

Optimization of Human Resources in Enhancing the Performance of the Directorate of General Criminal Investigation Bareskrim Polri

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Abstract

Optimizing human resources to enhance the performance of the Directorate of General Criminal Acts of Bareskrim Polri is both urgent and strategic. The decline in the crime clearance rate, the increasing complexity of modern crime, and the growing demands for transparency and public accountability provide the empirical and theoretical foundation for this research. This study analyzes and formulates a human resource (HR) strengthening model to improve performance at the Directorate of General Criminal Acts (Bareskrim Polri). Using a qualitative field research approach, primary data was gathered through interviews, observation, and documentation, complemented by secondary data from literature and official documents. Analysis was conducted inductively, applying Human Capital Theory, Resource Based View, SWOT, and Economic Analysis of Law. Findings indicate that organizational performance relies on three pillars: work motivation, effectiveness of managerial roles, and personnel competence. Performance-based rewards, a supportive environment, and clear career paths enhance motivation. Effective managerial roles through strategic planning, organizing, direction, and data-based supervision strengthen coordination. Competency development via adaptive training and continuous evaluation improves investigation quality and minimizes errors. The resulting integrated strengthening model incorporates psychological, structural, and capability dimensions that interact systemically. Recommended implementation strategies include merit-based performance management reform, digitalization of HR management, strategic leadership strengthening, and developing a professional organizational culture. This comprehensive approach is expected to boost investigation performance, organizational effectiveness, and public trust in the police.

Keywords: Human Resource Optimization, Law Enforcement, Managerial Role, Organizational Performance, Work Motivation.

1. Introduction

The Directorate of General Criminal Acts of Bareskrim Polri is a strategic central-level unit that holds an important role in the national law enforcement system. As the frontline in handling general criminal acts, this directorate is required to be able to respond to the dynamics of modern crime that is increasingly complex, organized, and technology-based. In the context of national legal reform, superior human resources (HR) are regarded as the primary key to successful policy implementation and modernization of the law enforcement system. Without competent and adaptive HR, various policy innovations and advanced technological support will not produce optimal impact on improving institutional performance. Thus, optimizing HR management is a strategic agenda that cannot be postponed.



The urgency of HR management reform within Dittipidum becomes increasingly relevant when faced with challenges of contemporary crime, such as cybercrime, complex economic crimes, and criminal acts with cross-jurisdictional *modus operandi*. Such complexity demands law enforcement officials who not only understand the normative aspects of criminal law, but also possess multidisciplinary competencies, including digital forensics, criminal data analysis, and technology-based investigation techniques. From the perspective of Human Capital Theory, the quality of individuals improved through education, training, experience, and an adequate welfare system will directly contribute to increased productivity and organizational effectiveness. Thus, investment in personnel competency development is a prerequisite for improving the quality of investigations and case resolution.

However, performance data indicates structural problems. Based on data from the National Criminal Information Center (PUSIKNAS) for the period 2022-2025, there has been a significant decline in the Crime Clearance Rate (CCR), from 12.9% in 2022 to 6.0% in 2025. This decline does not fully correlate with the number of cases handled, which is actually fluctuating. This phenomenon indicates a gap between institutional capacity and the complexity of cases being faced. Within the framework of the Theory of Capacity versus Case Complexity, an increase in case complexity that is not accompanied by strengthening HR capacity and technological support will impact the declining effectiveness of case resolution. Further, the imbalance between the orientation of the due process model and the crime control model in investigative practice also has the potential to affect the speed and quality of case resolution.

Beyond the competency aspect, personnel work motivation is an important determinant in achieving organizational performance. Referring to Herzberg's Motivation Theory, intrinsic factors such as recognition, career development opportunities, and achievement play a significant role in shaping work satisfaction and commitment. In the context of Dittipidum, a performance appraisal system that is not yet fully objective and transparent has the potential to reduce motivation and affect personnel integrity. Low motivation not only impacts internal productivity, but also the public's perception of the professionalism of the police institution. Thus, HR management reform is not only oriented toward increasing technical capacity, but also toward building an organizational culture that is integrity-based and accountable.

The managerial aspect also becomes a crucial variable in HR optimization. The management functions of planning, organizing, directing, and supervising must be carried out strategically and performance-based. Leaders at Dittipidum play a central role in ensuring personnel placement according to competence (the right man in the right place), establishing measurable performance indicators, and conducting data-based evaluations. However, management practices within the police bureaucratic environment frequently face obstacles in the form of hierarchical organizational structures, resistance to change, budget constraints, and the suboptimal digitalization of HR management systems. This condition indicates the need for information technology-based management transformation to improve administrative efficiency and decision-making accuracy.

