

Literature Review: Optimizing Human Resource Development to Improve the Quality of Police Performance through a Talent Scouting Strategy

Literature Review

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Abstract

According to a survey by the Indonesian Political Indicator Survey Institute, public trust in the National Police decreased from 79.8% in 2019 to 72% in 2020. Despite this decline, data from Puslitbang Polri suggests that public trust is expected to increase from 69.35% in 2022 to 76.40% in 2023. This study aims to improve Polri performance by optimizing human resource development and implementing talent scouting strategies. The research method used is a qualitative method with a literature review approach. The results show that efforts need to be made to optimise the development of Polri human resources towards Polri performance, namely big data development by developing the SIPP application, talent management police by looking for Polri talents in the field of intelligence, technology development by developing a supervisory system through microlearning learning, and job design is needed as a mapping of each task force. The results of the implementation of talent scouting strategies to improve the quality of Polri performance on Polri personnel are carried out by developing interests and talents in the field of intelligence in order to achieve precision Polri. Thus, it can be concluded that the development of Polri human resources is able to have a positive influence on Polri performance, so that public trust in Polri performance is increasing. In addition, Polri's performance has increased significantly and has been running well, so that Baintelkam Polri is able to obtain talented officers because they have good expertise and quality in the field of intelligence.

Keywords Police Performance, Human Resources, Talent Scouting.

1. Introduction

Polri's role in society is to maintain peace and order (*kamtibnas*). If problems arise in the community, Polri is always ready to provide its services to the community. The police are ready to provide protection in the event of disorderly or abnormal activities in the community. The police also act as intermediaries between two villages where there is a dispute or quarrel, so that there is no further division. In handling conflicts, the police in each region work together to resolve community disputes that can disrupt public order. The authority of the police is not only to influence the criminal process, but also to strengthen the criminal prosecution process (Andayani & Kurniawan, 2023). In Indonesia itself, police powers are generally regulated in the Police Act Number 2 of 2002. Looking at some of the conflicts that have occurred in Indonesia, there is an interesting aspect of police discretion in handling social conflicts. Referring to Article 15 paragraph (1) point b of the Police Act, it is stated that the



Indonesian National Police in carrying out its duties is authorised to assist in resolving disputes between members of the public that may disturb public order.

Efforts to resolve disputes and conflicts have been regulated in the Law on Social Conflict Management, which consists of stopping physical violence, determining the status of the dispute, taking emergency measures to save and protect victims, and assisting the deployment and placement of TNI troops. The role of the National Police becomes very important at this stage of the crisis, prioritising investigative skills and the speed and accuracy of decision-making that is needed to cope with riots during conflict (Suwondo, 2020).

Polri's investigative skills, which consist of speed and accuracy in decision-making, influence the public's assessment of Polri's performance (Nurwicaksono et al., 2023). In some cases, the public has questioned the performance of the police. This can be seen that based on the assessment results of the Indonesian Political Indicator Survey Institute in 2019, the level of public trust in the performance of the National Police had a percentage of 79.8%. This percentage decreased to 72% in 2020. The decline in the percentage of public performance assessment of Polri performance can be caused by several aspects. First, there are individuals among the police membership and the community who behave badly. If this occurs between members of the police force concerned, it is due to the individual drive of each member and cannot be attributed to the police institution as a whole. Secondly, the role of the inspectorate and police oversight bodies is still considered standard in carrying out their duties and authorities. This second reason often assumes that the presence of supervisory institutions at the structural level does not affect police performance. In fact, the presence of supervisors and oversight is very important and powerful in police organisations. Therefore, the community needs to look for loopholes that allow members of the police to violate the rules. Third, the public still does not know and understand the main tasks and functions of the police, while the police institution concerned has been working effectively and efficiently in accordance with its duties, but the public trust survey on the performance of the police shows a decreasing percentage (Jehamat & Jelahun, 2022).

