

# THE INTEGRATION OF INDONESIAN NATIONAL POLICE ORGANIZATION UNITS IN WELCOMING THE SOCIETY 5.0

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## ABSTRACT

*The governance of the Indonesian National Police organization which is not compatible with the developing era, particularly in welcoming Society 5.0 needs improvements. Society 5.0 which aims to return the role of human beings without leaving the technological basis deserves special attention, specifically in restoring the performance of every single person in each police organization unit. The study discusses how the integration of the units of the Indonesian National Police organization in welcoming Society 5.0 can improve the performance of Indonesian National Police personnel. The study employs the qualitative descriptive approach. The findings of the study reveal that the integration of organizational units in the Indonesian National Police has resulted in efficiency and effectiveness in governing the organization units of the Indonesian National Police that are automatically improving the reputation of the Indonesian National Police.*

**Keywords:** *integration, Indonesian National Police, Society 5.0*

## 1. INTRODUCTION

Criminal cases involving the personnel of the Indonesian National Police, also known as Polri, ranging from the extortion of the wife of a drug dealer to the bribery of a police resort chief in North Sumatra are examples of the backwardness or underdevelopment in the context of communication and information for Polri institutional organization. Such cases occur because the information received on the case does not come from the internal

police organization itself, but originates from public reports. This can be handled by technological advances that can be applied to the Polri organizational system itself so that as early as possible the internal Polri institutional organization can prevent such cases that involve Polri personnel from happening which indirectly tarnish the image of the Polri institutional organization itself. Organizational culture is then defined as a set of assumptions or belief systems, values, and norms developed within the organization which is used as a behavioural

guideline for its personnel to overcome external and internal adaptation problems (Mangkunegara, 2009: 114).

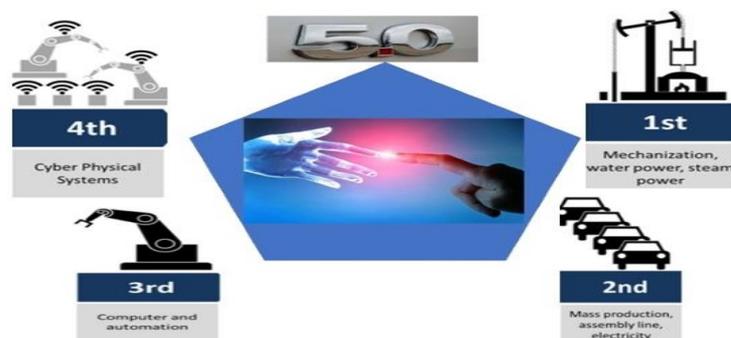
The Chief of Polri, Police General Drs Listyo Sigit Prabowo, M.Si., has just launched a new organizational culture value within Polri institution, which is called Predictiveness, Responsibility, Transparency, and Justice, which is abbreviated as *Presisi*. The purpose of creating these cultural values is to improve the professionalism of the performance of Polri members. In this context, predictive means the thinking ability of Polri members in preventing crimes. Apart from that, based on an internal perspective, predictive action also aims to protect the reputation of Polri organization, which is constantly bombarded with negative issues coming from the internal side of Polri organization itself as well as the outside of Polri institutional organization. Responsibility here means that every person of Polri can be responsible for carrying out their daily tasks. Transparency means the openness between

personnel of Polri and members of the public in creating a conducive, safe, and controlled atmosphere. And lastly, justice is the ability of Polri personnel to take proportional actions in all situations they face.

The concept offered by Japan regarding Society 5.0 is different from the concept of 4.0 Society, which likes or dislikes, Indonesia sooner or later will enter this process. Society 5.0 is a concept of a human-centred and technology-based society developed by Japan. This concept is produced as a development of the 4.0 Industrial Revolution era which is considered to have the potential to degrade human roles.

Through Society 5.0, Artificial Intelligence (AI) will transform big data collected via the Internet in all aspects of life (Internet of Things) into a pearl of new wisdom, which will be dedicated to improving human abilities to open up opportunities for humanity. Figure 1 describes the processes for the formation of Society 5.0 initiated by Japan.