This research has novelty because it comprehensively integrates various theoretical and analytical approaches. In addition to being grounded in Human Capital Theory and Resource-Based View (RBV), which position HR as a strategic organizational asset, this research also uses the Economic Analysis of Law (EAL) approach through Cost-Benefit Analysis (CBA) to measure the effectiveness of HR management policies not only from an organizational perspective, but also from the standpoint of social and economic benefits for society. This approach is relevant given that the police institution as a public body must account for the use of state resources efficiently and be service-oriented toward the public.

Unlike previous studies that generally focus on the regional level (Polres or Polda) or only analyze a single variable partially, this research takes as its locus Dittipidum Bareskrim Polri as a central unit with national coverage. Thus, the research results are expected not only to provide academic contributions to the development of Police Science and HR management in the public sector, but also to provide strategic policy recommendations for improving national investigation performance.

Based on the foregoing description, optimizing HR in improving the performance of the Directorate of General Criminal Acts of Bareskrim Polri is an urgent and strategic issue. The decline in crime clearance rate, the complexity of modern crime, and the demands for transparency and public accountability form the empirical as well as theoretical foundation for the importance of this research. Therefore, this study aims to analyze and formulate a human resource strengthening model to improve performance at the Directorate of General Criminal Acts (Bareskrim Polri).

To describe the focus of the problem that serves as the object of research, a clear and focused research boundary is needed. Subsequently, the problem that serves as the object of research is limited only to the application of the form of human resource optimization strategies at the Directorate of General Criminal Acts of Bareskrim Polri; and is guided by an analysis of the strengths, weaknesses, opportunities, and challenges in its implementation to examine the factors of human resource quality and employee work motivation.

2. Literature Review

2.1. Public Service

According to Mahmudi (2007), public service encompasses all activities carried out by public service providers in order to meet the needs of society and carry out the provisions of laws and regulations. The concept of public service is related to the basic needs of society, which are influenced by the level of social and economic development. This level can change due to economic growth, industrialization processes, and political changes. Theoretically, government bureaucracy has three main functions, namely the service function, the development function, and the general governance function. The service function relates to government institutions that are in direct contact with society. Their main task is to provide direct services to the public. The development function relates to government institutions that handle one particular area of duty in the development sector.

2.2. Schein's Organizational Culture

Schein (2010) argues that a strong organizational culture can influence individual behavior and performance. To improve organizational performance, Dittipidum needs to build a culture that supports collaboration, open communication, and strong police values. This will encourage members to contribute better in their duties.

2.3. Human Resource Strategy

According to Noe et al. (2018), strategy comes from the Greek word "*strategos*" which was originally used in military language. The word refers to a grand plan that serves as the basis in a war or battle. In Webster's New American Dictionary, strategy is defined as work carried out in a directed and coordinated manner with various tactics, or as planning that combines art and management. Strategic management is a way or step taken to face the competitive challenges faced by a company (Noe et al., 2018).

3. Methods

This research uses a qualitative method with a field research approach. The qualitative approach was chosen because it allows researchers to explore and explain in depth the practices of human resource (HR) management at the Directorate of General Criminal Acts (Dittipidum) of Bareskrim National Police Headquarters in a narrative manner. This research emphasizes understanding the processes, meanings, and strategies of HR optimization, including aspects of skills, abilities, knowledge, and strategic actions taken in the post-pandemic period to improve organizational performance. This method refers to the principles put forward by Moleong (2017) and Creswell (2014), namely data collection through written or spoken words and observable behavior, which is descriptive, inductive, and emphasizes the development of substantive theory. The research questions are focused on the challenges faced by Dittipidum Bareskrim Polri in HR management, the effectiveness of training and development programs, bureaucratic or organizational cultural barriers, HR optimization strategies, and recommendations for improving the quality of case resolution and the effectiveness of law enforcement.

Research data consist of primary and secondary data. Primary data were obtained through in-depth interviews with leaders, HR staff, investigators, and related parties, as well as direct observation at the research location to record actual conditions, HR activities, and supporting infrastructure. Secondary data were obtained from literature studies, scientific journals, reference books, publications, and official organizational documents such as work reports and relevant case statistics to verify primary data. Data collection techniques were carried out through three main steps, namely in-depth interviews to obtain strategic information regarding HR management, direct observation to observe activities and working environment conditions, and documentation and secondary data study to complement and strengthen primary data.

Data analysis was carried out through four stages, namely research planning covering site selection, permit processing, selection of informants using purposive sampling, and preparation of interview guidelines; research implementation in the form of data collection through interviews, observation, and document study as well as data confirmation to ensure accuracy; data processing encompassing classification, editing, and interpretation of data for the preparation of discussion; and examination of data validity using triangulation among interviews, observation, and documentation to ensure validity and reliability.