The Indonesian Police Research and Development Centre (Puslitbang Polri) has also reported data on the level of public trust in the performance of the National Police in 2019-2023, as follows:

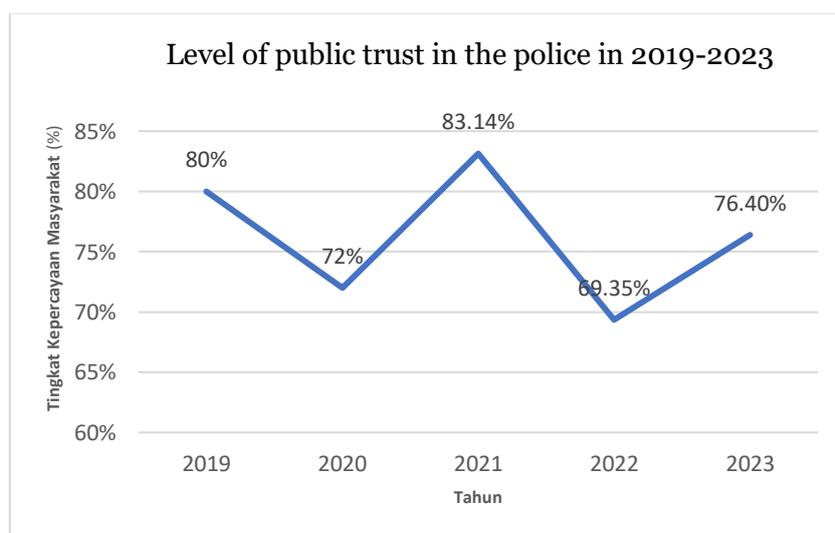


Figure 1. Level of public trust in the police in 2019-2023
Source: Puslitbang Polri, 2023

Based on the available data, there were fluctuations in the level of public trust in the state police from 2019 to 2023. The level of trust in 2019 reached 80%, indicating a relatively high level of public trust. However, in 2020, the figure dropped significantly to 72%, indicating that trust had declined over the past year. Meanwhile, in 2021 the trend reversed and the level of trust rose again to 83.14%, this value being the highest figure throughout the observation period. However, it dropped significantly to 69.35% in 2022, indicating that there have been large fluctuations in the public's trust in Polri. This level of trust is expected to increase slightly again in 2023 to 76.40%. Although it is not the same as in 2021, the increase shows that there are efforts to increase public trust in the police.

During this period, Polri has been using the National Police Chief Regulation (also refer to Perkap) No. 16/2011 on the Performance Appraisal System for Public Servants in the National Police under the Performance Management System. In the Perkap, it is stated that the Polri Performance Management System is a system that serves to identify and measure Polri's performance in accordance with the vision and mission of the police institution. Referring to Perkap No. 16/2011, the assessment of the Polri Performance Management System includes specific factors that are reviewed based on the main tasks and functions, as well as the responsibilities of each position received. In addition to specific factors, the Polri performance assessment also includes generic factors consisting of leadership, communication, integrity, independence, social networking, empathy, emotional control, administrative management, creativity, and the presence of change agents. The rationale for the issuance of Perkap No. 16/2011 is that in order to improve and develop competency-based Polri performance, it is necessary to assess performance standards in a transparent, objective, and accountable manner. The assessment of Polri performance standards is intended to encourage productivity, achievement, dedication, and loyalty. With the existence of this Perkap, it can be the basis for assessing the performance of Polri institutional personnel, both from the Polri Headquarters level to the Sectoral Police (Polsek) level (Prasetyo et al., 2018)

Police performance is closely related to the quality of human resources owned by each personnel. Referring to a study conducted by Dr John, a professor of the criminal justice system at the University of Maryland and the Canadian Police College as well as a London Metropolitan Police consultant, it can be seen that police with limited quality resources tend to fail in investigating illegal cases, unless the suspect is known to the victim, in which case the case is included in the light case. An agency or institute that has quality resources or trained personnel and prioritises its investigative skills is often successful in solving both light and dark cases. The quantity and quality of human resources at the National Police, with this type of professionalism, makes it difficult to effectively investigate conventional crimes. This characteristic is due to the limited knowledge, expertise and technical skills of investigators in the field of investigation. Even the experience of individual police personnel in investigating conventional crimes is still quite limited, resulting in prosecution by the police themselves. Therefore, countering high-level conventional crime in Indonesia has not been fully optimised (Kuba, 2022).

