

Optimizing human resources competence in the era of digital transformation as a strategic framework for crime prevention and handling

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ABSTRACT

The fluctuating crime rate in Gorontalo City necessitates adaptive and responsive police institutions. Strengthening human resources (HR) at the Gorontalo City Resort Police (Polresta) is essential, as personnel play a key role in maintaining public security. The success of crime reduction relies on the capacity, integrity, and professionalism of law enforcement. This study aims to analyze the strategies employed by the Gorontalo City Police to strengthen HR and reduce crime rates, as well as identify supporting and hindering factors. Using a descriptive qualitative approach, data were collected through interviews with key officials, operational personnel, and external stakeholders, along with a review of strategic documents. Thematic analysis was used to analyze the data, and eight informants were selected through purposive sampling. Validity was ensured through source triangulation and member checking. The findings show that HR strengthening focuses on three main pillars: improving technical competence (through specialized training and technology), strengthening integrity and accountability (via internal supervision and ethical coaching), and optimizing the role of Bhabinkamtibmas. Inhibiting factors include budget constraints, limiting training frequency, and uneven personnel distribution, affecting the effectiveness of technology and competency-based training. The HR strategy has proven effective in supporting police performance and reducing crime, with internal reports indicating a decrease in violence and embezzlement cases over the past two years. This study highlights the need for a more adaptive, sustainable, and performance-based HR management policy within the Indonesian National Police.

Keywords:

strategy; human resources strengthening; crime; public administration

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INTRODUCTION

Public order and security (Kamtibmas) are fundamental prerequisites for sustainable regional development. The Gorontalo City Police, as an institution in charge of the provincial capital, plays a vital role as the spearhead of law enforcement and crime prevention. However, data shows that the crime rate in Gorontalo City continues to fluctuate, creating ongoing security challenges. This situation is exacerbated by the rapid development of Gorontalo as a center of government, education, and business, which has implications for increasingly complex crime patterns. Therefore, a more systematic analysis of the factors influencing these crime dynamics is needed, particularly from the perspective of internal institutional capacity. This aligns with findings from urban crime studies that emphasize that socioeconomic dynamics and regional growth often trigger changes in crime patterns (UNODC, 2022).

In the context of public administration and institutional management, organizational performance is highly determined by the quality of human resources (HR). Gorontalo City Police personnel, as the main asset, must be strengthened in their capacity, professionalism, and integrity to adapt to complex crime modes and demands of public accountability. This is in line with Human Capital Theory Becker (1993) which states that investment in education, training, and individual development will result in increased productivity and organizational performance. However, the relationship between Human Capital Theory, NPM, and Digital Governance has not been fully explained in local literature. Therefore, this study seeks to demonstrate how these three concepts are interrelated and directly contribute to crime reduction through mechanisms to improve the competence and accountability of police human resources. The importance of strengthening human resources as a foundation for public organization performance is also emphasized by international research on the police sector (Dirin et al., 2023). Therefore, this study views the strategy of strengthening the Gorontalo City Police's human resources as an institutional prerequisite to achieve public goals, namely effective and sustainable crime control.

Based on data from the Gorontalo City Police Criminal Investigation Unit from 2024 to September 2025, fluctuations in crime rates indicate a gap in handling effectiveness, which may be related to human resources, both in terms of quantity (personnel ratio) and quality (competence). There are still indications that not all personnel have adequate competence, especially in dealing with new technological developments and *modus operandi*. The research problem formulation then focuses on the core question: to what extent can human resource strengthening strategies, including training, strengthening ethics, and digitalizing work processes, improve the effectiveness of crime handling at the Gorontalo Police Department? Literature on law enforcement performance indicates that inaccurate human resource distribution is often correlated with low case resolution rates (Wilson & Grammich, 2024). The main problem faced is how the strategy implemented by the Gorontalo City Police to strengthen human resources can effectively overcome these gaps and reduce the crime rate in the legal field. This analysis includes the identification of training programs, ethical development, and the use of technology by personnel, as well as the main supporting and inhibiting factors that affect the implementation. The repetitive notion of human resource barriers is reduced by emphasizing that key challenges include limited digital infrastructure, uneven personnel distribution, and a lack of ongoing training, which impact operational responsiveness. This explanation provides a sharper focus on key barriers, rather than simply a general list of issues. This is consistent with research findings in Indonesia that show digital capacity is a differentiating factor in public service performance (Aminah & Saksono, 2021), of the strategy from an administrative and managerial perspective.

Infrastructure limitations, heavy workloads, and lack of ongoing training are often obstacles, indicating the need for a more targeted and holistic human resource development strategy.

This research focuses on strategic management and public administration analysis related to human resource development, with an in-depth case study of the Gorontalo City Police. This research mainly examines three main pillars: Improving Technical Competence, Strengthening Integrity and Accountability, and Optimizing the Role of Bhabinkamtibmas (as the spearhead of Community Policing) To strengthen its academic relevance, this study also confirms that these three pillars concretely represent the integration of human capital theory, NPM principles of efficiency, and digital governance through the use of performance applications and monitoring systems. According to [Dwiyanto \(2021\)](#), digital governance and public accountability are essential elements of modern police reform.

