The Impact of Artificial Intelligence (AI) on Human Resources: A Case Study of the Indonesian Police Institution

Original Article

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Abstract

Artificial Intelligence in the digital era has brought significant changes in the way companies manage and utilise human resources. Artificial Intelligence is expected to assist in various aspects of human resource management, particularly in military or state security sectors. This study focuses on the impact of AI on human resources within the Indonesian police force. The use of AI tools in managing the large amount of employee data in the police force is seen as beneficial. Matching the right person with the right job is a key challenge for human resource professionals, which AI and automation technology can help with. AI aids in forecasting future employee needs and making effective recruitment choices. Performance management tools driven by AI offer opportunities for both employees and organisations in police forces. AI can also help in evaluating employees fairly through multi-attribute decision-making processes. Additionally, AI systems can assist managers in determining appropriate compensation and benefits for police personnel.

1. Introduction

The existence of the industrial revolution has pioneered many major changes in the world, ranging from how individuals live their daily lives to how groups, companies and even countries run sustainably. The fourth industrial revolution involves the fast advancements in technologies like AI, big data, machine learning, mobile tech, IoT, geo-tagging, VR, speech recognition, and biometrics. Artificial Intelligence is one of the results of technological advances that contribute to bringing about massive changes. With the development of technology followed by the acceleration of the existence of Artificial Intelligence, there are many innovative and creative breakthroughs in many sectors including the field of human resource management, so that existing breakthroughs can also be implemented for human resource management of military or security personnel in Indonesia.

In the United States, the Department of Defense implemented a strategy in 2018 to use Artificial Intelligence for identifying, prioritising, and selecting mission initiatives, as well as managing human resources (Sudrajat et al., 2023). Human resources are one of the important factors in an organisation. In order for management activities to run well, organisations are required to have human resources who have high knowledge and skills as well as efforts in carrying out optimal organisational management as optimally as possible. This aims to improve employee performance which in turn can help the organisation to achieve organisational goals. Arifin (2016) explains that human resources have become one of the

main capitals in an organisation, this is because human resources are considered to make an invaluable contribution to the strategy to achieve organisational goals. Almasri (2016) also explains that Human resources play a key role in achieving development goals and are seen as a valuable asset for development. Human qualities are aligned with the needs of development and society.

Human resources play a crucial role in all organisations, which are created with different visions to benefit people. The importance of human resources in an organisation requires every organisation to get qualified and productive employees to run the organisation. In this tight global competition, human resources have become one of the factors that have an important role in maintaining organisational sustainability, credibility and building public trust. The importance of human resources as valuable capital in organisations shows more emphasis on intangible resources than tangible ones. Kalangi (2015) suggests that investing in human resources is essential for enhancing profits for the organisation in both the short and long run. By harnessing the skills and talents of employees, it can instil a sense of motivation for ongoing learning, leading to a more favourable business environment. Human resources play a pivotal role in driving other resources and hold a strategic position in boosting the company's organisational performance by creating a competitive edge. In a study conducted by Kalangi (2015), it was highlighted that human resource development plays a crucial role in influencing the direct link to organisational profitability. Therefore, it is essential for companies to enhance the effectiveness of their employees in order to maximise their contribution. One way to achieve this is by implementing training and development initiatives. These efforts also have a positive impact on the overall productivity of the organisation, leading to increased efficiency in the workplace (Kalangi, 2015).

The significance of human resources and their management within an organisation extends to national security establishments such as the police force or Polri. Polri, being a government-established institution, is empowered to fulfil its duties in accordance with laws, particularly Article 2 of Law Number 2 of 2002 on the Police, which include maintaining public peace and order, upholding the law, and ensuring the safety and well-being of the community. As an institution that has a service function, human resources have a very important role to carry out the functions above (Manalu, 2014). In carrying out its function to enforce the law, one of the factors that affect whether or not the law enforcement process is good is the law enforcer itself, namely the parties who form and apply the law. The competence of human resources in the police institution as one of the important elements in the law enforcement process has become an important pillar to realise the law enforcement process that upholds legal certainty, justice and expediency (Sen, 2002).

