Implementation of a Performance Evaluation Policy for Regional Police Metro Jaya Employees Using an Online Performance Management System

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INFO ARTICLE

ABSTRACT

The National Police has used information technology to manage its personnel's performance appraisals through an online Performance Management System (PMS) that can be accessed via the website and apps that can be downloaded for free on smartphones. The online PMS policy is implemented to increase the objectivity of Polri personnel in developing their careers. The author raises issues concerning the implementation of the Regional Police Metro Jaya online PMS policy and the factors that influence its implementation. The author will analyze the issues raised using Edward III's policy implementation concept and Williams' performance management system. The author conducts a study of documentation, observation, and in-depth interviews in this study, which employs a qualitative approach with a descriptive analytical research type. According to the findings, the Metro Jaya Regional Police followed up on organizational policies by placing online PMS operators in each work unit to manage and supervise policy implementation. Prior to implementation, the appointed operators were socialized regarding the online PMS policy. Furthermore, in order to save time and space for these operators, all personnel in their respective work units were socialized once more. The policy is socialized both formally and informally among personnel using social media. However, from the beginning of the implementation in early 2019, until now, it has decreased and is inconsistent in inputting performance appraisal data by each work unit, so that the attitude of the performance appraisal implementers is still less responsive. Another barrier to data entry is that the online PMS application is only available on the Android operating system and is still in the development stage, which can interfere with the data input process. It is hoped that the online PMS will make it easier for leaders to monitor and analyze their personnel's performance, as well as for members who are considered to be able to know the performance targets and performance achievements that have been carried out in order to motivate them to improve their performance in order to advance in their careers.

INTRODUCTION

A structure of working relationships between a group of people who work together to achieve specific goals is referred to as an organization. These people, or Human Resources (HR), become an important asset in an organization, determining the organization's progress toward its goals. An organization will develop and produce something that meets expectations and goals if these human resources are properly cared for by respecting their expertise (Tirta, Bahri, and Juharni 2019). A large number of human resources, if used optimally, maximally, effectively, and efficiently, will be useful in promoting long-term national growth and development (Supit, Kojo, and Trang 2019). Human resources in an organization have their own distinct characteristics that cannot be equalized, so policies implemented in an organization should be able to accommodate and even bridge these various distinctions (Mofian 2017).

In determining the progress related to the performance of team or individual members. The extent to which an organization can achieve predetermined goals can be used to assess its performance. The relationship between individual performance and organizational performance in the organizational framework is the organization in achieving the goals that have been set through activities or activities carried out by a group of people who actively play a role according to their duties and functions. In other words, hiring someone based on their performance is linked to an organization's success (Aydin and Tiryaki 2018). The organization develops strategies to measure member performance through performance appraisals in order to determine the level of success of its members (Gichuhi et.al, 2013). Performance is derived from the word "work performance" etymologically (et al. 2019). Performance measurement is useful for evaluating the outcomes of the current year's implementation of the performance agreement in accordance with the performance plan (Purnomo, Hafidz, and Djauhari 2018). According to Mangkunegara (2017), performance is not only the achievement of results or outputs, but also a person's contribution in accordance with the demands of his work. However, the process of the person in achieving the results, as defined by the duties and responsibilities of the job description. Furthermore, Key Performance Indicators (KPI) can be derived from the job description, which is a measure of a person's success in meeting task targets based on their primary duties and functions.