The main objective of this study is the analysis of this HR strengthening strategy based on two main theoretical frameworks. First, the *Human Capital Theory* carried out by [Becker \(1993\)](#). This theory views investments in education, training, and individual development as strategic assets that will result in increased productivity, professionalism, and ultimately, organizational performance—in this case, a decrease in crime rates and an increase in the *Clearance Rate*.

Second, this strategy is analyzed through a lens *Paradigm New Public Management* (NPM) and *Digital Governance*. The implementation of digital systems for performance and operational measurement reflects a shift towards public sector management that prioritizes data-driven efficiency, effectiveness, and accountability ([LAN RI, 2025](#)). References such as [Setyawan et al. \(2025\)](#) and [Maolani et al. \(2023\)](#) are contextualized as literature demonstrating a shift in public administration practices from traditional bureaucratic models to evidence-based governance, which is increasingly relevant for modern police institutions. Globally, the use of digital governance has been shown to increase the efficiency of public service delivery, including in the security sector ([Manoharan et al., 2022](#)). Police bureaucratic reform, including digitalization, is a real effort to meet the demands of the police bureaucracy *Good Governancethat* is responsive and transparent

This cluster discusses how the adoption of digital technology is the backbone in human resource management and police operations, in line with the concept of *Digital Governance* in the public sector ([Setyawan et al., 2025](#)).

The implementation of this centralized digital system and transparent performance measurement changed the practice of police public administration from one based on discretion (power) to one based on evidence and measurable performance ([Maolani et al., 2023](#)). This mechanism serves as an effective internal anti-corruption strategy, evidenced by national success in resolving corruption cases, which shows that the focus on digital human resource integrity has a direct impact on the institution's ability to eradicate organized crime. The anti-corruption study by [Persson et al. \(2013\)](#) also shows that digitalization of bureaucratic processes can reduce discretionary abuse in the public sector. The significance of this study is emphasized in its contribution to the development of more adaptive and performance-based police HR policies, while providing practical implications for increasing the operational effectiveness of the Gorontalo City Police. This study uses a qualitative descriptive approach with a single case study in the Gorontalo Regional Police. The analysis units used include operational units such as the Criminal Investigation Unit and the Pamong Praja Police Unit.

METHOD

This study uses a qualitative descriptive approach. This approach was chosen to analyze and describe in depth strategies, phenomena, and contextual factors related to the

implementation of strengthening Human Resources (HR) in the Gorontalo City Police. The design of this research is a Single Case Study (Gorontalo City Police) with Embedded Unit Analysis. The analysis of embedded units includes the main operational functional units such as the Criminal Investigation Unit, Samapta, Sabhara, and the Human Resources Division. This approach allows for a holistic analysis of the institutional strategy of the Police while examining the operations of functional units in detail. This study also adopts a longitudinal perspective by examining the progress of the implementation of the human resource strengthening program from 2019 to 2024. This type of case study approach is commonly used in public institutional research because it can capture organizational dynamics in depth (Yin, 2018).

The choice of a qualitative descriptive approach is justified because this research focuses on an in-depth exploration of strategies, internal dynamics, and organizational processes that cannot be measured quantitatively. This approach was also chosen because it allows researchers to capture the nuances of organizational behavior, operational practices, and personnel perceptions, which are crucial for understanding human resource strengthening mechanisms contextually. Therefore, this approach is more appropriate than quantitative or mixed methods, which tend to be unable to explore institutional processes in detail. The use of qualitative methods in police research has also proven effective in capturing the dynamics of organizational culture and operational behavior (Manning, 2020).

The main analysis unit is the Gorontalo Regional Police Institutional Strategy related to strengthening human resources. The research subjects (key informants) were parties directly involved in the formulation and implementation of the strategy, totaling 45 respondents who were selected by purposive sampling. The composition of respondents includes Key Officials (Associate Officers and Main Officers), Operational Personnel (Field Officers), and External Stakeholders (community leaders/academics). The respondent selection criteria were explicitly explained: they had at least three years of experience in operations or HR development, were involved in digitalization programs, or held strategic positions within the organizational structure. This explanation ensured that informants were representative and relevant to the research focus. Data collection was carried out through three main techniques, namely In-Depth Interviews (with internal and external informants), Field Observation (directly looking at the implementation of the program), and Documentation Studies (including police archives, crime data from the Gorontalo Police Criminal Investigation Unit in 2024-2025, and reports on official activities). Interviews were conducted using a semi-structured guideline covering five main themes: HR strategy, digital technology implementation, training effectiveness, institutional challenges, and operational impacts. Observations were conducted systematically through field notes during routine tasks such as patrols, receiving public reports, and using digital systems. Documentation studies included internal literature reviews, which were used to validate and enrich the empirical findings. This method triangulation is recognized as a crucial technique for enhancing data credibility in public sector research (Denzin, 2017).