**Figure 1 Process of creating Society 5.0**



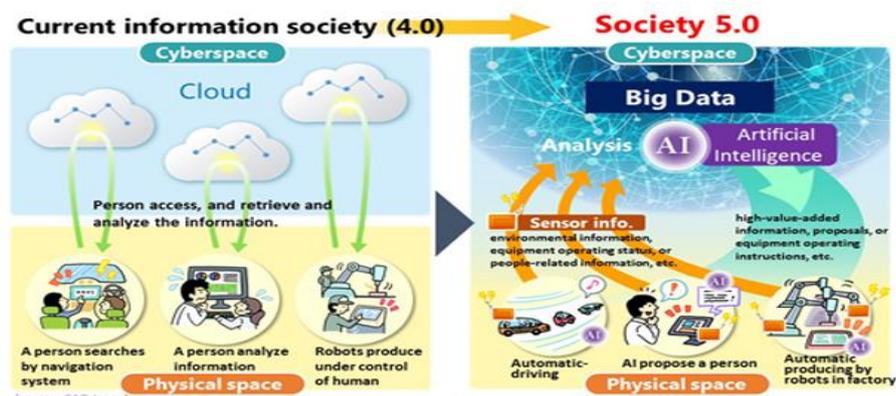
Source: <https://www8.cao.go.jp/cstp/english/index.htm>

The transformation shown in Figure 1 will help humans to run meaningful lives. As reported by the Japanese government website, namely [cao.go.jp](http://cao.go.jp), it is stated that Society 5.0 is proposed in the 5<sup>th</sup> Basic Plan of Science and Technology as a future society that Japan should aspire to. It follows the hunting society (Society 1.0), agricultural society (Society 2.0), industrial society (Society 3.0), and information society (Society 4.0). Innovations in Society 5.0 will achieve a forward-looking society that breaks the existing sense of stagnation. A society in which the society's members respect one another and a society where everyone can lead an active and enjoyable life.

How does Society 5.0 work? In the past information society (4.0 Society), people would

access the Cloud services (databases) in cyberspace via the Internet and search, retrieve, and analyze information or data. Meanwhile, in Society 5.0, a large amount of information from sensors in physical space is accumulating in cyberspace. In cyberspace, this big data is analyzed by Artificial Intelligence (AI), and the analysis is fed back to humans in physical space in various forms. In 4.0 Society.0, the common practice is to collect information through networks and analyze it in humans. However, in Society 5.0, people, objects, and systems are all connected in cyberspace and the optimal results obtained by Artificial Intelligence beyond human capabilities are fed back into the physical space. This process brings new values to industry and society in ways that are previously impossible (see Figure 2).

**Figure 2 How Society 5.0 Works**



Source: <https://www8.cao.go.jp/cstp/english/index.htm>

Regarding the reports or complaints received from the public dealing with cases committed by several police officers, Polri institutional

organization should improve itself from lagging in the context of information and technology which can unknowingly tarnish as well as damage the reputation of Polri

institutional organization itself. It is a fact that the Chief of Polri has established new organizational culture values in *Presisi*. Real changes, however, have not been so visible in the daily life of the personnel of the brown-shirted organization. Therefore, the paper aims to highlight the change in the paradigm of the technology-based Polri institutional organization with the title “The Integration of Indonesian National Police Organizational Units in Welcoming Society 5.0.” The scope of this paper includes (1) the internalization of the cultural values of *Presisi* in the institutional organization of Polri; and (2) the integration of organizational units of Polri as a standard system in the international community.

## 2. LITERATURE REVIEW

### a. Integration

According to <https://dictionary.cambridge.org/dictionary/english/integration>, the word ‘integration’ originates from the word ‘integrate’ which means to mix with and join a society or a group of people and to combine two or more things to become more effective. Integration, according to the same source, means the action or the process of successfully joining or mixing with a different group of people or the action or process of combining two or more things effectively.

### b. Indonesian National Police

Indonesian National Police (Indonesian: *Kepolisian Negara Republik Indonesia*, literally the State Police of the Republic of Indonesia, also known as Polri) is the national law enforcement and police force of the Republic of Indonesia. It was founded on 1 July 1946 and was formerly a part of the country's military since 1962. The police were formally separated from the armed forces on 1 April 1999 in a process that was formally completed on 1 July 1999 (CNN, Reuters, 2009). Polri organization is now independent and is under the direct auspices of the President of the Republic of Indonesia. Polri is responsible for law enforcement and policing duties all over Indonesia's territory.

According to some reports, the organization is widely known for its corruption, violence, and incompetence (Davies et al., 2015). Polri has also taken part in international United Nations missions, and after special training, provided security for the UNAMID mission to protect internally-displaced people in Darfur (UN Police Magazine, 2019). In total, in 2020 the number of personnel of Polri is 440,000 (Suwarsono, 2022), and the number is increasing every year, it includes 14,000 Brimob personnel (The Military Balance, 2021) with up to 7,000 water and aviation police personnel (2019). Polri is

also assisted by an estimated 1 million members of Senkom Mitra Polri volunteers throughout the country which are civilians that assist the police (2014). Polri Headquarters is located in Kebayoran Baru, South Jakarta and its hotline-emergency number are 110 which serves all over Indonesia 24 hours a day ([www.polri.go.id](http://www.polri.go.id), 2019).