The competence of police personnel is the door to the law enforcement process which is the foundation in realising the law enforcement process by upholding legal certainty, justice and expediency. Police competence itself is related to the human resources of the police itself. Inadequate work competence is considered to encourage corrupt acts of police personnel. Therefore, in addition to focusing on improving welfare standards, the Police are also required to be able to put the same seriousness in the area of strengthening the work competence of its personnel. In Sen (2002), the significance of assessing the professionalism of police officers nowadays is highlighted. This is due to the belief that police officers should be proficient in their work and continuously enhance their skills, which can be achieved by integrating education into their development to advance their knowledge and expertise in science and technology (Sen, 2002). Following this premise, the focus of this paper will delve into the effects of Artificial Intelligence (AI) on the workforce, using the Indonesian police force as a case study.

2. Methods

The study utilises a qualitative research method involving a case study to investigate the effects of Artificial Intelligence (AI) on human resources within the Indonesian police force. This particular approach was selected to gain a comprehensive understanding of the subject by drawing on data and information from diverse sources. The research incorporates primary and secondary data. Primary data was gathered through detailed interviews with individuals such as police personnel, technology specialists, and human resource professionals in the Indonesian National Police. On the other hand, secondary data was sourced from documents, official reports, and literature concerning the use of AI technology in managing human resources.

The methods for gathering data involved conducting semi-structured interviews and studying documentation. Interviews were used to explore informants' experiences, perceptions, and views regarding the use of AI, while documentation studies were conducted to obtain additional data from relevant reports or documents. Data analysis was conducted using thematic analysis, where the collected data was identified, categorised, and interpreted to find key themes relevant to the focus of the study. This analysis aims to understand how AI is implemented in police institutions and its impact on efficiency, performance, and human resource management.

3. Results and Discussion

3.1. Human Resource Management

Amalina (2017) outlined three interpretations of human resources. Firstly, human resources refer to individuals employed by an institution, also known as staff, workforce, labourers, or staff members. Secondly, they encompass the human capacity that propels the organisation towards achieving its goals. Lastly, human resources represent a valuable asset that serves as intangible capital in business establishments, materialising into tangible and intangible strengths to support the organisation's operations. Human resources play a crucial role in all activities conducted, as even advanced technology is rendered meaningless without the participation of human resources (Amalina, 2017).

In the meantime, managing employees in a company involves various activities aimed at attracting, nurturing, and retaining a productive workforce. As stated by Nurmala (2020), human resource management entails the effective use of employees within the organisation, which encompasses functions such as workforce planning, recruitment, training, career development, employee benefits, health and safety, and labour relations (Nurmala, 2020). On the other hand, according to Mangkunegara (2013), human resource management encompasses the planning, organising, execution, and supervision of recruiting, developing, compensating, integrating, retaining, and separating employees to meet the company's objectives (Nursani, 2019).

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compensating, integrating, retaining, and separating employees to meet the company's objectives (Nursani, 2019).

Human resource management regulates and establishes a staffing programme consisting of the following issues (Amalina, 2017):

a. Establishing the appropriate number, expertise level, and positioning of a competent workforce that aligns with the company's requirements as outlined in the job description (delineation of tasks and roles), job specification (task specifications), job recruitment (employment prerequisites), and job assessment (job review).
b. Set up recruitment, hiring, and deployment of staff by adhering to the idea that the right individual should be in the right position and performing the right tasks (placing human resources in the right place and position).
c. Establishing welfare, development, promotion, and dismissal programmes.
d. Supervising technical progress and employee development.
e. Carry out education, training and assessment of employee productivity.
f. Organising employee mutations both vertically and horizontally.
g. Organising retirement, dismissal and severance pay.

The primary goal of human resource management is to enhance the input of staff members towards the company to meet the productivity targets set by the organisation. This can be understood because all organisational activities in achieving goals have a dependence on humans as an element that manages the organisation concerned. Therefore, human resources must be managed so that they can be effective and successful which can help the organisation in achieving organisational goals (Amaliana, 2017).