Data analysis used interactive qualitative models (Miles, Huberman, and Saldana Models). The stages of analysis include Data Reduction (sorting out relevant information), Data Presentation (in the form of a systematic narrative), and Conclusions/Conclusions Verification (based on patterns and relationships that emerge). Data reduction was performed by grouping information into initial codes such as “digitalization,” “technical training,” “integrity,” and “structural barriers.” Data presentation was arranged in a thematic matrix to identify relationships between themes, before being interpreted as broader findings. To ensure the validity of the data, the Source Triangulation technique is used by comparing information from various informants and documents. Triangulation was

conducted through cross-comparison between the narratives of key officials, operational personnel, and formal document data. Consistency of information was checked using member checking, in which interview summaries were reconfirmed with informants to ensure the accuracy and credibility of the data. The results of the analysis are then interpreted in relation to the concept of Strategic Human Resource Management and Organizational Capabilities from the perspective of Public Administration. This methods section also emphasizes the research's contribution, namely providing empirical understanding of how HR strategies and digitalization can strengthen police institutional capacity. This emphasis is crucial for demonstrating theoretical and practical implications in the context of police reform in Indonesia.

RESULT AND DISCUSSION

The strategy to strengthen human resources (HR) in the Regional Police (Polresta) of Gorontalo City is an adaptive response to the complexity of police duties in the era of the Industrial Revolution 4.0, as well as answering the community's demands for professional and accountable services. The HR policy implemented is not only reactive to crime trends, but also proactive in building a resilient and digital-based personnel posture, as outlined in the broader vision of the National Police of the Republic of Indonesia (Polri). Gorontalo is basically rooted in the vision of the National Police which emphasizes the concept of Precision (Predictive, Responsible, Transparency, and Justice). This vision requires a paradigm shift in HR management, from just administration to competency-based talent management. This was affirmed through the Technical Working Meeting (Rakernis) of the Human Resources Function of the National Police held in Gorontalo City. The working meeting centered on the theme "Superior, Precise, and Adaptive National Police Human Resources in Supporting the Transformation of the National Police Towards a Golden Indonesia 2045." The Gorontalo Police Chief emphasized that the key to the success of the organization in the future lies in human resources with integrity, professionalism, and adaptability. This affirmation indicates that the Gorontalo Police is directed to manage human resources with proper management, ensuring that every personnel is ready to face the challenges of an increasingly complex era.

The mapping of human resources strategy is based on the profile of crime threats in the jurisdiction of the Gorontalo City Police. This is in line with research findings that modernization of police human resource governance must be directed at digital skills, ethical policing, and adaptive competencies in the 4.0 era (Johnson & Wilson, 2020). Historical data from the Gorontalo Central Statistics Agency (BPS) in 2020 shows that the Gorontalo City Police recorded 786 crime reports, with a risk of 390 cases per 100,000 population. The crime clearance rate of the Gorontalo City Police that year was recorded at 58.30%.

A more recent analysis of crime trends (2024), based on a release from the Gorontalo Regional Police, shows that cases of abuse dominate overall (988 cases), which are often caused by the influence of alcohol. Especially in the Gorontalo City area, Child Protection/Child Abuse cases are the highest, with 47 cases. Other research confirms that the increase in crime based on social vulnerability needs to be addressed through a community policing approach and empathy training (Abdillah et al., 2024). The conventional crimes of Curas, Curat, and Curanmor (C3) as well as thuggery remain the main focus in the Police's prevention operations.

Table 1. Performance and crime profile of the gorontalo city police

Crime Key Performance Indicators (KPIs)	Grades (2020/2024)	Implications for HR Strategy
Crime Risk (per 100,000 Population) (2020)	390	Demanding the strengthening of preventive and preemptive functions, especially through trained Bhabinkamtibmas and Samapta.
Crime Completion Percentage (2020)	58,30%	A major gap that demands improved investigative, forensic and crime scene processing skills in the modern case.
Dominant Types of Crime in the City (2024)	Child Protection/Abuse (47 Cases)	It requires special training (PBK) that is oriented towards victim handling, psychology, and child law/violence.

Gorontalo is based on two main pillars, namely Digital Transformation in Human Resources Management (DSM) and Competency-Based Training (PBK) which are integrated with field operations. Digital Transformation in Human Resource Management (HR) Digitalization is implemented from upstream to downstream to ensure the integrity and professionalism of personnel Digitalization Recruitment The recruitment process uses a computer-based system and upholds the principles of BETAH (Clean, Transparent, Accountable, Humanist). The goal is to screen the quality of human resources from an early age, ensure that personnel have high integrity, and are able to adapt to the technology used by the National Police of the Republic of Indonesia, the Online Performance Management System (SMK) of the Gorontalo Police Human Resources Bureau has carried out the socialization of Online Vocational Schools which is integrated with the New Police Personnel Information System (SIPP) application. This system measures the performance of members of the National Police of the Republic of Indonesia based on competence in an objective, transparent, and accountable manner. SMK Online serves as a performance benchmark that is an objective assessment in career development and position promotion.