At the same time, advances in science and technology have occurred every year, resulting in competition in a variety of fields. This necessitates the ability of an organization to adapt to these changes. According to Ghillyer (2012), organizations now operate in a world that is constantly changing due to the advancement of Information Technology (IT) and the use of the internet. The digital era, which is connected automatically, machine learning, and real-time data, also known as the industrial era 4.0, requires speed and efficiency in presenting and presenting goods and services. As a result, in order to adapt to these changes, an organization must improve its human resources and technological infrastructure. It is up to the appraiser to assess the performance of data and evidence, and implementation that occurs only once or twice a year will result in very limited data to be analyzed. This can stymie the process of providing feedback to the assessed personnel, and the relationship between appraiser officials and members is also strained. In contrast, if feedback is provided, it will serve as a means of establishing a harmonious relationship between the assessor and members by providing motivation, solutions, and attention. Performance appraisal reports contain critical information that can be used to make strategic decisions. Bringing HR and IT practices together is an attempt to maximize value creation. Organizations are shifting their performance management systems from traditional to web-based systems in order to improve accuracy and objectivity. As a result, a digital system that can store and analyze member performance appraisal data is required to facilitate assessment and decision making by leaders who can be included in the performance management section.

As the Indonesian state's law enforcement agency, the Indonesian National Police has made significant contributions to the nation and state (Yana et al. 2021). The National Police Institution operates in accordance with its primary responsibilities and authorities as outlined in Article 13 of Law No. 2 of 2002, namely maintaining public security and order, enforcing the law, and providing protection, shelter, and services to the community (Suananta, Wijaya, and Mardiyono 2015). The National Police, one of the state institutions with a large human resource of 400 thousand people, is dispersed across the country. The National Police is

responsible for maintaining public security and order (harkamtibmas) as well as enforcing the law. The ability of police officers to be creative and innovative is very strategic in anticipating and responding to social phenomena that can lead to various types of crime (Heri 2019). Organizations must have good and deep knowledge in order to innovate, so that while creating knowledge, the organization tries to improve its working methods (Puryantini, Arfati, and Tjahjadi 2017). So that its role is very vital and becomes the demands of the people who want the situation to remain safe and conducive.

Because the police force is a public institution, public evaluation of its performance is essential. Various factors originating from individual mechanisms influence performance as an outcome, including: job satisfaction; motivation; stress level; trust, justice, and ethics; learning and decision making. Organizational culture, organizational structure, leadership style and behavior, leadership power and influence, personality, and ability all have an impact on performance (Mayastinasari, Earlyanti, and Syafruddin 2019). Keith and Newstrom (2000) believe that the ability and motivation factors are used as a measure of performance, namely Human performance = Ability + Motivation (Julianry, Syarief, and Affandi 2017).

The performance of the National Police is under scrutiny, with public criticism directed at units or people who commit infractions or whose work is deemed less than optimum or fails to meet the aim. The performance of these employees poses a risk and may erode public trust in the police. In response, the National Police employs the idea of performance management in conducting performance evaluations, as specified in Police Regulation Number 2 of 2018 addressing the performance evaluation of Polri members using the Performance Management System (PMS). The purpose of this performance review is to ensure objectivity in career growth, development education, promotion, and allowances.

Policies in the performance evaluation carried out by the National Police via the use of technology via websites and programs that can be controlled via computers and android phones, which are referred to as PMS online. The strategy for building an online PMS is anticipated to assist monitoring the performance of members based on competence in a way that is objective, transparent, and accountable, and that is connected with the National Police Personnel Information System (NPPIS) application. According to the organizational perspective, performance appraisal is carried out to monitor employee performance and relate it to organizational goals, achieve organizational effectiveness, and maintain a balance between stakeholder preferences, namely the appraiser and the employee being assessed, where both parties have different values in evaluating the performance appraisal system's effectiveness. In this case, the business hopes to fulfill its objectives through a seamless performance assessment system and positive interpersonal ties between the rater and assessor. As a result, the appraiser, the individual being evaluated, and the company all have distinct stakes in the performance assessment system. As a result, the efficacy of the performance assessment system may be considered to be subjective, and the criteria used by stakeholders to determine effectiveness are determined by their values and preferences.

