, IPTU, AKP) is 163 (one hundred sixty-three) people. Iptu rank personnel numbered 61 (sixty-one) people, of which Iptu rank amounted to 101 (one hundred and one). In the List of Personnel Composition (DSP) listed in the Regulation of the Chief of Police mentioned above, personnel with the rank of First Officer are not included because the list only counts and calculates the number of personnel occupying structural positions. So, based on Presidential Regulation 42 of 2017, all National Police personnel with the rank of First Officer occupy functional positions, namely Bhayangkara Operational Supervisor (BOP).

The researcher then interviewed key informant 1, Head of Sub-Directorate 3 of the Baintelkam Directorate regarding the role of Bhayangkara Operational Supervisor (BOP) personnel, and he conveyed the following:

"The structural concept at Mabes indicates that there is nothing for Pama (First Officer) while at the operational level the existence of Pama is very important in the Police Headquarters because it carries out special activities of the Police Kresna operations and all kinds but the position of this Pama structure does not exist, hence the emergence of BOP."

This functional position at the skilled operational level, according to Presidential Regulation Number 42 of 2017, conveys that to improve professionalism, career coaching, and improve the quality of the implementation of duties of members of the National Police of the

Republic of Indonesia, it is necessary to establish functional positions of Members of the National Police of the Republic of Indonesia.

According to the Regulation of the Chief of the National Police of the Republic of Indonesia Number 3 of 2020 concerning the Career Development of Functional Officers, the Police Operational Position cluster is a set of types of Functional Positions of Police Members who carry out duties and functions in the context of carrying out the main duties of the National Police. A person occupying a cluster of functional positions must have technical competence in the form of knowledge, skills, attitudes/behaviours that can be observed, measured and developed specifically with the technical field of the position, in this case including the Bhayangkara Operational Supervisor (BOP) at the Directorate of State Security of the National Police Security Intelligence Agency. In addition, managerial competencies manifest in knowledge, skills and attitudes/behaviours that can be observed, measured, and developed to dream and manage organizational units. Thus, a Bhayangkara Operational Supervisor (BOP) personnel must be able to manage organizational units, as in this case, in units of the Directorate of State Security. One of the qualifications that occupy the functional position in question is educational qualifications obtained through formal education such as Elementary School, Junior High School, High School, and Higher Education (Diploma / Bachelor / Master).

"The cluster of operational functional positions in the National Police Security Intelligence Agency Work Unit is Intelligence investigators/investigators. This BOP is in response to the existing decision. Of course, there is a weak point at the time of the BOP that their welfare is not guaranteed intact because, in terms of their welfare support, the benefits are two levels below".

This was conveyed when researchers conducted more in-depth interviews with key informants 1. In deepening the gap in positions and qualifications of BOP personnel at the State Security Directorate of the National Police Security Intelligence Agency, researchers continued interviews and field observations within the State Security Directorate (Ditkamneg). According to the observations of researchers conducted within the Directorate of State Security, the second gap is the competency gap between individual personnel of the Bhayangkara Operational Supervisor (BOP). Where the competence of one BOP in a particular unit is not the same as other BOP personnel in the same or

different units. Third is the performance gap that occurs between BOP personnel from the source of First Officers AKPOL, SIPSS SIP and SAG, which is triggered by differences in general education background, track record or work/service experience in the field and individual behaviour of personnel who are willing to learn and not. The following will be described by researchers of gaps in both positions and qualifications based on the main aspects that affect the professionalism of BOP personnel. Assessed aspects that affect the professionalism of BOP personnel in the operational directorate, as follows:

#### **Performance Aspect**

"The BOP does not have a position and performance allowances such as structural. The difference is very noticeable, but I act loyal to the leadership and ready to be placed anywhere."

The obvious gap is in the position allowance they take home every month, which is Rp. 490,000, - to Rp. 540,000,-. While the amount of performance allowance received is Rp. 1,960,000, - with the lowest class of position, which should be a First Officer Personnel occupying positions 7 to 9, receiving a performance allowance of around Rp. 2,920,00, - to Rp. 3,780,000,-. This gap in the amount of functional and structural benefits at the First Officer level is quite influential on the performance of BOPs. Then, the researcher conducted interviews with key informant 7, related to creative ideas while working in the operational unit of Trafficking in Persons (trafficking) at the Directorate of State Security, conveyed as follows: There have been similarities since 2011 until now in researching whether creative ideas spill in situ or with other unit colleagues. Of course, there are complementarities from my unit and from other unit fields, which we will integrate. For example, he will go abroad if we conduct an Indonesian investigation. Of course, we will communicate with units in charge of foreigners and others.