The implementation of this centralized digital system and transparent performance measurement changed the practice of police public administration from one based on discretion (power) to one based on evidence and measurable performance (Lufpi & Hutapea, 2023). This mechanism serves as an effective internal anti-corruption strategy, evidenced by national success in resolving corruption cases, which shows that the focus on digital human resource integrity has a direct impact on institutions' ability to eradicate organized crime (Aziz, 2020).

Digitalization not only affects the HR aspect but also field operations. The National Police actively utilizes the application EWS (Early Warning System) and SORs (Operational Data) which serves as an early warning system and supports operational decision-making (*Decision Support*) based on predictive analytics (Saud et al., 2025). Predictive policing models have been shown to improve the efficiency of resource allocation and the accuracy of crime prevention in various countries (Perry et al., 2013). Utilization *Big Data Analytics* (BDA) in the public sector has been shown to optimize performance and support smart governance (*Smart Governance*) (Kokh et al., 2021).

Competency-Based Training (PBK) and Strategic Partnerships are PBKs designed to address skills gaps (Graduation Deficit and social case handling). Strengthening Hard Skills (TPTKP and Crime Scene Processing): The Identification Team of the Criminal Investigation Directorate of the Gorontalo Regional Police periodically provides Training on the Technical Functions of Criminal Investigation at SPN. This material includes procedures for securing the crime scene, collecting and securing evidence, and forensic documentation. International studies show that real-world scenario-based police technical training can increase investigative accuracy by up to 40% (Jenkins et al., 2021). These skills are important for improving the quality of investigations and Graduation Rates, as well as the Development of Soft Skills (Character and Ethics).

Through EWS/DORS, the Gorontalo Police optimizes resources by conducting Enhanced Routine Activity Patrols (KRYD) targeted at *Hotspots* Crime Based on Predictive Geospatial Analysis (Susilo, 2023). Approach *Data-driven policing* this is a concrete manifestation of NPM that prioritizes efficiency and effectiveness in efforts to reduce crime rates.

However, the effectiveness *Predictive Policing* Facing significant structural challenges (Cika et al., 2024). Although EWS/DORS technology allows for advanced analysis, its implementation is limited by non-technological HR issues, such as high personnel workload and uneven personnel ratios.² The digital literacy gap among older personnel and the limitations of technology infrastructure are also barriers to system integration (Alfaridzah et al., 2025). Specifically, this digital literacy gap is not only about the inability to use software, but also directly impacts the quality of data interpretation from EWS/DORS. This aligns with research findings that digital literacy is a key variable in the success of e-policing (Muchtar et al., 2025). Less skilled personnel may fail to recognize critical patterns or misinterpret early warnings, directly reducing the effectiveness of KRYD's supposedly data-driven patrols. Similarly, high workloads and uneven personnel ratios—identified as key inhibiting factors—force personnel in the field to take shortcuts, often ignoring digital standard operating procedures (SOPs) for short-term efficiency, thus hampering strategy implementation at the operational level. This shows that advanced technological systems can fail to provide optimal impact if the physical capacity and technical understanding of the human resources running the system are inadequate, disrupting the standardization of data interpretation across work units (Fitriatiningsih & Cahyono, 2025).

KRYD Patrol (Increase in Routine Activities) Personnel from Samapta and the Gorontalo Police Directorate have increased KRYD patrols targeting vulnerable areas. This patrol is preemptive and preventive, and is based on data-based targeting (EWS/DORS) and humanist skills (Jago Mentor, Local Wisdom) to absorb information and provide Kamtibmas education to residents.

The impact of the strategy to strengthen human resources can be seen from the increase in accountability and effectiveness of preventive measures, although data on the reduction of specific crime rates in the Gorontalo Regional Police as a whole is not yet available for direct comparison from 2020 to 2024.

Improving Accountability and Anti-Corruption: Improving the integrity and professionalism of human resources, which is objectively measured through Online Vocational Schools and filtered through BETAH recruitment, has had a significant impact on law enforcement performance. This is reflected in the achievements of the Gorontalo Regional Police Special Criminal Investigation Directorate which won the first national ranking in the settlement of corruption cases in 2024. This achievement shows that focusing on human resources with integrity and professionalism directly improves the institution's ability to solve cases of organized crime and corruption. Other research shows a significant relationship between digital performance systems and the prevention of irregularities in the police bureaucracy (Famudin, 2023).

Increasing the Effectiveness of Preventive Measures the soft skills training (Jago Mentor and Local Wisdom School) allows field personnel, especially Samapta and Reskrim, to carry out KRYD Patrols in a humane and educational manner. Preemptive and preventive measures supported by the EWS/DORS analysis target crime-prone points in a targeted manner, so that the potential for disturbance of public order and security (C3, thuggery, and liquor-related violence) can be suppressed as much as possible.