The issue that arises during the deployment of an online PMS in this study is a lack of maximum staff in entering data linked to their performance. This is due to network issues in various places, the application development process, and a lack of concern for the members being assessed and appraiser authorities. The issues discovered by researchers during the implementation of online PMS regulations will be examined using a number of relevant ideas and theories. As a result, the online application of PMS will be inefficient, the performance analysis process will be impeded, and the information received will be partial and incorrect. Performance assessments that are not carried out in accordance with the idea that has been created might cause corporate goals to be missed. The problem that occurs in the implementation of online PMS in this research is the lack of maximum personnel in inputting data related to their performance. This is due to network problems in several areas, the application development process, the lack of care for the members being assessed and the appraiser officials. The problems that researchers find in the implementation of online PMS policies will be analyzed through several related concepts and theories. So that the application of PMS online is not optimal, the performance analysis process will be hampered and the information obtained is incomplete and invalid. Performance appraisals that are carried out not according to the concept that have been formed can make organizational goals will not be achieved. The impact on personnel who are not motivated in achieving

performance targets due to the perceived lack of objective performance appraisal and lack of attention from the leadership, making them work in accordance with the assigned task standards which are important not violating the rules.

METHOD

The author employs a qualitative technique and a literature review in this work. The researcher employs two forms of study in the qualitative research method: exploratory and descriptive. Descriptive method, which is a method in which data is produced and then evaluated to offer information on the problems being examined (Afifudin, Kadir, and Isnaini 2020). Researchers are the primary research instruments in this case since they are actively involved in the collection of data or samples. Researchers made observations while looking for data on the implementation of online PMS at the National Police Headquarters and Polda Metro Jaya, as well as conducting interviews with operators, personnel with high achievements and good performance, and duty-bearing officials at the Metro Jaya Regional Police HR. Furthermore, the data collecting approach is carried out by reviewing papers, books, articles, journals, and rules linked to the subject of research in order to improve writing with data obtained directly during field observations.

THEORY AND CONCEPTS

Policy implementation

Indeed, policy implementation, as defined by Patton and Sawicki (1993) in Subarsono (2005), is connected to diverse actions aimed at implementing the program, with the implementor regulating how to arrange, interpret, and implement the chosen policies. So that by organizing, implementers may manage resources, units, and procedures that can support program implementation effectively and efficiently, as well as understand the plans that have been established and instructions that can be simply followed for the realization of the implemented programs (Gani, 2019). Policy implementation seeks to comprehend what occurs after a program is developed, as well as the impact of the policy program. Furthermore, policy implementation is concerned not just with administrative difficulties, but also with environmental elements that impact the policy implementation process (Sahoming et al., 2019).

George Edward III is the model. Edward considers policy implementation to be a dynamic process in which numerous elements interact and impact policy implementation (Wardhana, 2021). According to Edward III (1980) in Kadji (2015), policy implementation may be accomplished through four factors: communication, resources, implementers' attitudes, and bureaucratic structure. Communication is a mechanism for policymakers to transmit messages and commands. If the message is not specifically routed, the implementers will misinterpret it while putting it into action. As a result, policy implementers have the option of not implementing the policy since they do not comprehend and define their obligations in accordance with policymakers' expectations. It is possible to express policy information in two ways: formal and informal. Formal communication that can be created and formed in a planned manner through formal channels attached to the organizational structure's established channels. Non-formal communication is communication that occurs outside of the organizational structure through non-formal channels that are incidental in nature, based on needs or good interpersonal relationships, or based on shared interests. The purpose of these two forms of communication is to create work productivity and communication performance, both individually and collectively within an organization.

Personnel who are specialists in their disciplines, appropriate knowledge, and varied facilities and infrastructure to support operations are all important resources. Human Resources (HR) are the most significant resource since, as a policy implementer, you must pay attention not only to quantity but also to quality in order to support the policy. Human resources with the necessary skill and ability will deliver results in the application of appropriate and successful policies. Inadequate resources suggest that the policy will not be executed, that great service will not be provided, and that existing rules will not be adequately constructed.