Data analysis is inductive, building concepts, hypotheses, and theories based on research findings. The analytical approaches include Human Resource Capability (skills, abilities, and knowledge of Dittipidum members), Human Resource Action (post-pandemic strategic actions for HR optimization), and SWOT Analysis to identify strengths, weaknesses, opportunities, and threats in the implementation of HR strategies. Additionally, this research also uses the Economic Analysis of Law (EAL) approach to analyze the relationship between legal and economic aspects toward HR behavior and improving the quality of organizational services. Thus, this research method is expected to provide a comprehensive and in-depth picture of the HR optimization strategy at Dittipidum Bareskrim Polri.

4. Results and Discussion

4.1. Management of Motivation, Managerial Roles, and Competence at Dittipidum Bareskrim Polri

4.1.1. Management of Performance Motivation at Dittipidum Bareskrim Polri

Performance motivation is a fundamental factor that determines organizational effectiveness, especially in law enforcement institutions such as Dittipidum Bareskrim Polri, where work carries high risk, great psychological pressure, and strict demands for professionalism. Motivation drives the intensity, direction, and persistence of individuals in carrying out their duties (Robbins & Judge, 2017) and influences the quality of decisions, the thoroughness of analysis, and the integrity of task execution (Luthans, 2011). In the law enforcement sector, motivation is not only influenced by material factors, but also by moral values, professional ethics, and commitment to public service. Intrinsic motivation such as personal satisfaction, a sense of responsibility, and commitment to professional values is very important for maintaining consistency in work quality under high pressure (Ryan & Deci, 2000), while moral courage and perceptions of organizational justice determine the dedication and loyalty of personnel (Greenberg, 2001).

Motivational factors can be divided into internal ones, such as psychological needs, personal values, career orientation, and job satisfaction (Maslow, 1943), and external ones, such as reward systems, leadership, work environment, workload, and career development opportunities (Herzberg, 1966). Transformational leadership has been proven effective in increasing motivation because it is capable of providing a clear vision, role modeling, and moral support for organizational members (Bass & Riggio, 2006). Motivation management strategies include performance-based reward systems (Armstrong, 2014), periodic constructive feedback, creation of a supportive work environment, development of transparent career paths, and integration of motivation with performance management, including the setting of specific and challenging targets (Locke & Latham, 2002), objective evaluation, recognition, and continuous improvement (Skinner, 1953).

Motivation management must also pay attention to barriers that can reduce effectiveness, including structural barriers such as lengthy bureaucracy and complicated procedures, psychological barriers such as work stress and fatigue, cultural barriers arising from an overly hierarchical organizational culture, and leadership barriers in the form of unfairness or inconsistency in decisions. To address these, comprehensive reform is needed: development of a reward system based on objective indicators, improvement of leadership capacity, strengthening of communication systems, clear career paths, and utilization of technology for real-time performance monitoring. Motivation evaluation must be carried out periodically using a combination of quantitative and qualitative indicators, as well as multi-source methods such as 360-degree evaluation, so that the organization can detect declines in work enthusiasm and make timely interventions.

With integrated management, performance motivation can increase productivity, work quality, emotional stability of personnel, and public trust, while low motivation has the potential to reduce performance, increase procedural errors, and weaken professionalism. Therefore, performance motivation management must be viewed as a multidimensional process and a long-term strategic investment, involving the interaction between individuals, the organizational system, and leadership.

4.1.2. Management of Managerial Roles at Dittipidum Bareskrim Polri

Managerial roles are the key to organizational success, especially in law enforcement institutions that have hierarchical structures, strict procedures, and great public responsibility. Managerial functions include planning, organizing, directing, and supervising to ensure that organizational resources are used effectively and efficiently (Carter & Fayol, 1986). In the context of investigative organizations, the complexity of managerial roles increases because leaders are not only responsible for managing human resources and work facilities, but are also responsible for the quality of the legal process. Therefore, the capabilities of leaders must encompass strategic, analytical, and psychological leadership aspects. Mintzberg (1973) classifies managerial roles into three main categories: interpersonal, informational, and decision-making, all of which are relevant in an investigative organization, from building harmonious relationships with members, managing case information, to making quick and accurate decisions.

The dimensions of managerial roles can be seen through strategic planning, resource organizing, directing, and supervision and evaluation. Strategic planning includes setting objectives, prioritizing case handling, personnel allocation, and operational strategies. Organizing encompasses task division, personnel placement according to competence, and inter-unit coordination to prevent overlapping tasks. Directing focuses on motivation, guidance, and persuasive communication to ensure members understand work instructions, while supervision and evaluation ensure that tasks proceed in accordance with established plans and standards and serve as a means of continuous improvement. Research shows that organizations with effective leadership have higher productivity compared to organizations with weak leadership (Yukl et al., 2013).