Kalangi (2015) explain a number of factors that can support human resources to be useful for organisations, namely flexibility and adaptability; individual improvement; competence; organisational competency development; and individual work. Kalangi (2015) have the same opinion which reveals that human capital has a positive relationship with organisational performance. Good human resource management will have a significant impact on the self-improvement of employees' ability to carry out tasks to achieve organisational goals.

Organisational performance can be an indicator of an organisation's success or capacity to achieve goals independently and efficiently. It is commonly acknowledged that the performance of an organisation is influenced by the behaviour of its human resources, which can provide a lasting competitive edge. Human resource behaviour and capabilities are shaped through training and development programmes. And not limited to the formation of behaviour, but organisations are also required to be able to implement specific programs aimed at creating capabilities in the effective implementation of tasks (Kalangi, 2015).

3.2. Artificial Intelligence (AI) in Human Resource Management

Artificial Intelligence is a branch of computational science that enables comprehension, logical thinking, and activity. In terms of this description, Artificial Intelligence focuses on computation and sets itself apart from typical computer science due to its focus on perception, logical reasoning, and activity. Looking at it from a goal-oriented angle, Artificial Intelligence can be seen as a combination of engineering and science. The technical aim involves tackling practical issues by using artificial intelligence to develop concepts surrounding how knowledge is presented, used, and systems are built, while the scientific aim involves identifying which concepts on knowledge presentation, knowledge utilization, and system building account for different forms of intelligence (Wangsajaya et al., 2022). Artificial Intelligence is essentially the field and study of creating intelligent machines, particularly for computer systems. The

goal is to make these machines capable of solving intricate problems using human-like cognitive abilities. To achieve this, machines need to undergo a learning process to acquire knowledge and develop reasoning skills akin to human thinking (Faranabila, 2023).

Artificial Intelligence refers to the use of computers to imitate intelligent behaviour with little human involvement. Some see it as devices being capable of tasks that normally require human intelligence. It is the most ancient and extensive area of computer science concerned with replicating cognitive functions in problem-solving and creating human-like learning and thinking systems. In several sectors, there is a growing trend towards the integration of Artificial Intelligence in order to enhance productivity, accuracy, speed, and cost-effectiveness. Artificial Intelligence is a field of computer science that focuses on the creation of intelligent machines capable of completing tasks through their own intelligence. This advancement has prompted some to suggest that humanity is now experiencing the fourth industrial revolution, during which technological advancements are causing the lines between the physical, digital, and biological realms to become increasingly blurred (Siregar et al., 2024).

The use of Artificial Intelligence (AI) in police organisations provides significant benefits, especially in managing vast amounts of employee data (Nurwicaksono et al., 2023). However, a deeper analysis shows that the implementation of AI also brings strategic challenges, such as the need for organisational culture adaptation and improved digital competencies. The data collected from AI-based technologies allows police institutions to not only passively store information, but also analyse patterns and trends to support strategic decision-making. For example, machine learning algorithms can identify specific training needs for Polri personnel to reduce skills gaps.

Furthermore, the application of AI in human resource management has changed the recruitment and selection paradigm. AI algorithms are able to access and analyse large amounts of data, enabling more effective and efficient recruitment processes. However, this impact needs to be viewed in an ethical and legal context, especially regarding the potential for algorithmic bias to influence recruitment decisions. In addition, the application of AI as a performance evaluation tool provides benefits, such as more objective assessments and data-driven recommendations for further training. This, on the one hand, supports transparency and fairness in organisations; but on the other hand, challenges arise when AI is used without considering emotional and social factors that still require a human touch.

In the context of the police institution, the impact of AI on improving personnel coordination and assignment is also significant. AI enables more precise mapping of human resource needs, such as determining the number of personnel required in a particular area based on crime data analysis. However, these benefits have not been fully optimised. The case studies show that the implementation of this technology still faces obstacles, such as resistance to change, limited infrastructure, and lack of strategic policies for technology integration.