This shows that BOP personnel in operational units are still quite productive in producing information that will be processed as input for the leadership, especially in the recent priority cases of trafficking. However, researchers also make observations and assess that in producing a report or writing a product as input to the leadership, not all BOP personnel can meet the product criteria expected by the leader.

#### **Competency Aspect**

On the one hand, interviews were also conducted with key informants 8 regarding the greatest achievements in his work during his tenure as BOP at the Directorate of State Security. The statement submitted is:

"The success of unit 3.3, namely the Trafficking in Persons Unit, some time ago, when it uncovered a trafficking network that sells internal human organs in Cambodia and involved 10 Indonesian citizens as one of its networks and 2 (two) foreigners. In addition, there is also the disclosure of fraud networks for Indonesian citizens in Poipet, Cambodia, Myanmar and Vietnam throughout 2023 around more than 20 Indonesian citizens and hundreds of others together with the National Police Criminal Investigation, Ministry of Foreign Affairs and Interpol. The case also involved Indonesian citizens as victims as well as perpetrators of international networks in it totalling more than 34 (thirty-four) people."

The researcher then interviewed to follow up on the basis mentioned above, to Key Informant 2, namely the Head of Unit (Kanit) at the Directorate of State Security, whether in the performance aspects mentioned above, the BOP personnel below already have work behaviour that follows the regulations mentioned above. The statement given is as follows:

"Those (BOP) who hold the rank of First Officer need encouragement and direction in doing their work. So far, they have carried out their duties according to the directions. However, we still need to evaluate to monitor the performance results and whether they are following the targets and quality expected by the leadership. For example, there is a long march of workers throughout Indonesia to the capital today, we must go to the field with them as an example and see if they have been able to make efforts to reduce the mass action of workers later."

When observing the competency aspects of the main key informant, namely the Bhayangkara Operational Supervisor personnel, the researcher observes several sub-aspects of competence as needed by a member of the National Police, namely technical competence and managerial competence. The technical competence of the police is divided into two, namely the general competence of the police with special competence (intelligence). Based on the Regulation of the Chief of the National Police of the Republic of Indonesia Number 16 of 2017 concerning the Career Pattern of Civil Servants within the National Police of the Republic of Indonesia, several competencies must be possessed by National Police personnel, including the Bhayangkara Operational Supervisor (BOP), including Technical competence refers to knowledge, skills and attitudes/behaviours that can be observed, measured and developed specifically

and is related to the technical field of the position work.

The position referred to in this case is the Bhayangkara Operational Supervisor (Skill) in collecting information/information documents and directing non-commissioned officers/civil servants under their authority. At the same time, the second skill required is management skills, which can be observed, measured, and developed in the form of knowledge, skills, and attitudes/behaviours to lead or manage an organization. The third competency is sociocultural competence related to knowledge/skills and observable attitudes/behaviours developed through interactive experiences with religiously and ethnically diverse societies as well as culturally, behaviours, national visions, ethics, values, ethics, feelings and principles that each person practices. Work must be respectful to achieve results following its function, position, and role.

#### **Loyalty Aspect**

Researchers also explore whether the BOP personnel have carried out their duties professionally by fulfilling aspects of accountability, performance, Loyalty, and competence. Through interviews conducted with key informants 5-10, one of them said that:

"I just carry out orders in principle, ma'am. Where I am placed. But as much as possible, I must be loyal to the leadership so my career will be long."

In this aspect of Loyalty, the qualifications of BOP personnel are still quite good. Most leaders within the Directorate of State Security see that the Loyalty of BOP personnel is quite good. For example, when they received orders to accompany the Director of State Security in attending several meetings on behalf of Kabaintelkam, these BOPs continued to carry out their duties. Even though it is not the duty of its function and role as a BOP in operational units when the order is implemented, they do not get compensation for transportation money or food money, all done with the support of each individual's budget. However, it is still found that the Loyalty of a BOP personnel to his leadership is different. When a BOP is loyal to the Sub-Directorate or Kanitnya but disloyal to the leader in other units or directorates. Or, Loyalty is not the same when the leader comes from the same source Officer as himself. Based on the results of interviews, affirmation of the theory that Loyalty is not only to the organization but is manifested in the form of Loyalty to superiors, colleagues or even subordinates to complement each other operational work units.