The effectiveness of managerial roles is influenced by the competence of leaders, the organizational system, work culture, and resource support. Leadership competence includes the ability to formulate strategies, manage conflicts, and make appropriate decisions. A clear organizational system facilitates coordination and supervision, while a work culture that supports professionalism facilitates personnel management. Resource support such as personnel, facilities, and technology are important factors for leaders to be able to carry out managerial functions optimally. Strategies for strengthening managerial roles include improving leadership capacity through education and training, performance evaluation, strengthening cross-unit coordination, and developing management information systems that enable data-based decision-making in real time.

Strategic leadership is at the core of managerial management, which not only focuses on operational control but also on the ability to read trends, anticipate risks, formulate innovative steps, possess a clear vision, conduct strategic communication, make quick and accurate decisions, and build organizational trust. Structural barriers, resource constraints, psychological pressure, and a work culture that does not support professionalism can reduce managerial effectiveness. With effective management of managerial roles, law enforcement organizations can increase productivity, coordination, stability, and the quality of legal services, while weak management risks causing internal conflicts, procedural errors, and performance decline.

4.1.3. Management of Competence at Dittipidum Bareskrim Polri

Competence is a combination of knowledge, skills, attitudes, values, and personal character that enables individuals to carry out tasks effectively (Spencer & Spencer, 1993). In the context of a law enforcement organization, competence not only encompasses technical abilities, but also professional behavior, ethics, and analytical thinking capacity. Investigative officers are required to possess multidisciplinary abilities, including an understanding of

criminal law, investigation techniques, evidence analysis, interrogative communication, and mastery of forensic technology. This complexity shows that competence cannot be built instantly, but rather through structured continuous learning so that officers can handle cases accurately, reduce procedural errors, and accelerate case resolution (Becker, 2009).

The competence of investigative officers is integrative and adaptive in nature. Integrative means that technical and non-technical abilities develop in a balanced manner. Technical abilities include mastery of criminal law, investigation procedures, evidence collection techniques, and use of investigative tools, while non-technical abilities include interpersonal communication, emotional management, negotiation, and teamwork. Adaptive means that competence must be updated to keep pace with technological developments and criminal modus operandi, and must be integrity-based because the quality of law enforcement is highly dependent on the ethics and moral values of officers.

The dimensions of competence consist of four main aspects. First, knowledge, encompassing an understanding of law, investigation procedures, and criminality theory, which must be continuously updated through education and training. Second, skills, namely practical abilities such as interviewing techniques, document analysis, evidence collection, and use of investigative equipment, which are obtained through practice and field work. Third, attitude, in the form of professional behavior, discipline, responsibility, objectivity, and work ethics, which determine the consistency and quality of task execution. Fourth, experience, namely practical learning from case assignments and job rotation, which enables individuals to understand complex situations and make decisions based on professional intuition.

Competency management includes the stages of identification, assessment, development, evaluation, and follow-up. Identification determines the competency standards for each position, while assessment compares individual abilities against those standards. Development is carried out through formal education, technical training, mentoring, and field experience, while evaluation assesses the effectiveness of programs by comparing performance before and after training. McClelland emphasizes that competency development must be based on actual performance needs so that learning has practical value (McClelland, 1973). Kirkpatrick adds the importance of comprehensive evaluation at four levels: participant reaction, learning, behavioral change, and performance outcomes (Kirkpatrick, 1998).

Leadership plays a strategic role in competency management. Leaders function as directors of training policy, mentors in the transfer of practical experience, performance evaluators, and shapers of a learning culture. A strong learning culture encourages members to continuously improve their abilities, adopt innovations, and be intrinsically motivated. Barriers to competency management can arise from resource constraints, structural barriers resulting from lengthy administrative procedures, individual psychological resistance to learning, and technology limitations related to modern training facilities.

Strategies for optimizing competency management include formulating clear competency standards, mapping individual abilities, innovative training methods such as case simulations and project-based learning, integration of competence with the career system, and continuous evaluation for timely monitoring and intervention. With this systemic approach, competency management can improve work quality, professionalism, investigative effectiveness, and public trust. Competence is not merely an individual attribute, but the result of the interaction between personal ability and organizational support. Therefore, competency development must be viewed as a long-term investment that determines the success of the organization in facing increasingly complex task challenges.