### c. Society 5.0

Society is defined as a group of individuals who are directly or indirectly related to each other so that it is a unit of life that has its own culture that is different from the culture of other communities (Suparlan, 2004: 3). According to <https://dictionary.cambridge.org/dictionary/english/society>, society is a large group of people who live together in an organized way, making decisions about how to do things and sharing the work that needs to be done. All the people in a country, or several similar countries, can be referred to as a society.

As time goes by, technology made by humans is growing. One of them is Society 5.0 which was initiated by the Japanese state. This concept allows us to use modern science-based (AI, Robot, IoT) for human needs with the aim that humans can live comfortably. Society 5.0 itself was just inaugurated 2 years ago, on January 21, 2019,

and was made as a resolution to the industrial 4.0 resolution (<https://onlinelearning.binus.ac.id/2021/04/19/mengenal-lebih-jauh-tentang-society-5-0/>).

The concept of Industrial 4.0 and Society 5.0 resolutions do not have much difference, but the Society concept focuses more on the context of humans. If the industrial revolution uses AI, and artificial intelligence as its main component, while Society 5.0 uses modern technology, it only relies on humans as its main component.

The Society 5.0 concept is a refinement of the previous concepts. Whereas we know, that Society 1.0 is when humans are still in the era of hunting and recognizing writing, Society 2.0 is an agricultural era where humans are familiar with farming, and Society 3.0 has entered the industrial era, namely when humans have started using machines to help with daily activities, Society 4.0 means that humans are familiar with computers to the Internet and Society 5.0 an era where all technology is part of humans themselves in which the Internet is not only used to share information but to live life.

In Society 5.0 where the main component is humans who can create new values through technological developments, it can minimize the gap in humans and economic problems in the future. It seems difficult to do in a developing country like

Indonesia, but that doesn't mean it can't be done because Japan has currently proven it as a country with the most advanced technology. According to <https://www8.cao.go.jp/cstp/english/index.html>, it can be said that Japan is one of several countries that have successfully applied Society 5.0 in the world. It is also said that the environment surrounding Japan and the world is in an era of drastic change. As the economy grows, life is becoming prosperous and convenient; the demand for energy and foodstuffs is increasing; lifespan is becoming longer; the ageing society is advancing. In addition, the globalization of the economy is progressing, international competition is becoming increasingly severe, and problems such as the concentration of wealth and regional inequality are growing. Social problems that must be

solved in opposition (as a trade-off) to such economic development have become increasingly complex.

In Society 5.0, the new values created through innovation will eliminate regional, age, gender, and language gaps and enable the provision of products and services finally tailored to diverse individual needs and latent needs. In this way, it will be possible to achieve a society that can both promote economic development and find solutions to social problems.

Japan has aimed to become the first country in the world to achieve a human-centred society (Society 5.0) in which anyone can enjoy a high quality of life full of vigour. The country intends to accomplish this by incorporating advanced technologies in diverse industries and social activities and fostering innovation to create new values.

**Figure 3 Society 5.0**



Source: <https://www8.cao.go.jp/cstp/english/index.htm>

**d. Organizational theories**

The paper refers to the theory of the formation of an

organization proposed by Scott in Legard (2010: 31) who divides the organizational theory into

three levels of analysis, namely:

- 1) Social-Psychological Level—an organizational theory that focuses on individual and interpersonal/ individual relationships in organizations. In this group of theories, organizational experts seek to explain how people in the organization relate to each other to achieve their respective goals.
- 2) Structural Level—an organizational theory that focuses on the organization in general and the subdivisions of the organization such as departments, teams, and so on. In this group of theories, organizational experts explain how inter-units within the organization (departments, sections, etc.) are interrelated to achieve the goals of each of these units.
- 3) Macro level—an organizational theory that focuses on the role of organizations concerning other organizations and communities. At this level, organizational experts seek to explain the relationship between organizations to achieve their respective goals.

Meanwhile, the organization can be defined as a system in which humans are interrelated and form networks

that mutually benefit one another. Integration, in the context of this theory, can be interpreted as assimilation to become a unified whole (online *Kamus Besar Bahasa Indonesia*).