As a public organisation, Polri has been providing protection to the public and maintaining domestic security stability since the beginning of independence. As an institution that serves as a subsystem of the Government, Polri strives to make responsive contributions to realising the principles of Good Governance and Clean Government. In order to maintain the consistency of its performance in carrying out its main duties and functions as a law enforcement agency, protection provider, and public servant, Polri needs to optimise human resource development by implementing a new breakthrough strategy called talent scouting. This strategy is a method used by Polri to find and then develop the best talents for Polri

personnel to become employees with good quality human resources in a government organisation.

In its implementation, talent scouting also needs to be carried out on existing members by providing training and development, both in the academic and non-academic fields. With the implementation of talent scouting strategies in developing Polri resources, it can affect the level of public trust. Just as when the public sees positive changes and improved performance from members of the police, public trust in the police will be stronger, supporting the creation of a more harmonious and effective relationship between the police and the community, so that it is expected to realise the police towards a precise Indonesia (Kristanto & Soeling, 2022).

Through these problems, the researcher has examined several problem formulations, namely:

1. How does the optimisation of human resource development affect police performance?
2. How is the implementation of talent scouting strategies in improving the quality of Polri performance?

The purpose of this article is:

1. To analyse the optimisation of human resource development on police performance.
2. To analyse the implementation of talent scouting strategies in improving the quality of Polri performance.

2. Literature Review

2.1. Police Human Resource Development

Human resources (HR) are the most important resource that has a major influence on the success of the implementation process of an activity and programme. This is because the main resource of an activity or programme is the implementer. One of the most common implementation errors is due to inadequate personnel, or incompetence in carrying out their main tasks and functions in the field (Bintoro et al., 2021). Human resource management is a very important aspect in the process of implementing a function and task in general. Therefore, the functions in human resource management must be carried out optimally so that the needs related to individual, organisational or institutional goals can be achieved. In addition, with good human resource management procedures, it is hoped that the shortcomings and problems faced by the Indonesian nation related to competitiveness can be overcome. In general, what is meant by human resources can be defined as follows:

- a) Human resources are people who work in an organisational environment, which is often referred to as personnel, workforce, employees or employees.
- b) Human resources are human potential as the driving force of an organisation in realising its existence.
- c) Human resources are potential and are assets and function as capital (non-material or non-financial) in the organisation, which is manifested as physical and non-physical potential in realising the existence of the organisation (Sukawati et al., 2020).

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and managing personnel or employees to achieve optimal results. At the most basic level, human resource development is collaborating with human resources to strengthen, improve, optimise and develop existing skills while creating new skills that support the organisation's goals and mission. The term development refers to practices that contribute to the learning of new knowledge or skills to advance. Police agencies provide human resource development programmes to help their personnel improve their skills. By making human resource development a focus in the culture

of the Police institution, each Police personnel will ensure that human resources are always up-to-date with business trends and best methods. Not only that, providing opportunities for career advancement for Polri personnel can also increase the participation of human resources in providing services to the community to continue to develop optimally (Al-Kassem, 2021).

2.2. Quality of Police Performance

Performance is the result of work that can be achieved by a person or group of people in a company legally, without violation, in accordance with their respective authorities and responsibilities, in order to achieve company goals, obey the law and not violate morals or ethics. In the quality aspect, personnel performance is the result of work or the level of success achieved by a person or group in carrying out a task in accordance with the responsibilities given by the organisation or company within a certain period of time and contributes to the performance of the organisation or company (Putri et al., 2022). According to Setiadi et al. (2021), performance can be defined as an activity that systematically has dependent operations, but is related to the level of work productivity of each individual and the amount of salary received, which is influenced by the capacity or ability of each individual, the competence of each employee, and individual psychology. There are several indicators used to measure personnel performance, namely the amount of work, quality of work, independence, ideas, adaptability, and cooperation (Setiadi et al., 2021).