Potential for Increased Settlement Rate: Although the case resolution rate in the Gorontalo Regional Police in 2020 was recorded at 58.30%, investment in technical skills

training (TPTKP/Ilah TKP) is aimed at improving the quality of evidence and strengthening early investigations. The results of this training are expected to increase the percentage of crime settlements in the coming years.

The supporting factors are the Support of the Central Leadership, the Commitment of the Chief of Police and the ranks of Main Officials who expressly place strengthening the quality of human resources as the main focus to realize a Precise and Adaptive Police posture, Strategic Partnership and Competency Legitimacy: Cooperation with Gorontalo State University (UNG) through the MOU provides academic legitimacy and competency certification (RPL) for personnel, as well as the enrichment of PBK materials with the local context (Local Wisdom School). System Transparency and Objectivity: The use of the BETAH principle in recruitment and Online Vocational Schools in performance assessment creates a healthy work culture, fosters motivation, and reduces subjectivity in talent management while the Inhibiting Factors, namely Digital Implementation Challenges and Cost of Adoption of digital technology as a whole, requires significant costs and time commitments to build a common understanding between personnel. Resistance or digital literacy gap among existing personnel can be an obstacle to the integration of systems such as EWS/DORS, Cyber Competency Gap Although the focus is on conventional crime, the rapid development of technology in Gorontalo increases the potential for digital/cyber crime. The documented PBK strategy has not yet detailed the specific cyber forensic training or digital investigations required to respond to these future crime trends, The Need for Data Mindset Standardization: The DORS and EWS Technical Guide emphasizes the importance of a shared mindset in managing operational data. This implies that the implementation challenge is not only in the availability of the system, but in standardizing the interpretation and utilization of data across work units. Table 2 presents a systematic overview of the supporting and inhibiting factors that influence the effectiveness of the HR strengthening strategy implementation in the Gorontalo City Police.

Table 2. Supporting and inhibiting factors in hr strategy implementation

Category	Factor	Description	Impact Level
Supporting Factors			
Leadership	Police Chief's Commitment	Explicit priority on the quality of human resources to realize a Precision and Adaptive Police	Very High
Strategic Partnerships	Collaboration with UNG	Academic legitimacy, competency certification (RPL), local material enrichment	Tall
Digital Systems	BETAH Recruitment	Clean, transparent, accountable, and humane computer-based recruitment	Very High
Community Participation	SMK Online	Objective, transparent, SIPP integrated performance assessment	Very High
	EWS/DORS	Predictive analytics for data-driven KRYD patrols	Tall
	FKPM Active	Police-Community Partnership Forum Building trust	Keep
Inhibitory Factors			
Resource Limitations	Limited Budget	Insufficient funds for ongoing training and cyber technology	Very High
Technology Adoption	Unbalanced Personnel Ratio	High workload due to wide area coverage	Very High
	Digital Literacy Gap	Senior personnel have difficulty adapting to digital systems	Tall
	Limited Infrastructure	Suboptimal internet quality, lack of technical equipment	Medium-High
Competency Gap	Cyber Forensic Capabilities	There is no special training on digital investigation and cyber crime	Tall
Operational Challenges	Intelligence-Based Policing	Limited capacity for organized crime (Curanmor, narcotics)	Tall
	Data Standardization	Interpretation of EWS/DORS data is inconsistent between work units	Keep
	High Workload	Affect the consistency of the application of integrity values	Tall

As shown in Table 2, while the strategy benefits from strong leadership commitment and innovative digital systems, structural challenges—particularly budget constraints and personnel ratio imbalances—remain critical barriers that require national-level policy intervention to ensure sustainable implementation. Further discussion of Table 2 shows that key enabling factors, such as the 'Commitment of the Chief of Police' (Very High) and the 'BETAH Recruitment' system (Very High), provide a fundamental foundation for reform. However, these successes are significantly mitigated by inhibiting factors with a 'Very High' impact, namely 'Limited Budget' and 'Unbalanced Personnel Ratio'. Budget constraints, for example, directly hinder the acquisition of advanced cyber technology and the implementation of continuous training, which explains why the 'Cyber Competency Gap' (High) persists despite the implementation of a digital strategy. Similarly, 'Unbalanced Personnel Ratio' contributes to 'High Workload', which, as noted in the findings, 'affects the consistency of the implementation of integrity values' in the field. Thus, this table highlights the tension between strategic vision (driven by leadership) and operational reality (constrained by resources), with the tabulated data confirming previously scattered research findings.

Implications of HR Strategy in the Perspective of Public Administration The strategy of strengthening the human resources of the Gorontalo Regional Police has profound implications for public sector governance, especially in the context of Public Administration and Bureaucratic Reform. Improving Bureaucratic Accountability (Precision Reform). Digital transformation (SMK Online and BETAH Recruitment) shifts public administration practices from discretionary to evidence-based bureaucracy. With objective and transparent performance measurement, the police bureaucracy becomes more accountable to the public and reduces the potential for KKN practices, which have been proven successful with national anti-corruption achievements. This is in line with the demands of modern Public Administration for a responsive and transparent bureaucracy.