Policy implementers must not only understand their responsibilities and be capable of carrying them out, but they must also have a good attitude and will to carry them out. Sometimes policy implementers do not always implement the policy, requiring the leader to make a disposition of tasks or limit the authority of his staff. As a result, policymakers must comprehend internal conditions in order for implementers to correctly execute policies and share the same perspective as policymakers.

Because the bureaucratic structure is so helpful in the policy implementation process, inefficiencies in the structure must be minimized. This might impede policy implementation because there is fragmentation inside the organization, resulting in delays in the coordination process, whereas policy execution necessitates collaboration involving many individuals. Regulations or Standard Operating Procedures (SOP) regulating the roles of policy implementers can be used by policymakers to adjust these constraints. Failure in policy implementation happens as a result of impediments in bureaucratic interactions, which can waste resources, impede coordination, and result in implementation procedures that differ from or are not as envisioned by policymakers. According to Edwards, these four variables influence policy implementation and interact with one another to help and hinder policy implementation, thus the best strategy is to reflect on this complexity by considering all issues at once (Roeslie & Bachtiar, 2018).

Performance Management System

According to Dessler (2003), performance management is the process of combining goal creation, evaluation, and performance development into a single common system with the purpose of ensuring that employee performance supports the company's strategic goals. Performance appraisal is used by an organization as part of management to communicate organizational goals to its members. Employees can be informed about the company's competitive strategy through performance reviews, and they can direct their efforts and activities toward accomplishing the organization's strategic goals (Macduffie, 1995, in Bayo-morienes et.al, 2020). Furthermore, Bacal (1998) identifies five fundamental ideas in a performance management system: a) an integrative model for organizational performance; b) a focus on processes and outcomes; c) involvement of linked parties in accomplishing the objectives; d) Objective and focused performance evaluation; e) Evaluation and learning between superiors and subordinates. The essential aspect that must be handled through the performance management system is performance appraisal. According to Armstrong (2007), managing performance evaluation is carried out through a performance management cycle that consists of four interconnected and supporting stages, which are as follows:

a. Directing / planning
   1) set targets according to organizational goals to individuals or teams.
   2) explain job expectations of the organization.
   3) planning to increase the competence of members according to their duties.
   4) explain the tasks carried out by each member.
   5) Conduct individual training and development planning.
   6) Set performance standards in indicators according to their roles and duties.
b. Managing / supporting
   1) Leaders provide guidance and counseling to members, especially those who do not reach the target.
   2) Leaders provide feedback on the performance produced by their members so that improvements or refinements can occur so that goals are achieved.
   3) The management style must support an objective performance appraisal system.
   4) Carry out monitoring of members.
   5) Conducting individual training and development activities to increase competence.
c. Reviewing / appraising
   1) Conduct a formal performance evaluation.
   2) Compiling member performance appraisals for analysis.
   3) Creating feedback sessions between leaders and subordinates.

    4) The assessment process involves colleagues and superiors to subordinates.
- d. Developing / rewarding
  1) Giving promotions or salary increases for achievements.
  Giving gifts, bonuses or special awards to individuals or teams for their success in achieving performance targets or exceeding leadership expectations. 4) Carry out member monitoring.

RESULTS AND DISCUSSION
Implementation of PMS Online by Metro Jaya Regional Police Personnel
    Performance management is a dynamic work process that involves a group of people working together to achieve specified goals (Baird, 1986, in Armstrong, 2007). Performance management is analogous to a dynamic cycle that repeats itself according to a preset time set by an organization. The National Police Department implemented the performance management cycle in four stages: performance planning, performance monitoring, performance assessment, and performance evaluation.

Performance Planning
    This initial step determines performance assessment through people assignments based on activity indicators in compliance with organizational goals. Using SMART (Specific, Measurable, Achievable, Realistic, Time bound) in selecting goal indicators will be more successful. The targets in determining the assessment indicators must be clear and specific according to the type of task and workload, have a measure that is easy to understand and measurably signifies success, the achievement of targets must allow neither excessive nor too low, performance targets must be reasonable in accordance with real conditions, and the timing of performance goals must be clear. Performance planning for National Police officers that includes components of performance evaluation such as indicators for analyzing individual and general characteristics.