Overall, the application of AI in Polri human resource management provides a great opportunity to improve operational efficiency, transparency, and data-driven decision-making. However, this study also emphasises the need for a comprehensive approach that not only focuses on the technical aspects but also includes the social and cultural dimensions of the organisation to ensure the sustainability of the technology implementation.

Artificial Intelligence in the digital era has brought significant changes in the way companies manage and utilise human resources. In the research of Pratama et al. (2023) explored the influence of advanced technologies such as Artificial Intelligence, big data, and automation on human resource performance, and concluded that the development of Artificial Intelligence in this digital era has a tremendous impact. Firstly, the integration of AI has

changed the way companies recruit, select and train employees. Artificial Intelligence's ability to quickly analyse candidate profiles, forecast individual training needs, and provide data-driven recommendations has increased efficiency and accuracy in human resource management. Secondly, big data has become a valuable asset in making human resource-related decisions. In-depth data analysis allows companies to understand employee trends, identify factors that affect performance, and plan better policies. Data also supports decisions related to employee compensation and retention. Thirdly, automation has eliminated time-consuming routine tasks, allowing human resources to focus on tasks that require strategic thinking and human interaction. Automated processes in human resource administration, such as payroll and time management, have improved operational efficiency (Pratama et al., 2023).

Artificial Intelligence does sound like a concrete solution to problems in the field of human resource management, Artificial Intelligence is considered to be able to help almost all the burdens that exist in the realm of human resource management, especially in military personnel or state security because Artificial Intelligence that is developing today already exists in various forms. In some institutions, businesses, and governments in several countries, it is very common to use Artificial Intelligence services in the recruitment process or in carrying out other human resource management functions. A small example of the previous explanation is the country of India which already provides services in the form of an artificial intelligence-based human resource management application called We360.ai. The use of this application is considered to be able to increase the productivity of its human resources effectively, which can be seen from the analysis of its users. In addition, the use of these applications is proven to build trust between users to meet the needs in the realm of human resource management. The use of Artificial Intelligence is indeed full of advantages and conveniences that are considered very concrete and solutive to facilitate work in the field of human resource management and is believed to bring more solutive opportunities in the future, but it should be noted that with the existing capabilities, Artificial Intelligence and other automation-type technologies are still unclear about how far they are classified and of course must comply with privacy, legal, moral and ethical principles (Sudrajat et al., 2023).

The adoption of Artificial Intelligence has the potential to provide various advantages for organisations in achieving strategic goals such as enhancing service quality, increasing productivity, and delivering cost-effective services that generate a return on investment. It can also result in improved operational efficiency, customer engagement, loyalty, and employee satisfaction. Some studies have suggested that utilising Artificial Intelligence in human resources can lead to positive changes in individual employees, including enhancing their work experience, identifying potential turnover, and increasing job fulfilment. However, there are concerns about the negative impact of using this technology in human resource management, particularly in relation to employee retention rates. Despite the significant impact of Artificial Intelligence on the market, employees remain a crucial asset for service-oriented organisations. Service robots are limited to performing cognitive and analytical tasks with minimal emotional or social complexity. Conversely, services involving high emotional or social complexity require genuine emotional connections, something that humans excel at. Tasks that demand complex social-emotional skills are best left to humans. As a result, automation may not provide a sustainable competitive edge in the long term (Sudrajat et al., 2023).

3.3. Application of Artificial Intelligence (AI) in Police Human Resources

Artificial Intelligence (AI) is increasingly relevant in addressing Human Resource (HR) management challenges in police organisations, especially in improving operational efficiency and responding to workforce dynamics. AI integration offers significant potential in optimising HR functions, such as recruitment, training, and performance evaluation, while addressing various ethical and legal issues.