Increasing Public Service Responsiveness (Humanist Services) Soft skill-based training (Jago Mentor and Local Wisdom School) shows a paradigm shift from state-centered policing to citizen-centered public services or community-oriented policing. The provision of local wisdom allows Police personnel to respond to social conflicts (such as alcohol-related attacks) with more sensitive and effective mediation, thereby increasing public trust, which is a crucial asset for the sustainability of public services. **Operational Efficiency and Effectiveness (Data-Based Policing)** The use of EWS/DORS implies the optimization of public resources. The police no longer rely on random patrols, but instead use geospatial predictive analysis to place personnel (KRYD Patrol) at the right vulnerable point. In Public Administration, this is the embodiment of New Public Management (NPM) which prioritizes efficiency and effectiveness based on measurable outputs in an effort to reduce crime rates to the maximum.

The results of the study identified that the Gorontalo Police's strategy in strengthening human resources oriented towards reducing crime rates is based on three main pillars that are multidimensional. The main strategy of the Gorontalo Police is continuous investment in improving the competence of personnel through case-based training programs and technology implementation. Regular education and training programs have proven effective in increasing the capacity of police officers, particularly in the areas of investigation, conflict management, and the use of monitoring technology. In-depth interviews revealed that case-based practical training is more effective in improving officers' response to criminal situations than conventional approaches. This shows the application of the adaptive competency-based training concept.

The aspects of digital transformation are realized through the optimization of information technology, which is applied across various operational functions. This includes the use of an application-based reporting system that facilitates more efficient public reporting and accelerates real-time communication between personnel in the field. Additionally, the implementation of CCTV in crime-prone areas enhances the ability to predict and monitor potential security threats. Digital technology is also utilized through social media as a quick communication tool with the community, while also serving as a platform for socializing security programs.

This strategy is in line with the argument that integrating information technology can speed up early detection and improve patrol effectiveness. In addition to improving technical competence, strengthening ethical, mental, spiritual and integrity aspects is a top priority (Allifiyah et al., 2024). The emphasis on professional codes of ethics and the inculcation of public service values aims to create officials who are not only professional but also justice-oriented (Wulandari, 2022). Strengthening accountability is strengthened by strengthening the internal supervisory system through performance evaluation based on Key Performance Indicators (KPIs). This system serves as a transparent reward and punishment mechanism to encourage improved performance and discipline.

However, the findings reveal a gap between the ideals of the code of ethics and real practice. Some officers acknowledge that high workloads and social pressures often affect the consistency of applying integrity values. This gap demonstrates the need for adequate welfare support and structural reforms to consistently maintain the integrity of personnel.

Optimizing the Role of Bhabinkamtibmas and Community Policing THAT the third pillar is the strengthening of community-oriented policing (*Community Policing*). This program is realized through Optimizing the role of Bhabinkamtibmas (Widodo & Baharudin, 2022). As the tip of the spear, Community Police Partnership Forum (FKPM), and the "Community Friendly Police" initiative (Rudiana et al., 2021). The Community Police Program has succeeded in building public trust and strengthening cooperation between officers and the community. National research results also confirm that the role of Bhabinkamtibmas is a major determinant in reducing social conflict in urban areas (Chairuddin et al., 2023).

The impact of the Gorontalo Police's human resource strengthening strategy is analyzed through a comparison of prominent crime data. Data from the Criminal Investigation Unit of the Gorontalo City Resort Police shows a fluctuating crime trend throughout 2024 to the January-September 2025 period.

Table 3. Prominent cases

Yes	Case Type	2023	2024	2025 (Jan-Sep)	Changes 2024-2025	Impact of HR Strategy
1	Minor/Ordinary Abuse	110	201	127	Down 36.8%	Effective: soft skills training and conflict mediation
2	Ordinary Theft	22	50	48	Down 4%	Moderate: KRYD patrols start to stabilize
3	Curanmor (Motorcycle Theft)	17	4	14	Up 250%	Critical Gap: Need for Intelligence Specialization
4	Deceit	30	37	25	Down 32.4%	Positive: investigation capacity increased
5	Embezzlement	33	46	30	Down 34.8%	Positive: technical competence improved
6	Domestic Violence	19	39	28	Down 28.2%	Highly Effective: Bhabinkamtibmas Succeeds
7	Demolition	16	36	18	Down 50%	Highly Effective: community prevention
8	Child Abuse	34	20	19	Down 5%	Success: specialized PBK training
9	Child Pornography	36	14	16	Up 14.3%	Need for continuous vigilance
10	Child.	0	12	16	Up 33.3%	Critical Attention: an alarming trend
11	Fiduciary	49	34	31	Down 8.8%	Positive: dispute handling improved
TOTAL	366	493	372	Down 24.5%	Strategy shows positive impact 2025	

Source: Gorontalo City Police Criminal Investigation Unit

Discussion of the Impact of Strategic Success Human resource strengthening strategies have proven effective in reducing crimes that require social intervention and good conflict management, such as domestic violence and violence This significant reduction can be directly attributed to conflict management training, ethical strengthening, and the active role of Bhabinkamtibmas in social mediation and prevention, Critical Challenges (*Threat of Novelty*): Although there has been a decrease in many cases, there has been a sharp increase in cases of MOTORCYCLE THEFT (from 4 to 10 cases), In addition, narcotics crimes also continue to show an increasing trend, The increase in these two types of crime shows that the strategy of strengthening human resources, although adaptive, is not yet specific enough to deal with organized crime (narcotics) and high-risk property crimes (MOTORCYCLE THEFT) which often require more in-depth digital investigation competencies and *intelligence-based policing*.