4.2. Optimization of Motivation, Managerial Roles, and Competence at Dittipidum Bareskrim Polri

The optimization of motivation, managerial roles, and competence constitutes the three main pillars in improving the performance of a law enforcement organization that cannot be separated from one another. These three aspects do not stand alone, but are systemically interconnected and form an organizational framework that determines the effectiveness of task execution. In the context of an investigative organization, optimizing all three is very important because the quality of work results that lead to legal justice is highly dependent on individual ability, managerial support, and the psychological drive possessed by personnel. Professional law enforcement not only requires intellectual intelligence, but also mental resilience and a robust support system to face the dynamics of increasingly complex criminality.

Competence in an investigative organization is the most fundamental foundation that determines the legality and accountability of a legal product. This competence encompasses mastery of substantive law, procedural law, and technical proficiency in collecting both digital and conventional evidence. In the era of digital transformation, competence is no longer static; investigators are required to have adaptive capabilities in relation to new criminal modus operandi such as cybercrime and cross-border money laundering. However, competence without ethics is a major risk for the organization. Therefore, competency development must encompass aspects of integrity so that the discretionary power held by investigators is not misused. When an investigator has adequate competence, confidence in taking legal action will increase, which automatically minimizes procedural errors (unprocedural conduct) that often become weak points in pre-trial proceedings.

Although competence has been met, optimal performance will not be achieved without strong motivation as the internal driving force. Motivation in a law enforcement organization has unique characteristics because personnel often work under high pressure, physical threats, and temptations of gratification. Intrinsic motivation, born from professional pride and a sense of justice, becomes the main defensive bulwark of investigators. However, the organization is also responsible for providing healthy extrinsic motivation through a transparent reward system and a merit-based career path. Without a maintained psychological drive, the risk of the burnout phenomenon or mental fatigue is very high, which in turn will reduce thoroughness in case filing and weaken the fighting spirit in uncovering difficult cases.

This is where the managerial role enters as the third pillar that unites competence and motivation into a directed organizational force. Managers in an investigative unit (such as Kanit or Kasat) function not only as commanders, but also as mentors, supervisors, and protectors. Effective managerial roles include the ability to conduct efficient investigation planning, organize a solid team, and conduct close supervision (*waskat*) to ensure there is no deviation. Good management can identify shortcomings in the competence of its members and provide solutions in the form of training, while also being able to maintain the rhythm of work so that team motivation does not decline. Beyond that, the managerial role acts as a policy filter, ensuring that instructions from the strategic level can be technically implemented in the field without violating applicable legal rules.

The systemic connection between these three pillars creates a performance cycle. When managerial roles function well, they will be able to create competency development programs that are relevant to field needs. This increase in competence then gives rise to a sense of capability (self-efficacy) in investigators, which is one of the main triggers of work motivation. Conversely, motivated investigators will be more eager for knowledge and tend to be more proactive in improving their competence independently. Without any one of these pillars, the organization will be imbalanced. For example, a unit with highly competent investigators but

low motivation will only work “minimally” without innovation. Conversely, high motivation without adequate competence is actually dangerous because it can lead to careless actions that violate human rights.

The output of optimizing these three pillars is the creation of high-quality case files, capable of withstanding judicial scrutiny, and able to provide legal certainty. In a broader perspective, solid investigative organizational performance will directly contribute to improving public trust in law enforcement institutions. The public will feel safe when they know that every report is handled by investigators who are competent (expert), motivated (earnest), and well-managed (accountable). It is this public trust that becomes the social capital for the police to gain community support in efforts to prevent and eradicate crime in the future.

4.2.1. Future Challenges and Transformation

Facing future challenges, investigative organizations must carry out structural transformation so that these three pillars remain relevant. This includes digitalization of case management to strengthen the managerial role in supervision, as well as the use of psychological technology to monitor the level of motivation and mental health of personnel. Competence must also be expanded into the realm of artificial intelligence and big data analytics so that investigators are not left behind by criminal actors. Overall, strengthening motivation, managerial roles, and competence is not merely an administrative effort, but a continuous commitment to upholding the dignity of law enforcement as the frontline of justice. By integrating all three harmoniously, investigative organizations will not only achieve quantitative targets for case resolution, but also achieve a quality of law enforcement that is more humane and civilized.

4.2.2. Optimization of Personnel Work Motivation

Work motivation is an internal force that drives individuals to act and achieve certain goals. In an organization, motivation is not only influenced by internal factors such as needs and aspirations, but also by external factors such as recognition, work environment, and leadership. Robbins states that motivation is a process that explains the intensity, direction, and persistence of a person in achieving goals (Robbins, 2001). Therefore, optimizing motivation means increasing all three of these aspects simultaneously. Motivation optimization can be carried out through a needs-based approach. The hierarchy of needs theory explains that individuals will work more optimally if their basic needs are met first before higher-level needs can be achieved (Maslow, 1943). In the organizational context, meeting basic needs includes certainty of duties, job security, and welfare. Once basic needs are met, the organization needs to provide opportunities for self-development and recognition so that personnel are driven to achieve higher accomplishments.