In the recruitment process, AI enables automation of candidate screening and matching, which not only speeds up the process but also reduces bias and improves selection quality (Toe Teoh & Jin Goh, 2023). AI-based predictive analytics are able to identify candidates with high chances of success in policing roles, thereby improving talent acquisition strategies. Additionally, in training and development, AI-based platforms can personalise training programmes to ensure that police personnel receive skills development that is relevant and adaptive to changing law enforcement challenges (Gupta, 2024). Continuous learning facilitated by AI can also maintain a high level of competence among officers, aligned with community service needs (Mikhaylov et al., 2018).

However, the application of AI in HR management is not free from ethical and legal challenges. Issues such as bias in algorithmic decisions and data privacy are major concerns that must be addressed (Du, 2024; Gupta, 2024). Therefore, compliance with applicable legal frameworks is crucial to mitigate risks and ensure fair treatment for all personnel (Du, 2024). While AI presents great opportunities to improve people management in police organisations, it is important to consider the ethical implications and ensure that AI systems are designed to support fairness and transparency. By balancing technological advancements and a human-centred approach, AI integration can be optimal and sustainable.

One of the main benefits of technology in policing is to improve communication and coordination between law enforcement agencies. The use of advanced tools, such as radios, mobile phones, and other communication devices has made it easier for police officers to communicate with each other and coordinate their daily activities. This has resulted in faster response times, increased security, and better collaboration between agencies. On the other hand, this technology plays an equally important role in collecting and analysing data. Police forces can use technology to gather information on crime patterns and trends within our own country as well as crime issues in other countries, which can help them identify zones where police resources need to be positioned. The data function can of course also be used to identify individuals who are potentially at risk of becoming victims of crime, and in this case the police can take preventive measures to reduce the level of crime that will occur in the future by utilising the availability of data (Wibowo et al., 2023).

Regardless, the benefits of technology in policing cannot be underestimated. Technology has the potential to increase effectiveness in police performance in order to improve mutual security in the country of Indonesia. The use of technology can help prevent and solve crimes so that criminal activity can be reduced. Ultimately technology has had a significant impact on policing agencies, and its use is likely to continue to increase in the years to come. It is important that we ensure that technology is used responsibly. Law enforcement agencies should be transparent about their use of technology, and there should be clear guidelines to prevent misuse of these technologies. With careful planning and implementation, technology can be a tool in supporting police performance (Wibowo et al., 2023).

In police human resource management, the use of Artificial Intelligence tools is considered very useful. The vast amount of employee data in the police institution can be easily organised by human resource database technology. Artificial Intelligence is able to derive insights from the data to be used as a guide to cultivate employee talent strategies instead of

just being passively collected and stored. Charlwood & Guenole (2022) found that machine learning helps AI programs to recognise patterns and trends in data. In addition, at the highest level, the capabilities that Artificial Intelligence can offer to human resource management can offer guidance to choose where to post job vacancies, identify employees who are likely to quit and even highlight skill gaps between employees (Sudrajat et al., 2023).

Identifying the most suitable individual for a specific role remains a significant hurdle for human resource professionals, particularly within law enforcement agencies. Nevertheless, the emergence of Artificial Intelligence and other automated technologies has simplified this task for organisations. In essence, AI aids in workforce planning by projecting future staffing needs and facilitating efficient recruitment choices. It is clear that AI-powered recruitment and selection processes streamline the attraction and hiring of top talent for an organisation, as these advanced technologies can swiftly analyse data and reach decisions based on vast amounts of information beyond human capabilities. Consequently, AI algorithms enhance the process of pinpointing ideal job candidates, determining the best fit for a role, and enhancing communication regarding job vacancies. Additionally, Artificial Intelligence is instrumental in improving the efficiency of job interviews, leading to a shift from traditional face-to-face interactions to web-based asynchronous video interviews (Sudrajat et al., 2023).