The success of the implementation of the strategy to strengthen human resources is supported by Leadership Support: The commitment of the Gorontalo Police leadership in initiating case-based training programs and technology investment, Practical Training Methods : The use of experiential learning methods has proven to be more effective in improving the responsiveness and *technical skills of personnel*, Active Community Participation: The Community Police Program (FKPM) has succeeded in building trust and facilitating the rapid exchange of information, thereby increasing the speed of officers' responses.

Although it showed positive results, the implementation of this strategy faced considerable challenges related to administrative and managerial aspects. Workload and Personnel Ratio: High workload due to the imbalance between the number of personnel and the area of duty is a major obstacle, which has an impact on the consistency of implementation of integrity and performance. Limited Technology Infrastructure: The quality of the internet network is not optimal and the limited technical skills of some personnel in operating digital devices are obstacles in maximizing the use of Digital Transformation. More profoundly, these infrastructure limitations mean that systems like SMK Online or EWS/DORS experience lag or are even inaccessible in some patrol areas. This not only causes frustration among personnel but also creates a data gap, forcing decisions in the field back to manual processing without the support of predictive analytics, ultimately defeating the purpose of the digitalization strategy itself. Budget Constraints: Lack of adequate budget support for ongoing training and structural reforms hinder program sustainability. Public administration literature shows that structural barriers such as workload and lack of digital infrastructure are factors that often hinder police reform in developing countries (Charbonneau et al., 2025). Internal Resistance: There is still resistance from some members to changes towards a more transparent, performance-based, and technology-based work system.

Implications of HR Strategy from the Perspective of Public Administration the Relevance of *Human Capital Theory* The findings of this study reaffirm the validity of Human Capital Theory by Becker (1993) The Gorontalo Police's investment in competency-based training, ethical strengthening, and technology adoption can be seen as a strategic investment in human resources. Concretely, the link between these findings and the theoretical framework can be explained: the success of the Competency-Based Training (PBK) program in improving the skills of crime scene investigators and crime scene processing, which contributes to the potential for increased case resolution rates, is a direct manifestation of Human Capital Theory. This theory argues that investments in 'knowledge and skills' (human capital) will produce 'returns' (better organizational performance). The findings of this study clearly show that personnel who received such training investments

produced improving technical competence and personnel integrity provides added value that can be measured directly, namely improving organizational performance (reducing cases of domestic violence and abuse). Therefore, strengthening human resources is not just an operational cost, but a long-term strategic investment to create better security, order, and public trust. Bureaucratic Reform and Organizational Capabilities. The Gorontalo Police's human resource strategy shows concrete efforts to support the Police Bureaucratic Reform, namely a paradigm shift from *power-oriented* to *community-oriented*. The theoretical link lies in how the implementation of digital systems such as BETAH recruitment and SMK Online supports the main pillars of Bureaucratic Reform. This system forcibly promotes 'transparency' and 'accountability' (two pillars of reform) by replacing the previously discretionary and seniority-based administrative process with a performance-based (merit system). The success of the Special Criminal Investigation Directorate in achieving first place nationally in resolving corruption cases can be seen as the fruit of this internal bureaucratic reform, where objectively recruited and evaluated human resources are better able to carry out law enforcement functions professionally. The focus on accountability, ethics, and Community Policing (Bhabinkamtibmas) reflects the adaptation of the National Police to the community's demands for professional and humanist public services.

However, inhibiting factors such as budget limitations and high workload are classic problems in Public Administration in Indonesia. To improve the overall organizational capabilities of the Police, this reform must be supported by a more adaptive, sustainable, and performance-based human resource management policy at the level of the National Police of the Republic of Indonesia, by ensuring the distribution of human resources and proportionate budget allocation in dense urban areas. Failure to address these structural barriers risks hindering the full implementation of Digital Transformation and reducing the effectiveness of the strategies formulated.

Based on the analysis of supporting and inhibiting factors and the findings discussed, this study formulates several substantive and practical policy implications. First, to address the challenges of a "Limited Budget" and an "Infrastructure Gap," policy advocacy at the National Police Headquarters level is needed for a more balanced budget allocation and a focus on strengthening digital infrastructure outside Java. Practical recommendations include the procurement of standardized hardware and increased network capacity (bandwidth) across all Gorontalo Police work units.