Of course, there are complementarities from my unit and from other unit fields, which we will

integrate. For example, he will go abroad if we conduct an Indonesian investigation. Of course, we will communicate with units in charge of foreigners and others.

#### **Accountability Aspect**

Then, the researcher continued the interview question to key informant 2, whether all the work of the BOP under him, including can be accounted for in terms of product and accuracy of information. The statement was then answered with:

"So far, the information and products produced have been quite good. We as Kanit, only help direct members when there are lacking products or information that is not yet detailed. Supervision is important in whether the leadership above us can account for the product. Training and mentoring of leaders for BOP personnel in operational units is very important.

Researchers agree with what was conveyed by key informant 9 above, that supervision is indeed needed in realizing high accountability for the value of an intelligence product or the implementation of investigation, security and intelligence gathering.

However, later, the researcher conducted another in-depth interview with key informant 1 with the statement:

"First, professionalism in the field of duty means that members and implementing units understand the main tasks, then optimize the achievement of targets as minimum standards that have been achieved and for optimal standards can develop, innovate, of course, cannot work alone but synergize and collaborate with related agencies. Supervision of the terrorist field is impossible for unit 31 to work alone without coordination with Densus 88, then from immigration, then from the Ministry of Law and Human Rights, including regional ranks and how to also divide the intersection of authority between agencies so that there is no overlap or there is clarity on the division of task implementation in the field through collaborative efforts and synergy."

Based on the statement above, according to key informant 1, professionalism contains performance aspects of BOP personnel in optimizing performance achievements as mentioned in National Police Regulation Number 2 of 2018 concerning Performance Appraisal of Police Members through the Performance Management System (SMK). Performance achievement is closely related to productivity as conveyed by that every workforce must have an achievement motive, strive to succeed and provide

results from their work, both quantity and quality Oemar Hamalik (2000). The researcher found key informant 6, stating that so far, the reports made by his unit have always received a quick response from the Police Bareskrim Task Force by carrying out various law enforcement actions, as mentioned below:

Every time we give a report and then follow up by the Bareskrim.

Along with the functional and operational aspects possessed by a person when called a professional, when they can do their work appropriately according to their tupoksinya and operationally because they can utilize their abilities and skills in the processes and procedures for implementing the work activities they pursue. This is supported by Presidential Regulation Number 42 of 2017, which states that Technical Competence and Managerial Competence must accompany the functional position of a National Police personnel.

#### **Personnel Qualification of Bhayangkara Operational Supervisor**

"They are indeed National Police personnel who occupy functional positions, so there is no need for professionalism in them. This position is only to accommodate their rank."

The statement delivered by the guest key informant illustrates that physically and non-physically, the existence of BOP personnel is not needed by the organization, so it is not demanded more by the organization in carrying out the main duties of its functions. However, researchers see something different in the field, precisely at the level of First Police Officers within the State Security Directorate of the National Police Security Intelligence Agency; they are the first level of managers (managers of members and problems) before the problem arises to the leadership. Structurally, all regulatory software within the National Police of the Republic of Indonesia, including the Security Intelligence Agency, BOP positions do not require special qualifications. However, in Presidential Regulation Number 42 of 2017, personnel occupying skilled operational functional positions, such as BOP, must have the technical competence and managerial competence following the needs of the Work Unit (Satker) Supervisory function. The statement delivered by the key informant differs from the needs at the operational level in the field. Although only occupying functional positions, all BOPs are actively responsible for supporting operational units in the field in various conditions. As stated by key informant 9,

"If we go on the pitch, we must get what the leadership needs, especially if it threatens the

security situation and public order. As an intelligence officer, he must be able to provide "flooding" to the leadership precisely and accurately. That's why we always try to establish relationships with friends in related Ministries/Institutions or groups so that when suddenly we need leadership, we are ready."

Referring to the opinion conveyed above by key informant 9, according to the researcher, although BOP personnel are First Police Officers as functional officials, it turns out that the main duties and roles demanded by organizations, especially operational units, are the same as personnel occupying structural positions. Researchers see the motto of the National Police Security Intelligence, "to be the eyes and ears of the leader," to be something that must be manifested by all Security Intelligence personnel, especially in the Directorate of State Security, which handles national-scale security issues. BOP has an important role in an operational unit, especially security intelligence.