- a. Specific Factors (SF), include additional duties and employment contracts
  1. Additional tasks are tasks performed by officers of the National Police that are connected to the major responsibilities and functions but are not included in the work contract; their execution is assigned based on a warrant. The member receives a score of 4 for each assignment and a maximum value of 4 assignments; the remainder is not tallied.
  2. A work contract is an individual performance plan developed by the evaluated member and the appraising officer to execute a job linked to the major duties, functions, and responsibilities outlined in the job description. The work contract is established at the start of each semester in line with the organization's performance strategy, which is defined annually via a performance agreement. The National Police leadership is responsible for coordinating the development of work contracts for each work unit so that the organizational performance plan is carried out consistently, effectively, and efficiently. When creating an employment contract, the following processes must be followed:
     - a) Preparation of a work contract based on a performance agreement document in which members of the National Police are allocated and led by the budget plan for that year, so that the work contract corresponds to the work unit activity plan each semester.
     - b) Must be based on the work unit's principal activities and functions.
     - c) Based on the Workload Analysis (WA) and Standard Operating Procedures, five job descriptions for each member are created based on the major duties and objectives for completing the tasks in line with the budget plan.
     - d) Job indicators are created for each job description, along with objectives to be met every quarter within one semester, including quantity and quality targets.
     - e) The work contract that has been agreed upon and accepted by signing by the Assessed Member and the Appraisal Officer constitutes the foundation for the work contract's assessment.
- b. Generic Factors (GF), including Member Work Behavior (MWB), rewards and punishments.
  1. Member Work Behavior (MWB) is an assessment indicator related to performance factors and performance standards that have been determined and apply equally to all members of the National

Police, such as: a) Leadership; b) Service orientation; c) Communication; d) Emotional control; e) Integrity; f) Empathy; g) Organizational Commitment; h) Initiative; I Discipline; j) Cooperation. For the evaluation of the MWB, colleagues are also evaluated, and leadership indicators are evaluated for the Assessed Member (AM) who has a structural role.

2. The award becomes an indication in contributing to the performance value if a member of the National Police earns it from: a) the President (score 15); b) the National Police Chief/Ministerial level (score 12); or c) the Police Headquarters Officer (score 9). d) Regional Police/Provincial Leadership Coordination Forum (score 6); e) Resort Police/Regency/City Regional Leadership Coordination Forum (scoring 6). (score 3).

3. Punishment is one of the factors used to lower performance scores if personnel of the National Police are punished in the following ways: a) Criminal cases (score 15); b) Violation of the Police Professional Code of Ethics (score 12); c) Disciplinary penalty (score 9); d) Disciplinary action (score 9); (score 6).

Performance Monitoring

The second step is the execution of defined methods for monitoring the organization's work operations. There is no need for comprehensive supervision of the technical topics that members undertake on a daily basis in this monitoring, but the Appraisal Officer (AO) can focus on the results of accomplishing their performance. The findings of AO's monitoring of the fulfillment of work contracts every three months are noted in the monitoring form. At this point, the AO and AM must review progress toward attaining performance objectives, then analyze what has been done and what has not been accomplished, and identify impediments to meeting the agreed-upon performance targets. If the work contract objective is not met, the AO undertakes continual coaching by offering examples as role models, directions and instructions, as well as incentive to enhance performance, and, if required, provides recommendations to improve AM's ability. Furthermore, delivering positive feedback on the progress made in respect to its performance objectives is critical to strengthening the competence of members. However, offering input is done at the appropriate time and on specific issues. Mistakes in delivering feedback really demotivate members.

Performance Assessment

The third stage is to recapitulate the performance evaluation at the conclusion of each semester, which lasts one month (semester I in July and semester II in January). The appraisals given by appraisers and coworkers vary from 0 to 100, with the stipulation that less than 60 does not meet the performance aim.