In addition, the two-factor theory explains that motivation is influenced by motivator factors and hygiene factors. Motivator factors such as achievement, responsibility, and self-development will increase job satisfaction, while hygiene factors such as organizational policies and working relationships prevent dissatisfaction (Herzberg, 1966). Motivation optimization means ensuring that both factors are fulfilled in a balanced manner.

Providing recognition is also an important instrument in motivation optimization. Recognition does not always take the form of material rewards, but can also consist of acknowledgment, opportunities to participate in training, or promotion. A fair reward system will increase members' trust in the organization, driving them to work better. Conversely, a non-transparent reward system can reduce motivation by creating perceptions of injustice.

The work environment also influences motivation. A conducive, communicative, and supportive work environment will improve the psychological comfort of members. This

comfort influences work concentration and the ability to complete tasks effectively. Therefore, the organization needs to ensure that the work environment supports the productivity and mental well-being of personnel.

4.2.3. Optimization of Managerial Roles

Managerial roles are a determinant of organizational success because managers function as directors, controllers, and decision-makers. Mintzberg argues that managerial roles include interpersonal, informational, and decision-making roles (Mintzberg, 1973). Optimizing managerial roles means improving the effectiveness of carrying out all three of these roles.

In the interpersonal role, leaders act as leaders and motivators. Leaders must be able to build harmonious working relationships and create a positive work climate. Good interpersonal relationships will increase members' trust in their leaders, making work coordination more effective. Leaders who are capable of communicating openly tend to be more successful in mobilizing their team compared to authoritarian leaders. In the informational role, leaders function as the center of organizational information. Leaders must be able to manage information accurately and distribute it to members according to task requirements. Clear information will minimize work errors because members understand what they need to do. Conversely, incomplete information can lead to misinterpretation that impacts work quality.

In the decision-making role, leaders are responsible for determining work strategies and solutions to problems. Making appropriate decisions requires rational, data-based analysis. Therefore, optimizing managerial roles requires improving the analytical abilities of leaders. Leaders must be able to consider various alternatives before deciding in order for the outcome to be effective and low-risk.

Leadership training is one way to optimize managerial roles. This training aims to improve communication skills, decision-making, and conflict management. In addition, a leadership evaluation system is also needed to assess the effectiveness of leaders' performance. Evaluation can be conducted through assessment of work unit performance, subordinate feedback, and achievement of organizational targets.

4.2.4. Optimization of Personnel Competence

Competence is a combination of knowledge, skills, and attitudes that enables a person to carry out tasks effectively. Spencer explains that competence is the basic characteristic of an individual that is directly related to superior performance (Spencer & Spencer, 1993). Optimizing competence means improving all of these aspects in an integrated manner. Competency development begins with identification of capability needs. The organization must know what competencies are needed to carry out tasks. This identification is carried out through job analysis and performance evaluation. By knowing the competency needs, the organization can design relevant training programs.

Training is the primary method for improving competence. Effective training must be practice-based, not merely theoretical. Case simulation methods, field studies, and problem analysis discussions have been proven to improve participants' understanding because they are directly involved in the learning process. Active learning is more effective than passive learning because participants gain real experience. In addition to formal training, competence can also be improved through work experience. Special assignments or job rotation provide opportunities for individuals to develop new abilities. Field experience often produces deeper learning because individuals face real situations that demand direct solutions.

Competency evaluation is also important to carry out periodically. Evaluation aims to assess whether individual abilities are in accordance with established standards. If deficiencies

are found, the organization can immediately provide additional training. Periodic evaluation ensures that members' competence is always at an optimal level. Optimization of these three aspects cannot be carried out separately because each influences the others. High motivation without adequate competence will not produce optimal performance. Conversely, high competence without motivation can cause individuals to not utilize their abilities to the fullest. Likewise, motivation and competence will not develop without effective managerial support.

Integration of the three aspects can be realized through a performance management system approach. This system connects organizational targets with individual performance through clear indicators. A performance management system enables leaders to monitor members' achievements while providing feedback. Feedback serves to improve performance while also increasing motivation. Organizational culture also plays a role in this integration. A work culture that emphasizes professionalism, discipline, and continuous learning will strengthen the relationship between motivation, competence, and leadership. Organizational culture becomes the value framework that directs members' behavior so they work in accordance with established standards.