In its implementation, the quality of police performance can be influenced by the following factors:

- 1) Work quality is the level of good or bad work received by a Polri personnel, as evidenced by the accuracy and orderliness of their work, skills and abilities.
- 2) Workload is the amount of work that must be completed by a Polri personnel and is measured by the quantitative ability to achieve new work objectives or work results.
- 3) Job knowledge is the process of classifying employees into jobs based on their educational background and Polri-specific knowledge. This is evidenced by Polri's ability to understand matters related to the tasks they carry out, such as conducting investigations or investigations.
- 4) Teamwork is the process of observing how police officers work together with others to complete tasks. This collaboration is not only limited to vertical collaboration between employees; horizontal collaboration becomes important in organisational life when there is a mutually beneficial relationship between Polri leaders and their members.
- 5) Creativity is the ability of Polri personnel to use original ways or initiatives in carrying out work, effectively and efficiently, and to bring about new changes for the betterment of the institution.
- 6) Innovation is the ability to bring about new changes for the betterment of the institution by implementing new strategies or breakthroughs.
- 7) Spontaneity (Initiative) includes several aspects such as the ability to take the right steps when Polri faces difficulties, the ability to perform tasks without assistance, and the ability to take the first step in resolving a case or matter (Hasibuan, 2018).

2.3. Talent Scouting Strategy

Talent scouting is part of the talent management process that is currently very popularly used by every organisation or company to assist recruiters in managing human resources. Talent scouting is also defined as a systematic effort to identify a person's potential to succeed in the training process and achieve the best performance. The talent scouting process includes talent identification, talent development, and talent retention. Talent identification relates to the main objective of talent scouting to obtain human resources who are skilled in certain

fields to match the organisation's own core competencies. Furthermore, HR talent development programs are carried out through related training methods with a focus on improving knowledge and skills in accordance with the organisation's work environment. Finally, maintaining the talent of a member relates to efforts to maintain the potential and quality of human resources to remain in the organisation while developing this potential in a better direction. Kahfi et al. (2022) stated that the talent scouting strategy used by Polri in developing the human resources of Polri personnel itself can have implications if talent scouting is well managed and supported by a rigorous and strategic decision-making process. This is intended to determine the opportunity for Polri personnel members to develop the quality of their performance so that it is more guaranteed (Kahfi et al., 2022).

3. Methods

In this scientific article, a qualitative method is used using a literature review approach. This qualitative method was chosen because it can be used to see and understand the intensity or depth of a study (Hasan et al., 2023). With qualitative methods, the quality level of a study can be improved by increasing the literature, deepening the study, and extending the duration of the study. Qualitative research also uses benchmarks to assess results. This type of research emphasises more on assessment from the perspective of the researcher and the subject under study (Strauss & Corbin, 2003). Qualitative research techniques include several small group discussions to investigate beliefs, attitudes and concepts of normative behaviour. Firstly, through semi-structured interviews to seek views on a focussed topic or with key informants to obtain background information or institutional perspectives. Second, in-depth interviews to understand a condition, experience or event from a personal perspective. Third, text and document analysis, such as government reports, media articles, websites or diaries, to learn about distributed or personal knowledge. This technique of analysing texts and documents can be done through a literature review approach (Hammarberg et al., 2016).

The literature review approach is one of the qualitative methods that can be used to identify, evaluate, assess, and analyse interpretations according to the topic being researched or studied. With this method, researchers review and identify journals in a structured manner in which each process follows predetermined steps (Afsari et al., 2021). Literature review can also be defined as a systematic way to identify relevant research, summarise results, critically analyse research methods, and recommend improvements for future research (Tremmel et al., 2017). In writing this scientific article, the researcher collected various journal articles from Google Scholar to find literature studies related to the research topic, namely related to the main tasks and functions of the National Police, the level of public trust in the performance of the National Police, human resource development in the National Police, and related talent scouting strategies. The purpose of the researcher using this qualitative method with a literature review approach is to show the implementation of the talent scouting strategy in providing optimisation of human resource development towards the quality of Polri performance effectively and efficiently through a literature review of various research studies that have been conducted.