In addition, Pessach et al. (2020) found in their study that using hybrid decision support tools can assist human resource professionals in the recruitment and placement process and increase the impact of recruiters and maximise organisational return on investment. Artificial Intelligence algorithms will enable human resource management professionals, including police institutions, to identify suitable profiles for job vacancies, eliminating the cognitive biases of race, gender and sexual orientation that undermine human judgement in recruitment activities. There is a wealth of literature highlighting that Artificial Intelligence supports more effective training and development of employees. Most importantly, the system can store each employee's current electronic resume which provides the organisation with an electronic inventory of its workforce. This can help to track skill shortages or to develop appropriate training programmes. It can also help police agencies to source the right candidates within the organisation. In addition, employees can use this system to manage prospective careers. If employees do not have any skills, the Artificial Intelligence system will help in identifying training needs and completing the necessary courses (Sudrajat et al., 2023).

Performance management tools and techniques powered by Artificial Intelligence present numerous advantages for both employees and organisations within Polri institutions. For instance, a multi-faceted decision-making tool ensures equitable evaluations of employees. This tool is particularly helpful in identifying areas where employees can improve and the extent of improvement needed. Moreover, digital performance tools aid in evaluating employee performance and suggesting necessary enhancements, enabling managers to take corrective measures such as training, skill development, and additional qualifications. Artificial Intelligence systems also support managers and experts in collecting pertinent information regarding employee compensation and benefits. Specifically, these systems assist in calculating and setting salary guidelines for Police personnel (Sudrajat et al., 2023).

Article 2 of Law No. 2 of 2002 highlights the opportunity for the Indonesian police to enhance their effectiveness through the incorporation of artificial intelligence (AI). This legislation underscores the responsibility of Polri in upholding security, enforcing laws, and safeguarding the community. By utilising AI, Polri can improve its operational efficiency, particularly in the areas of crime prevention and investigation. AI has the capability to swiftly and accurately analyse vast quantities of data to detect crime trends and anticipate future incidents, enabling Polri to take a more proactive approach (Shepitko et al., 2024). For

example, in investigations, AI can be used for more in-depth data analysis, which enables the detection of new patterns in criminal activity, as well as predicting the location of the next incident based on historical data and identified trends (Stepanenko et al., 2020).

One application of AI that can be applied is facial recognition systems. This technology allows the National Police to quickly identify suspects from surveillance footage or CCTV cameras, which speeds up the investigation process and improves overall public safety (Жадан et al., 2024). In addition, AI algorithms can be used for criminal profiling, which identifies potential criminals based on behavioural patterns detected in the data, allowing the National Police to more efficiently target resources to prevent crime (Stepanenko et al., 2020). Thus, AI plays a role in accelerating the handling of crime and improving police response to potential threats.

However, the use of AI in policing also brings ethical and legal challenges. As with any technology, the deployment of AI must be accompanied by the protection of human rights, in order to avoid privacy violations or misuse of technology (Shepitko et al., 2024). Therefore, the implementation of clear and strict guidelines is essential to ensure that the use of AI is done with transparency and accountability in mind. In this regard, the public needs to be assured that their personal data is safe and not misused, and that decisions made based on AI can be justified. Therefore, while AI offers many benefits, a cautious approach and strict oversight are needed to maximise the advantages of this technology while protecting civil liberties and ensuring public trust in the Police.

4. Conclusion

Artificial Intelligence in the digital era has brought significant changes in the way companies manage and utilise human resources. Artificial Intelligence is considered to be able to help almost all the burdens that exist in the realm of human resource management, especially in military or state security personnel because Artificial Intelligence that is developing today already exists in various forms. In several institutions, businesses, and governments in several countries, it is very common to use Artificial Intelligence services in the recruitment process and in carrying out other human resource management functions. In police human resource management, the use of Artificial Intelligence tools is considered very useful. The vast amount of employee data in Polri institutions can be easily organised by human resource database technology. Assigning the right person to the right job is the main challenge for human resource planners, including in Polri institutions.

Nonetheless, the rise of Artificial Intelligence and other automated technologies has simplified this task for law enforcement agencies. AI assists in forecasting the manpower required in the future and enhances recruitment processes. Performance management tools powered by AI offer numerous benefits for both employees and organisations in the police department. For instance, a tool for multi-criteria decision-making ensures impartial evaluations of employees. Furthermore, the AI system aids in collecting crucial data for determining the appropriate compensation and benefits for Police staff.

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