Optimization of motivation, managerial roles, and competence can be realized through several implementative strategies. First, formulation of clear performance standards so that every member understands work targets. Clear standards increase motivation because individuals know the measure of success. Second, strengthening the system of continuous training to ensure competence is always developing. Third, improving the quality of leadership through managerial training and periodic evaluation. Fourth, implementation of a performance-based reward system so that individuals are driven to achieve accomplishments. Additionally, the use of information technology can support the optimization of all three aspects. Technology enables accurate management of performance data, the conduct of online training, and faster internal communication. Utilization of technology improves management efficiency and accelerates the decision-making process.

Conceptually, optimization of motivation, managerial roles, and competence can be understood as a process of improving organizational capacity through the strengthening of human factors. This approach positions human resources as strategic assets. Organizations that successfully manage all three aspects will have performance advantages because their members work with maximum capability and clear direction. A systemic approach shows that the success of optimization depends on the alignment between organizational policies and individual needs. Policies that support self-development will increase members' loyalty. This loyalty contributes to organizational stability because members have long-term commitment to their duties.

Based on the foregoing description, it can be concluded that optimization of motivation, managerial roles, and competence is a comprehensive strategy for improving organizational performance. Motivation functions as an internal driver, competence as capability capacity, and managerial roles as the director of the work process. The three together form one system that determines the success of task execution. Effective optimization must be carried out through an integrated approach that encompasses organizational policies, individual development, and leadership strengthening. Without an integrated approach, performance improvement efforts will proceed in a partial manner and will not produce significant change. Therefore, the organization needs to design a long-term strategy that ensures all three aspects develop simultaneously.

4.3. Strengthening Model for Optimizing Motivation, Managerial Roles, and Competence in Improving Performance at Dittipidum Bareskrim Polri

4.3.1. Conceptual Foundation of the Strengthening Model

The strengthening model is based on the assumption that performance improvement cannot be achieved through a single intervention. Modern organizations require a holistic approach that strengthens all dimensions of human resources. Motivation functions as a driver of work behavior, competence as the capacity for task execution, and managerial roles as the directing mechanism. The three form a dynamic structure that determines organizational effectiveness.

Organizational behavior theory explains that motivation influences the intensity of individual effort, while competence determines the ability of individuals to use that effort effectively (Robbins, 2001). Meanwhile, leadership plays a role in directing individual energy to align with organizational goals (Yukl et al., 2013). Thus, the strengthening model must be designed to improve all three variables simultaneously in order to produce a significant performance impact.

This integrative approach is also supported by performance theory, which states that performance is a function of ability and motivation, with leadership as a reinforcing factor that connects the two (Vroom, 1964). Without effective leadership, motivation and competence cannot be optimally utilized because there is no coordination directing individual potential toward organizational targets.

4.3.2. Structure of the Strengthening Model

The strengthening model consists of three main interconnected dimensions, namely psychological, structural, and capability dimensions. The psychological dimension focuses on strengthening work motivation. This dimension emphasizes the importance of meeting individual needs, providing recognition, and creating a supportive work environment. High motivation increases individuals' readiness to exert maximum effort in completing tasks. The structural dimension relates to strengthening managerial roles. This dimension emphasizes the effectiveness of leadership in managing resources, making decisions, and coordinating activities. A strong managerial structure ensures that work activities proceed systematically and in a directed manner.

The capability dimension relates to strengthening personnel competence. This dimension encompasses the improvement of knowledge, skills, and professional attitudes through training and work experience. High competence enables individuals to complete tasks accurately and efficiently. These three dimensions are interrelated. Motivation without competence produces work enthusiasm without optimal results. Competence without motivation produces abilities that are not utilized. Meanwhile, both will not be effective without leadership that is able to direct work activities. Therefore, the strengthening model must be designed as an integrated system.

4.3.3. Operational Mechanism of the Model

The strengthening model works through a series of systematic operational mechanisms. The first mechanism is identifying the initial condition of the organization. At this stage, an analysis is carried out on the level of motivation, quality of leadership, and competence of personnel. Analysis of initial conditions serves as the basis for planning the strengthening strategy. Without mapping the initial conditions, the interventions carried out risk missing their intended target. The second mechanism is designing the intervention strategy. Strategies are designed based on the results of needs analysis. If motivation is low, the organization needs

to strengthen the reward system. If competence is lacking, the organization needs to increase training. If leadership is less effective, the organization needs to improve the managerial system. Strategies must be specific in order to directly address the problem.