4. Results and Discussion

4.1. Optimising Human Resource Development for Police Performance

According to the Presidential Regulation of the Republic of Indonesia (RI) No. 29 of 2014, which discusses the Government Agency Performance Accountability System (SAKIP), Polri must be accountable to the President for its performance, which includes performance planning, performance measurement, and performance reporting. Polri's performance reporting is also known as the Government Agency Performance Accountability Report (LAKIP). The implementation of SAKIP, which is the basis for Polri's assessment in optimising the development of Polri human resources, can be elaborated into:

1) Polri Performance Planning

In terms of planning, Polri has designed its performance for the next 5 years based on the Medium-Term Development Plan (RJPM). Polri's strategic plan, which is based on the RJPM, contains several key functions such as vision, mission, goals, objectives, policies, programmes, and realistic activities.

2) Measurement of Polri Performance

In terms of measurement, Polri assesses that the results of its performance agreement implementation are in line with the performance design of the RJPM that is still in effect. This measurement process is carried out by comparing the agreed performance with the performance results carried out in the current year. Transparency is a key requirement for Polri performance data and is managed based on the principle of accountability.

3) Polri Performance Reporting

The implementation of Polri's performance accountability report is guided by National Police Chief Regulation No. 20 of 2012 on the Preparation of Government Agency Performance Accountability Reports within the National Police and National Police Chief Regulation No. 7 of 2015 on Amendments to National Police Chief Regulation No. 20 of 2012 on the Preparation of Government Agency Performance Accountability Reports within the National Police. This regulation is a technical implementation regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 53/2014 on Technical Guidelines for Performance Agreements, Performance Reporting and Procedures for Reviewing Government Agency Performance Reports (Purnomo & Hafidz, 2018).

Based on the evaluation of Polri's performance assessment, which consists of planning, measuring, and reporting Polri's performance, it is necessary to optimise the development of Polri human resources towards Polri's performance with the following efforts:

a) Big Data Development

In order to optimise HR development, Polri has developed an HR data application called the Police Personnel Information System (SIPP). The information system is an information management system that manages all state apparatus data as a data centre where data is processed and displayed as complete, accurate, and real-time data information. The use of SIPP within the Polri is expected to help improve overall organisational performance. In addition, to create a more effective and efficient organisation, Polri HR is also currently supporting the paperless office programme in administrative activities. For example, administrative requirements in the developmental education selection process do not require paper documentation as it is already available in SIPP. However, it is important to note that SIPP is primarily used as a decision support system (DSS). It can help police managers to set HR management policies. The integration of SIPP with Polri applications related to the optimisation of Polri HR development towards Polri's existing performance was developed to provide data-driven solutions to existing problems (Heri, 2019).

b) Police Talent Management

The next effort that can be applied in optimising Polri's human resource development towards Polri performance is Polri talent management. This programme is intended to ensure that the organisation is able to find talented police officers who will be projected to become future leaders of the force. These future leaders will fill key positions in the organisation and the activities undertaken by Polri in relation to talent management, which begins with the identification of Polri personnel who are considered to have the potential for high performance and competence. After determining the talents, Polri personnel who have the quality of human resources with a proactive attitude when developing other participants need to be given the opportunity to develop their abilities. In this aspect, Polri personnel who have good talents must be maintained by mentoring by seniors who have been appointed within the work units in each region (Heri, 2019).

c) Technology Development

In order to optimise human resource development, Polri needs to make efforts to develop technology through various robotic technology devices and intelligent systems. These efforts can be implemented through CCTV surveillance systems, office management software, the use of drones, and automated toll plazas. In developing Polri's human resources, microlearning is an alternative self-learning method to improve the skills of state police officers as much as possible in a flexible and dynamic manner without leaving work. Therefore, microlearning can be a suitable tool used by Polri personnel in the learning and practice process without reducing their working time to carry out their main functions and duties (Heri, 2019).

d) Job Design

Polri needs to design job design improvement programmes in such a way as to enhance innovative learning capabilities and be able to offer various other types of capacity building, so that Polri members can multitask in carrying out each of their roles. With regard to professional development, career development, and improving the quality of its members' job performance, Polri has developed organisational structures such as the Cyber Directorate of the National Police Criminal Investigation Unit and the Multimedia Directorate of the National Police. In addition, there are several job positions proposed to Polri in line with the industrial reform era 4.0, including workplace design for drone operators, command centre operators, computer officers, and others. This can develop Polri's human resources in carrying out their performance optimally (Heri, 2019).