- Very Good = 81 - 100
- Good = 71 - 80
- Enough = 61 - 70
- Less = 60 and below

The final value of the performance assessment is determined by combining the particular factor value and the generic factor value, with the specific factor value having a weight of 60% and the generic factor value having a weight of 40%. The particular factor value is calculated by multiplying the value of the quarterly work contract in one semester by two times 80 percent multiplied by the number of extra assignments multiplied by four. The generic factor value is calculated by multiplying the appraiser's PKA value by 60% and the colleagues' PKA value by 20%, plus The award's value is then lowered by the penalty's value.

SF = Nilai KK + Nilai TT ....(Formula 1)

$$= (\frac{KK}{2} \times 80\%) + (TT \times 4)$$

GF = (Nilai PKA dari PP x 60%) + (Nilai PKA dari RK x 20%) ....(Formula 2)
    + Reward Value – Punishment Value

Final Value PK = (FS x 60%) + (FG x 40%)   ....(Formula 3)

Performance Evaluation

The fourth stage is to evaluate and appraise AM's performance in each semester. If the AM receives a bad performance rating, the AO must explain why and propose that the AM participate in the capacity development program. However, if you have been given the chance to participate in the capacity building program and you still do not meet the performance objective in the next semester's performance evaluation, a recommendation to transfer to a position at the level of competence might be made. When AM receives a high performance assessment, AO bestows a reward in the form of a certificate, which may be used as a priority to participate in professional development education and coaching.

Factors Affecting Policy Implementation in the Metro Jaya Regional Polic

a. Communication

In 2018, an online-based Performance Management System was implemented under Polri Regulation Number 2 of 2018 regulating the performance evaluation of Polri members using the Performance Management System (PMS). The National Police use information technology to manage the performance of its workers via a website and an Android application. The policy was not immediately adopted since there was a socialization period before the policy's implementation began at the start of the 2019 semester. The National Police Headquarters Staff for Human Resources at the National Police Headquarters provided initial socialization to staff, particularly operators in each Work Unit at Police Headquarters and the relevant HR Bureau operators Regional Police in Indonesia. Furthermore, each operator must continue to socialize the people in each work unit. Regional police operators, in particular, must re-socialize each work unit at the regional police and resort police levels. The National Police Headquarters Staff for Human Resources at the National Police Headquarters provided initial socialization to staff, particularly operators in each Work Unit at Police Headquarters and the relevant HR Bureau operators Regional Police in Indonesia. Furthermore, each operator must continue to socialize the people in each work unit. Regional police operators, in particular, must re-socialize each work unit at the regional police and resort police levels. With the organization's progressive socialization as a medium of formal communication, it is projected to hasten the transmission of online PMS policies to the lowest levels.

The operator of the Metro Jaya Regional Police's HR Bureau carried out the socialization of each Work Unit and the ranks of the Resort Police. An anev is carried out once a year in its implementation to see the achievement of staff submitting performance assessments, thus online PMS operators must be active in reminding them to input work contracts and performance achievements every quarter. This was done since the online PMS application still had issues from time to time, necessitating employee input through computer, laptop, or other comparable electronic medium. Social media is employed through discussion groups to shorten the supply of information and monitoring connected to online PMS.

b. Resource

The Metro Jaya Regional Police Department has a total of 29,680 people divided throughout 27 work units organized into Divisions, Divisions, and Directorates, as well as 13 Resort Police. The ranks of police officers in the Republic of Indonesia range from enlisted to high-ranking officers, with varying overall education and service credentials. With the expansion of Republican Police services to the public via online apps, Republican Police leadership believes that employees are competent in the use of smartphones. The National Police, on the other hand, does not mandate all workers to utilize cellphones; those who do not have them can use the Personal Computer (PC) available in each work unit or through an operator manning PMS online in each work unit. At the moment, online PMS can only be accessed via

a smartphone running the Android operating system, as the iOS operating system is not currently available.