The third mechanism is implementing the strengthening program. Programs are implemented through real activities such as training, mentoring, performance evaluation, and improvement of internal communication. Implementation must be carried out consistently so that changes can be felt by all members of the organization. The fourth mechanism is evaluation of results. Evaluation aims to assess the effectiveness of the strengthening program. Evaluation is carried out by comparing conditions before and after intervention. If a performance improvement occurs, the program is considered successful. If not, the organization needs to revise the strategy. The fifth mechanism is continuous refinement. The strengthening model is not a one-time program, but rather a repeated process that is continuously adjusted to the needs of the organization. A continuous approach ensures that performance improvements can be maintained in the long term.

4.3.4. Motivation Strengthening Strategy

Motivation strengthening is carried out through a needs-based approach, recognition, and work environment. The theory of needs explains that individuals will work more optimally if their psychological needs are met (Maslow, 1943). Therefore, the organization needs to ensure that personnel obtain a sense of security, recognition, and opportunities to develop. The reward system is an important instrument in motivation strengthening. Recognition can take the form of promotion, certificates, educational opportunities, or formal acknowledgment. Recognition increases perceptions of organizational justice so that individuals feel valued for their contributions. Perceptions of justice have been proven to increase work commitment (Adams, 1965). The work environment also influences motivation. A supportive environment increases psychological comfort and reduces work stress. This condition allows individuals to concentrate on their tasks, thereby increasing productivity. Therefore, the organization needs to create a positive and communicative work culture.

4.3.5. Managerial Role Strengthening Strategy

Strengthening of managerial roles is carried out through improving leadership capacity. Effective leadership is characterized by the ability to direct, motivate, and coordinate members. Mintzberg states that managers have interpersonal, informational, and decision-making roles (Mintzberg, 1973). Managerial strengthening means improving the effectiveness of carrying out all three of these roles. Leadership training is the primary method of strengthening. Training helps leaders develop communication skills, problem analysis, and decision-making. In addition to training, mentoring is also important because it allows leaders to learn directly from the experience of seniors. Leadership evaluation is also needed to ensure the effectiveness of managerial roles. Evaluation can be carried out through assessment of work unit performance, member satisfaction surveys, and achievement of organizational targets. The results of the evaluation serve as the basis for leadership improvement.

4.3.6. Competence Strengthening Strategy

Competence strengthening is carried out through training, work experience, and periodic evaluation. Practice-based training has been proven to be more effective because participants directly apply the knowledge they acquire, in line with the principle of experiential learning (Kolb, 1984). Work experience, including special assignments or job rotation, provides contextual learning that cannot be obtained through theory alone. Regular

competency evaluation helps ensure that individual abilities meet standards and identifies needs for additional training.

Integration of motivation, competence, and managerial roles is at the core of the strengthening model. A performance management system connects organizational targets with individual performance so that every member understands their work objectives and role. Constructive feedback helps improve motivation and competence, while leadership ensures that this mechanism operates objectively and regularly. An organizational culture that emphasizes professionalism, discipline, and continuous learning strengthens the relationship between motivation, competence, and leadership.

Implementation of this model has been proven to improve organizational performance, including productivity, quality of decisions, work coordination, and member professionalism. Professionalism is especially important in law enforcement organizations because it determines public trust in the institution. Theoretically, this competency strengthening is in line with the theory of strategic human resources that positions HR as the primary asset of the organization (Barney, 1991) and the theory of organizational effectiveness that emphasizes the optimal utilization of resources to achieve goals (Etzioni, 1964).

Overall, the strengthening model affirms that performance improvement is not merely the result of individuals, but of the interaction between individuals and the organizational system. A comprehensive and continuous strategy ensures that performance improvement becomes a permanent characteristic of the organization, in which motivation drives, competence provides ability, and leadership directs action.

5. Conclusion

Based on the research results, the performance of Dittipidum Bareskrim Polri is heavily influenced by three main aspects of human resources, namely motivation, managerial roles, and personnel competence. Performance problems are predominantly sourced from internal factors, such as a mismatch between HR capacity and case complexity, minimal continuous training, suboptimal performance evaluation, and an organizational culture that does not sufficiently support innovation. Well-managed motivation improves professionalism, productivity, and public trust, while low motivation can reduce performance and cause procedural errors. Effective leadership ensures that coordination, decision-making, and supervision function optimally, while adequate competence enables personnel to carry out their duties professionally, accurately, and efficiently. These three aspects are interrelated, so performance improvement must be carried out systemically and in an integrated manner. To that end, it is recommended that structured long-term HR development, reform of a performance-based motivation system, strengthening of leadership through training and mentoring, improvement of competence through adaptive training and organizational learning, digitalization of HR management, and implementation of an integrated strengthening model as an institutional policy all be undertaken. Further research is advised to use a quantitative or mixed method approach and expand the research object in order to obtain a more comprehensive picture.

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