The results showed that police human resource development can have a positive influence on police performance. In accordance with the first indicator of police human resource development, namely optimal police education can encourage the ability of police personnel to handle a case or case through the investigation and investigation function. In addition, with the educational learning system obtained from the Police Academy (Akp0l), it can increase knowledge for police personnel in solving cases or cases of justice. Apart from education, the second indicator of police human resource development on police performance is through the existence of police training and coaching activities such as psychological and physical tests, which can improve the skills of police personnel to be more responsive and responsive in conducting investigations. Then the third indicator that influences the development of Polri human resources on the performance of the Police is the assignment given by the leadership of the Police to its members can improve analytical and critical abilities in responding to a case. This is in accordance with the theory expressed by Ismail et al. (2023) that if Polri members dare to take on more police responsibilities and tasks, especially the main functions related to HR development, the quality of Polri performance can be more

measurable and better. In the quality aspect, the development of Polri human resources can be the main factor that a Polri personnel has a higher understanding of his duties and responsibilities along with his position after participating in the training and coaching processes organised by the police institution, so that it becomes easier to complete his work (Ismail et al., 2023). In accordance with Kassem's research (2021) that the Police institution provides HR development programmes to help its personnel improve their skills, especially in providing services to the community, so that the level of public trust in the performance of the Police will increase.

4.2. Implementation of Talent Scouting Strategy in Improving the Quality of Police Performance

In order to improve the quality of Polri performance, it is necessary to encourage the implementation of mental development activities in Polri institutions, including psychiatric, personality, religious, and knowledge related to the profession for Polri members who commit criminal offences, either before or during the examination process and even after receiving a legal verdict. The implementation of mental development activities for Polri personnel is based on procedures for fostering Polri professional ethics with reference to several laws and regulations, as follows:

1. Law No. 2 of 2002 on the National Police
2. Presidential Regulation No. 52 of 2010 on the Organisational Structure and Working Procedures of the National Police
3. Government Regulation No. 2 of 2003 on Disciplinary Regulations for Police Members
4. Chief of Police Regulation No. 14 of 2011 on the Code of Ethics for Police Profession

The success of Polri's performance in maintaining peace and order, enforcing the law, and protecting, caring for, and serving the community depends not only on the quality of police knowledge and technical skills, but also on the exemplary behaviour of all Polri members nationwide in the community. To realise these traits and characters, every member of the Polri in carrying out their duties and authorities must always uphold and embody the ethics of the police profession, reflected in their attitudes and actions, and ensure that no negative actions are taken, such as abuse of power or behaviour. One of the provisions contained in the Polri code of ethics stipulates that every member of the Polri must abstain from vile acts and attitudes and lead all efforts to overcome the difficulties of the surrounding community. In addition, all Polri members are expected to be able to protect themselves from abuse of power. In reality, many offences committed by Polri personnel still occur in the field. This has an impact on the formation of negative public opinion, a bad image and antipathy among the community, so that the lack of support and a sense of public distrust of the Police makes the performance of tasks in the field not optimal (Iskander, 2022).

To encourage and motivate every Polri member to improve the quality of their performance, Polri leaders provide rewards to outstanding Polri personnel as a form of attention. There are several strategies that can be implemented, namely by providing certificates of appreciation, promotions, and talent scouting in Polri development education. This education can be in the form of coaching for Polri members, which is legally reviewed based on Perkap No. 9 of 2016 which discusses the Career Development System for Police Members and is also listed in the Chief of Police Decree No. Kep/997/XII/2004: Kep/997/XII/2004 which discusses the Guidelines for the Administration of the Career Advisory Board for Police Members. In its implementation, the development of Polri members can be implemented through a talent scouting strategy for Polri personnel which aims to ensure that Polri human resources who have been selected in the recruitment process can then

be trained and educated to be able to carry out the functions and tasks of Baintelkam Polri in order to achieve precision Polri.