Based on researcher observations and interviews with online PMS operators from the Metro Jaya Regional Police, it was found that most personnel still ask for operator assistance to input work contracts and quarterly performance, while using smartphones is rarely done because it has been almost a year since the application could not be used related to the process. application development that has not been achieved. All performance input results are recorded in the database contained in the National Police Chief's Staff for Human Resources at the National Police Headquarters, the data is integrated with the National Police Personnel Information System (NPPIS) which is used by the leadership to view the curriculum vitae and development of personnel performance. In addition to being consumed by the leadership, information on performance developments can also be accessed by every personnel so that they know their performance achievements each period. Thanks to online PMS, organizations can analyze personnel performance from early 2019 to the present via PCs and smartphones, making it easier for leaders to give awards, placements or promotions. In addition to being consumed by the leadership, information on performance developments may be accessed by all workers to ensure that they are aware of their performance successes at all times. Organizations can analyze personnel performance from early 2019 to the present using PCs and smartphones, making it easier for leaders to award, place, or promote employees.

c. Implementing Attitude

The Metro Jaya Regional Police Department's implementation of the performance assessment policy via online PMS is still not ideal. This is based on the outcomes of two semesters of input in 2021. (Table 1). Only 17 of the 40 work units at the Regional Police and Resort Police levels regularly submit performance assessments over 50% each semester, while the remainder are inconsistent. Between the first and second semesters, there is a large decline in the number of performance assessments entered into some work units. As previously said, the input for the performance evaluation is carried out by each staff, appraiser authorities, colleagues who are being evaluated, and can be aided by operators if there are any hurdles. Personnel may enter work contracts and quarterly performance objectives as assessed members, appraisers can enter their personnel performance assessments, and colleagues can enter performance appraisals for evaluated members. Meanwhile, as supervisors of online PMS operations, operators can assist in the entry of performance assessments accompanied by connected parties if difficulties arise. As a result, the impediment in entering performance is not only the personnel's duty, but also the responsibility of all essential parties in the performance review via online PMS.

Table 1. Recapitulation of Polda Metro Jaya Online Vocational School in 2021

NO	WORK UNIT	JML PERS	KK SEM I 2021		KK SEM II 2021	
			INPUT	TREND	INPUT	TREND
1	RO SDM	141	140	99%	140	99%
2	DITLANTAS	4044	3920	97%	3925	97%
3	DIT PAM OBVIT	916	880	96%	883	96%
4	SPKT	35	31	89%	32	91%
5	POLRES METRO JAKBAR	1270	1200	94%	930	73%
6	POLRES TANJUNG PRIOK	465	443	95%	272	58%

7	ROLOG	92	86	93%	56	61%
8	POLRES METRO JAKTIM	1435	1350	94%	794	55%
9	POLRES METRO JAKSEL	1290	1195	93%	756	59%
10	POLRES METRO BEKASI	1542	1352	88%	1027	67%
11	DIT RESNARKOBA	418	354	85%	275	66%
12	SPN	200	158	79%	155	78%
13	DIT TAHTI	120	100	83%	78	65%
14	POLRES METRO TANGERANG KOTA	1469	1289	88%	770	52%
15	POLRES KEPULAUAN SERIBU	314	290	92%	154	49%
16	POLRESTA BANDARA SOETTA	551	520	94%	202	37%
17	DIT RESKRIMUM	796	760	95%	284	36%
18	BIDKUM	42	36	86%	21	50%
19	POLRES METRO BEKASI KOTA	1421	1209	85%	815	57%
20	SPRIPIM	52	35	67%	35	67%
21	POLRES METRO JAKUT	1130	902	80%	493	44%
22	ROOPS	144	117	81%	52	36%
23	SAT BRIMOB	2032	1564	77%	703	35%
24	YANMA	213	157	74%	67	31%
25	RORENA	46	40	87%	8	17%
26	DITRESKRIMSUS	654	431	66%	245	37%
27	POLRES METRO DEPOK	1509	938	62%	525	35%
28	BID KEU	39	23	59%	12	31%
29	SETUM	26	17	65%	4	15%
30	BID PROPAM	255	164	64%	29	11%
31	POLRES METRO JAKPUS	1482	822	55%	413	28%
32	DIT BINMAS	138	71	51%	62	45%
33	BID DOKKES	125	58	46%	54	43%
34	DIT SAMAPTA	2420	1113	46%	924	38%
35	DIT INTELKAM	472	208	44%	114	24%
36	BID HUMAS	83	35	42%	20	24%
37	BID TIK	85	48	56%	3	4%