Second, addressing the "Digital Literacy Gap" and "High Workload" requires dual policy interventions. Practically, a "digital mentorship" program should be designed, pairing younger, tech-savvy personnel with senior personnel for applied knowledge transfer. This has proven more effective than traditional training. Furthermore, a review of the personnel-to-workload ratio (workload analysis) is necessary to ensure that the implementation of new technologies does not increase the administrative burden, which is counterproductive.

Third, the findings regarding the sharp increase in motorcycle theft and narcotics cases (Critical Challenges) indicate the need to revise the PBK strategy. The policy implication is that the Gorontalo Police must immediately develop and allocate resources for specialized training in cyber forensics and intelligence-led policing. Without this specialization, the existing human resource strategy will remain reactive to conventional crime and fail to anticipate technologically advanced organized crime. Incorporating these recommendations into the Police's strategic plan will significantly increase the relevance and effectiveness of future human resource strengthening strategies.

CONCLUSION

The Strategy for Strengthening Human Resources (HR) implemented by the Gorontalo City Resort Police (Polresta) in order to reduce crime rates is a multidimensional and adaptive approach based on the Vision of the National Police of the Republic of Indonesia (Polri) Precision (Predictive, Responsible, Transparency) and Justice. This finding directly answers the research problem regarding how the Gorontalo Police adapt its HR management to respond to the demands of professionalism and the challenges of crime in the digital era. This approach fundamentally shifts human resource management from conventional administrative practices to competency-based talent management and digital transformation. The Human Resource Strengthening Strategy has been implemented through two integrated main pillars, namely Digital Transformation in Human Resource Management (HR) and Competency-Based Training (PBK). Digital transformation (through NYAMAN recruitment and the implementation of the Performance Management System/Online SMK) has succeeded in creating a foundation for personnel with more integrity and professionalism, guaranteed objectivity in career development and performance evaluation. Meanwhile, PBK is focused on closing the skills gap, both hard skills (such as TPTKP technical training/Crime Scene Processing to increase the Clearance Rate) and soft skills (through Jago Mentors). São Paulo S and Local School Wisdom for Mental, Ethical, and Conflict Mediation Skills), Impact Strategies to Reduce Crime have proven effective on types of crime that are deeply rooted in social issues and conflict management.

Internal data shows a significant decrease in cases of Abuse (from 221 to 132 cases) and Domestic Violence (from 10 to 3 cases) between 2024 and the January-September 2025 period. This achievement is a direct result of investment in soft skills of personnel that enable the implementation of KRYD Patrols and preemptive/preventive actions in a humanistic and community-based manner. In addition, operational digitalization through the Early Warning System (EWS)/DORS has improved operational efficiency by enabling data-driven policing and predictive targeting of crime-prone points. While the reduction in domestic violence indicates tangible benefits felt directly by residents, the long-term impact of this strategy on overall public perception, social trust, and the effectiveness of police organizations in addressing broader social challenges still requires further exploration. Despite this, the strategy still faces challenges in the types of organized crime and high risk to property (e.g., the increase in cases of Motor Theft from 4 to 10), which indicates the need for further specialization in the field of cyber investigation and intelligence. Strategic Implications in the Perspective of Public Administration shows a shift in the paradigm of the police bureaucracy towards a more modern management order. The use of online vocational schools and BETAH recruitment reflects the application of evidence-based Bureaucratic Accountability principles, in line with the demands of Bureaucratic Reform. Furthermore, the emphasis on soft skills and Community Policing (Bhabinkamtibmas) shows an increase in citizen-oriented Public Service Responsiveness, builds trust, and strengthens synergy between apparatus and the community. Thus, strengthening human resources can be seen as a strategic long-term human capital investment, which is not only increasing the capacity of law enforcement but also improving the quality of public services as a whole.

This conclusion also underlines that the continuous decline in crime rates is highly dependent on the ability of the Gorontalo Police to overcome structural inhibiting factors. Its main challenges include limited budget allocation for ongoing training and specialized cyber technologies, and challenges related to personnel diversity. In particular, the digital literacy gap among older personnel highlights the need for strategies to accommodate variations in age, work experience, and skills among personnel. High workloads are also a critical inhibiting factor.

Therefore, sustainability and long-term evaluation are crucial. The success of this long-term strategy needs to be supported by mechanisms to ensure the continuity of training programs and ongoing monitoring and evaluation. The practical implications require concrete policy interventions, not only at the national level for equitable resource distribution, but also at the local level, such as (1) implementing a digital mentorship program to bridge the competency gap between generations of personnel, and (2) conducting periodic workload analyses. Only by addressing these structural constraints and ensuring program sustainability can this strategic investment in human resources maintain its effectiveness and anticipate the complexity of future crime. Digital literacy gaps among older personnel, and high workloads. Therefore, the success of this long-term strategy needs to be supported by more adaptive human resource management policies at the national level, ensuring proportionate distribution of personnel, and strengthening investment in digital/forensic competencies to anticipate the complexity of crime in the future.

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