In accordance with the Chief of Police's flagship programme, the precision jargon includes predictiveness (meaning that the police can predict something accurately), responsiveness (meaning that the police are able to respond to the community quickly and responsively), transparency (meaning that the police are able to be open to the public about cases that must be resolved), and justice (meaning that the police must be able to be fair to all levels of society or not discriminate) (Setyabudi & Basir, 2021).

The development of talent scouting is very important as a form of organisational development through the selection and training of young officers so that they are able to carry out their duties and responsibilities in the field of intelligence. The talent scouting activities carried out by Baintelkam Polri are based on improving the ability of police officers who have interests and talents in the field of intelligence. Baintelkam Polri's talent scouting programme aims to develop and retain police officers, especially highly qualified police officers. Police officers, especially competent ones, will be appointed to leadership positions, key positions, and strategic positions, both now and in the future. Based on this principle, Baintelkam Polri will develop police officers in the field of intelligence by utilising existing potential. The purpose of training police officers in intelligence is to train talented, technically competent police officers in accordance with the context and needs of the organisation, particularly in relation to skills and expertise in the field of intelligence (Setyabudi & Basir, 2021).

The development of talent scouting is one of the important things for the Police institution because the ability to develop and implement an integrated talent scouting strategy has been considered as a major step for the success of the Police institution (Narayanan et al., 2019). The results showed that with the quality of work, workload, job knowledge, teamwork, creativity, innovation, and initiative of Polri members in implementing the talent scouting strategy, Polri's performance has increased significantly and has been running well, so that Baintelkam Polri is able to obtain officers who are talented and have good expertise in the field of intelligence. This is in accordance with the research of Kahfi et al. (2022) that the implementation of the talent scouting strategy is intended to determine the opportunities for Polri personnel members to develop the quality of their performance to be more guaranteed due to strict and strategic decision making. As well as in accordance with the quality of work factors that have been revealed by Hasibuan (2018) that with their accuracy, work order, skills, and abilities, Polri personnel who meet these criteria deserve the position they receive as a talented officer.

5. Conclusion

Based on the research results that have been analysed and discussed, the conclusions that can be drawn in this scientific article are as follows:

1. Optimising human resource development for police performance can be done through several measures. First, big data development by developing the SIPP application as a decision support system to make it more effective and efficient. Second, talent management police by finding qualified Polri talents who will be projected to become future leaders of Polri in the future, such as officers in the intelligence field. Third, technology development by developing surveillance systems with CCTV, office management software, the use of drones, and automated toll plazas through microlearning. Fourth, job design is needed as a mapping of each task force in order to develop police human resources in carrying out their performance optimally. With these

- optimisation efforts, the development of Polri's human resources can have a positive influence on Polri's performance, so that public trust in Polri's performance will increase.
2. The talent scouting strategy implemented to improve the quality of Polri performance refers to Perkap No. 9/2016 which discusses the Career Development System for Police Members and is also listed in the Chief of Police Decree No. Kep/997/XII/2004 on Guidelines for the Administration of the Career Advisory Board for Police Members: Kep/997/XII/2004 concerning Guidelines for the Administration of the Career Advisory Board for Police Members. In its application, the talent scouting strategy for Polri personnel aims to ensure that Polri human resources who have been selected in the recruitment process can then be trained and educated to be able to carry out the functions and tasks of Baintelkam Polri in order to achieve precision Polri. The talent scouting activities carried out by Baintelkam Polri are based on improving the ability of police officers who have interests and talents in the field of intelligence. Thus, Polri's performance has increased significantly and has been running well, so that Baintelkam Polri is able to obtain officers who are talented and have good expertise in the field of intelligence.

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