38	POLRES TANGERANG SELATAN	1135	559	49%	53	5%
39	ITWASDA	79	31	39%	3	4%
40	DIT POLAIR	293	50	17%	18	6%

Source: Metro Jaya Regional Police HR

d. Bureaucratic Structure

The HR function in each regional unit, from the National Police Headquarters to the ranks of the Resort Police, is in charge of implementing the online PMS policy. In order to manage the policy, the company allocates one of the workers from each work unit to become an online PMS operator. Because the National Police organization is large and spread throughout Indonesia, operators are placed in each work unit to make it easier for leaders to manage and supervise the implementation of the online PMS policy. Performance assessment rules implemented via an online PMS are used to promote objectivity and participation of workers in performance management. These workers are anticipated to be able to find out their performance objectives and progress on a semester-by-semester basis using the PC or smartphone facilities that they possess. This is preferable to the former policy, which required evaluated workers to fill out a form manually, then wait for the performance review from the leadership and colleagues, which takes longer and requires direct coordination with Bureau staff members or the Human Resources division. It reduces bureaucratic restrictions in the management process and examines staff performance thanks to the use of information technology. If they require information on the performance of their employees, they may get it via their smart phone at any time and from any location. As a result, there is no need to instruct HR people to deliver it manually, and it takes longer to get it since personnel performance data is still manually saved and kept in each work unit.

CONCLUSIONS

The National Police Chief's HR policy in the field of performance assessment using online PMS must be adopted by all National Police staff. The Metro Jaya Regional Police implements the policy in line with the instructions and procedures supplied by the National Police Headquarters, by putting operators in each work unit with legitimacy in the form of a warrant. The HR Bureau operator becomes the driving force behind the management and monitoring of the online PMS, and he or she is always in contact with the other operators in each work unit via email or social media groups. Prior to the policy's adoption, the Metro Jaya Regional Police conducted multiple socializations with staff, either personally or through manuals provided via electronic devices. Furthermore, workers designated as operators are required to give socialization to other personnel in the same work unit. It is envisaged that this tiered socializing would save time and space.

The policy was implemented in early 2019, and since then, there has been a drop in the input of performance assessments through online PMS, indicating that the attitude of implementers is less active in executing the policy. Assessed members, appraisers, and associates of assessed members and operators all have a part and contribute to policy implementation. The Metro Jaya Regional Police have very adequate resources to support the online PMS policy, with operators already placed in each work unit, electronic devices in the form of personal computers available, good internet networks, and personnel who, on average, have smartphones, both personal and from the office. However, the difficulties discovered are in programs that must be downloaded for free only on the Android and iOS operating systems while not yet supported, and another issue is that the application is still in the development phase, making it inefficient to use. As a result, the majority of online PMS input is done through their separate PCs.

Based on these findings, it is recommended that the National Police, particularly the Polda Metro Jaya, improve the implementation of performance appraisal policies through online Vocational High Schools by conducting an evaluation every semester for each operator to identify the challenges faced by personnel as members who are assessed, colleagues, and appraisers. If there are still employees who do not comprehend the

process of entering data into online Vocational High Schools, direct and indirect socialization via social media or electronic media is required. In the event of an application malfunction, the Polda Metro Jaya operator works with the operator of the National Police Headquarters to update and enhance the application's performance as soon as possible.

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