Various efforts are made destructively and constructively in maintaining and creating safe and conducive conditions of security and public order through investigation, security and beheading activities. This effort can also be carried out in one form, namely closed Very Important Person (VIP) security as was done when there was a request for closed security for Ministerial-level state guests carried out by BOP personnel at the Directorate of State Security (Ditkamneg) as was done at the ASEAN Summit in early September 2023. Security during the visit of the Speaker of the Parliament of the Republic of Vietnam, HE. Mr. Vuong Dinh Hue from 4 to 7 July 2023, against the Deputy Speaker of the Croatian House of Representatives, HE. Davorko Vidovic on August 29 to September 3, 2023, Speaker of the South Korean Parliament, HE. Kim Jin Pyo from January 18 to 20, 2023. Therefore, based on the results of research both through interviews and observations within the State Security Directorate of the National Police Security Intelligence Agency, the qualifications of BOP personnel are influenced by several main aspects of professionalism per individual, as follows:

#### **Performance Aspect**

It appears explicitly from the statement of key informant 1 that the organization needs professional BOP personnel. Professional in carrying out the duties and orders of the leader/organization following the dynamics of the actual security and order situation, behaving productively and loyally in providing important information to be processed as material for leadership policy-making related to state security.

So through this statement, the performance aspect in the professionalism of a Bhayangkara Operations Supervisor is also influenced by understanding (personal thinking and budget support in organizational units. For example, throughout 2023, operational activities at the Operational Task Force at the National Police Headquarters were constrained due to government policies related to budget re-focusing or postponed so that many operational budget items were not

approved or even postponed their use. This is felt by operational units that should budget to support all activities, but it turns out that performance is affected. On the one hand, this tests Security Intelligence personnel to be more independent and loyal to the organization and leadership, related to the Security Intelligence task as the eyes and ears of the leader against any potential threat of disruption of existing kalimbas

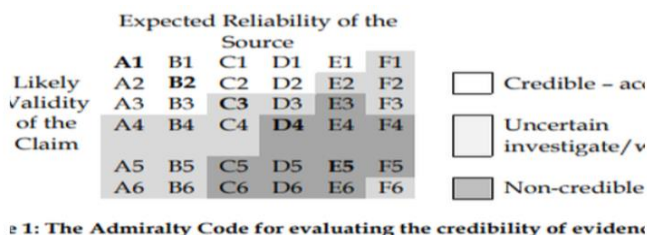


Figure 1. Value of Intelligence Information in accordance with Kabaintelkam Regulation Number 22 of 2020

In general, professionalism refers to a worker with a quality attitude in carrying out duties in the work or profession. Whatever the type of profession, a worker is not only required to have a professional nature but also to follow good behaviour to obtain professionalism. In addition, professionalism can also refer to a worker who has competent abilities and is balanced with a serious nature at work. So do not be surprised if applying this trait in work can have a positive impact. Work professionalism is defined as a very important role in a career.

**Competency Aspect**

“I have always assessed that an operational Bhayangkara must have the ability because we are an operational unit that must have operational capabilities in the field but also supported by operational capabilities in terms of administration or making reports in operational capabilities an operational Bhayangkara must have capabilities in the field because we are engaged in intelligence means must have intelligence capabilities or we call it with interpersonal skills in the field of intelligence, the assessments that have been carried out so far are that every member of the operational Bhayangkara carries out both operational and administrative duties and must report to me as the immediate supervisor then I must also report every result of the progress of work to my Ankum”

The opinion conveyed by the key informant above explains that operational units or directorates require individuals or BOP personnel with high professionalism in carrying out their profession as Security Intelligence personnel at the First Officer level. Special capabilities in the field of security intelligence, such as the ability to

collect information or information materials with vertical, horizontal, diagonal and cross-sectoral HTCK (Work Procedure Relations) patterns as well as with the intelligence community both openly (structural and operational lines) and closed (clandestine). Security Intelligence personnel must also be able to plan, analyze, and predict estimates of circumstances that can occur from the results of information or information material obtained and detected early. The main task and function of the National Police Security Intelligence to conduct investigation, security, and gathering requires all of the above abilities or competencies. This is following what was conveyed by the key informant above. However, researchers see that this aspect of competence or ability is still not evenly owned by each Bhayangkara Operational Supervisor (BOP) personnel.

**Loyalty Aspect**

Dari aspek loyalitas ini, tampak terjadi kesenjangan jabatan dan kualifikasi yang dialami oleh para BOP personnel at the State Security Directorate of the National Police Security Intelligence Agency. Loyalty that emphasizes devotion is influenced by motivation, work discipline, job satisfaction, work environment, job characteristics, occupational health and organizational culture. In the observations made by researchers within the Directorate of State Security, it appears that the Loyalty of each influences the position gap.

National Police Regulation Number 02 of 2018, concerning Performance Appraisal of Police Members with a Performance Management System, it states that all Police personnel is assessed based on generic (general) factors and

specific factors carried out by PP (Assessment Officer), AYD (Assessed Member), Colleagues (RK). In assessing these two factors, Loyalty becomes one of the parts assessed in doing a job, when the subjective assessment of each assessor will affect the level of confidence in the distribution of tasks in the field. This is reinforced by the statement of the interview results of key informant 6, who occupied the position of BOP:

We are in the unit, of course, and we have many achievements in implementing our duties; we can help What is assigned by the leadership to deal with border issues and trafficking crimes.

Researchers see that Loyalty or devotion is an important indicator of a person's professionalism in working personally and in a team. These things are also accompanied by indicators of willingness to cooperate, a sense of belonging to the Company, and a liking for work. For researchers, Loyalty is important between a subordinate and a superior or at least a teammate. It is impossible to entrust each other in a job or responsibility if each other has not seen a sense of trust, dependability, or even loyal behaviour. Loyal behaviour will be tested when tasks or activities are carried out by BOP personnel without being supported by any budget or facilities or benefiting themselves personally. The leader will see whether someone is loyal when the task given or the facilities prepared are not following the resources owned by BOP personnel.

In the interview, a statement from Key informant 2 was obtained which stated that:

"An organization can run well because each of us is loyal to leaders and leaders to subordinates, so an organization needs loyalty."

This is in line with what is the experience of researchers. When the leadership asks members or Intelligence personnel to do a job to support a conducive security and order situation, it turns out that the personnel do not feel they can carry out the order. On the one hand, he still tries to carry out the task according to his ability, so the leadership will appreciate his Loyalty. But when he chooses to avoid the task by presenting several reasons, then the loyalty assessment affects professionalism is proven.

Based on the statement above, the aspect of Loyalty of a National Police personnel is one of the things that affect his professionalism as a member of the National Police. Respect, Loyalty or Loyalty to the leadership of the organization or unit will be an objective and subjective assessment in the work environment. The working time that exceeds office hours, the demands of working as a member of the National Police, especially in the field of intelligence (early detection) of any

potential kamtibmas disturbances that can occur without getting any compensation (food or transportation money), then behaviour that does not rebel against regulations and policies that apply in the work environment, also becomes important. According to researchers, a person's professionalism in working or carrying out an activity entrusted or ordered can be tested from the Loyalty aspect. Loyalty behaviour or loyalty or devotion to the organization's goals, vision and mission must be possessed by all organization members to be realized effectively and accurately.

#### **Accountability Aspect**

Furthermore, the accountability or professionalism aspect of National Police personnel, especially the Bhayangkara Operational Supervisor (BOP), in carrying out their duties and functions is absolute. All activities, results or products, and information produced by a BOP must be accountable for its truth, facts and supporting data. As the eyes and ears of the leader, information or information material, products produced by Security Intelligence personnel must not be wrong or missed. The principle of public trust (in this case, the public or users), independence, which means how BOP personnel produce information/data/facts/reports in the form of written products or oral from the results of investigations, security and beheading, does not depend on the institution Without support or facilities from the organization/institution, BOP personnel carry out their main functions responsibly. The opinion of the researcher then confirmed by one of the key informants, who made the following statement:

"Each member has a responsibility to carry out his work, we equate it with others, we do not distinguish with structural and functional; we equate everything according to his rank, meaning The responsibility of an officer cannot be given to Non-commissioned Officers, Non-commissioned Officers have their own responsibilities, some statements according to their ranks"

The statement submitted by key informant 3, proves that accountability or accountability, as an important aspect in realizing the professionalism of Security Intelligence personnel, in this case BOP, is necessary. Elements of responsibility the ability to give answers (answerability), but it is also possible to have elements of blameworthiness and liability. When a person is asked to have high accountability, he is legally bound by the rules that apply in the organization, whether written or not. In the Regulation of the Chief of the National Police of the Republic of Indonesia Number 7 of 2006

concerning the Code of Professional Ethics of the National Police of the Republic of Indonesia, in Article 2, that the scope of regulation of the Police Professional Code of Ethics includes personality ethics, state ethics, institutional ethics and ethics in relations with the community. Suppose police personnel, especially BOP, do not meet the accountability aspects mentioned in Article 2 above. In that case, then data police personnel are subject to Article 15 of the same Perkap, which reads "Police members who are convicted of crimes with a minimum prison sentence of 3 (three) months which have permanent legal force, may be recommended by members of the Police Code of Ethics Commission hearing are not eligible to be retained as members of the National Police". Likewise, in financial / budget accountability in each activity, as conveyed by key informant 2, as follows

"Budget support in their assignments get equal rights? They get the same rights and the same accountability."

The statement, confirms that accountability also speaks that there is a balance between rights and obligations that must be accounted for by each individual. Accountability must be given independently before and after carrying out the duties or orders of the leadership, even though BOP personnel are only First Officers occupying functional positions. The opinion of the researcher, reinforced by the statement submitted by key informant 4, as written in the statement below:

"We never discriminate between functional and structural. We work together, then the work is the same, the transfer is also the same, so that there is no feeling of discrimination from members so that they get the same rights and the same obligations."

The statement mentioned above can also mean that the accountability aspect also speaks about the element of justice. A professional BOP personnel is an individual who can act fairly in carrying out his rights and obligations. BOP personnel will not invoke their rights when their obligations as Police Security Intelligence personnel have not been optimally implemented. However, observed by researchers during observations within the Directorate of State Security that some individuals claim their rights without first carrying out their duties and responsibilities as Security Intelligence personnel, in this case as BOP. In addition, accountability, according to researchers, is also related to the equality of behaviour given or received by each individual to the organization / operational unit. So the professionalism of BOP personnel is currently still not optimal to meet the accountability aspect.

## CONCLUSION

Several relevant findings can be concluded Based on the research results, including interviews, field observations, and literature studies. First, regulations governing the career development of National Police personnel, such as Regulation of the Chief of the National Police of the Republic of Indonesia Number 9 of 2016, Presidential Regulation Number 42 of 2017, and Regulation of the Chief of the National Police of the Republic of Indonesia Number 3 of 2020, have not been optimal in supporting the improvement of the professionalism of the Bhayangkara Operational Supervisor (BOP) at the Directorate of State Security of the National Police Intelligence Agency. This is due to the discrepancy in assignment projections and career patterns of first officers of the National Police from various sources, which only consider structural positions and have not included the factor of certification of skills. In addition, the importance of a deep understanding of the role of National Police personnel as State Civil Apparatus (ASN) has not been fully socialized.

Second, the professionalism of Bhayangkara Operational Supervisor (BOP) personnel in the State Security Directorate of the National Police Security Intelligence Agency is influenced by several key aspects. These aspects include performance, competence, Loyalty, and accountability. Individual performance becomes the main benchmark, while technical and managerial competence is important to support professionalism. Loyalty and accountability also play an important role in assessing personnel professionalism. In the context of Police Security Intelligence, performance, competence, Loyalty, and accountability significantly impact the quality of information generated and national stability.

In order to improve the professionalism of the Bhayangkara Operational Supervisor (BOP) at the State Security Directorate of the National Police Security Intelligence Agency, several recommendations were given. There is a need for new regulations that support the career development of first officer personnel of the National Police and the commitment of the leadership of the Directorate of Operations in accommodating structural vacancies in operational units. A new organizational structure supporting the existence of First Officers or BOPs is also needed so that they can contribute effectively to the operational unit. In addition, it is recommended to conduct further research on the recruitment pattern of the first officer of the National Police

within the Headquarters following the assessment of competence and behaviour concerned. Taking action based on these recommendations is expected to improve the professionalism of the Bhayangkara Operational Supervisors (BOP) and their contribution in safeguarding national security.

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