### 3. METHODS

The study employs the qualitative approach because the study is expected to produce an initial and general understanding of the integration of units within Polri institutional organization in welcoming Society 5.0. The need for simple but holistic and efficient governance in an organization, including the institutional organization of Polri is a manifestation of the process of changing the paradigm of society that is expected in Society 5.0.

Creswell (2017: 4) defines qualitative research as a scientific method to explore and understand the meaning that comes from social and humanitarian problems. Such social and humanitarian problems experienced are the underdevelopment governance of the organizational units of Polri which are no longer following the times, namely that reports or complaints from the public regarding the behaviour of police personnel who act indisciplinately are first submitted to certain units instead of the responsible units to handle such reports or complaints in Polri, such as the Profession and Security Division (Propam Division) or the Human Resources Division (HRD). The two divisions are assigned to

handle internal problems regarding the professionalism of Polri personnel who do not meet the expected criteria. Through this method, the researcher conducts an in-depth analysis of a case in the form of a program or event, activity, or process with one or more individuals. Sarantakos in Poerwandari (2005: 136) states that one of the important aspects of qualitative research is the need to consider all the needs, perceptions, interests, and desires of an individual so that the methodology used is more focused on understanding (*verstehen*) rather than measurement. Understanding here is defined as the ability to see the symptoms that occur in a society.

Furthermore, Poerwandari (2005: 42) states that qualitative research generally produces and processes descriptive data, for example, data in the form of interview transcripts, field notes, pictures, photos, video recordings, and others. Based on the definition, it can be said that qualitative research has the following characteristics:

- a. Based on the strength of the narrative—this is intended so that readers understand the depth, meaning, and interpretation of the whole phenomenon.
- b. Studies in scientific situations—this means that a researcher examines a phenomenon with a focus on people, groups, programs, and relationship patterns. They are examined in a natural context or as they are, without changing them at all.
- c. Inductive analysis—this means that in this type of research, the researcher does not force him or herself to limit the research to an attempt to accept or reject the allegation. He or she must try to understand the situation according to how the situation presents itself.
- d. Direct personal contact—Researchers go into the field to develop personal relationships directly with the subjects or people associated with the objects of the research.
- e. Holistic perspective—a researcher must be able to fully understand all of the phenomena to be studied. A phenomenon must be understood as a whole as a complex and meaningful system.
- f. Dynamic perspective or the perspective of development—the researcher understands the dynamic process that occurs concerning the phenomenon being studied.
- g. Orientation to unique cases—the research focus is in the form of in-depth investigations according to the interests and objectives of the study.
- h. Relying on neutrality and empathy—in qualitative research it is very difficult to speak objectivity because starting from choosing a topic, it is already coloured by subjectivity. Therefore, neutral refers to the attitude of the researcher to the

research findings, while empathy refers to the attitude of the researcher to the subject being studied and faced.

- i. There is a design of flexibility—qualitative research has a design that is flexible and does not develop in line with activities in the field, but that does not mean that it does not prepare and prepare the initial design well.
- j. Researchers are a key tool in this research because qualitative research does not have a standard formula for carrying out research. On that basis, the competency of researchers is very important in this type of research.

This research is qualitative because it investigates social phenomena in society. Bogdan and Taylor state, as quoted by Lexy Moleong (2014) that qualitative research uses descriptive data, such as verbal data in the form of utterances, words, oral and written recordings from resource persons or people, or writing about the behaviour being studied (Lexy Moleong, 2014: 4).

Farouk Muhammad and Djaali (2003) view qualitative research with a different perspective, namely as exploratory research that has different procedures and processes from quantitative research procedures and processes. Data in qualitative research is the source of theory, which is commonly referred to as a data-based theory. From that data,

new concepts and categories of ideas are born. At the same time, the data obtained from the field also serve as inputs to confirm and verify the theory. This cyclic process occurs over and over again.

One of the peculiarities of qualitative research is the question of the role of the researcher. A researcher is the main tool in this type of research. The reason is that in qualitative research, a researcher plays a central role in the entire research process from research planning, research data collection, research data analysis, research data interpretation, and conclusions of research results to reporting research results. This happens because qualitative research is descriptive research. Mamudji et al., (2005: 3) explain that descriptive research describes the nature of a situation, symptom, phenomenon, and or individual to find the patterns, structures, and frequencies of a phenomenon being studied.

In addition, this qualitative research is also research that provides a prescription or a kind of recipe, namely to find solutions, solutions, or ideas to overcome a problem under study. The research method used in this study is a qualitative-descriptive method. According to Kirl and Miller as quoted in Moleong (1997), this type of research relies on observations made on humans or people related to the problem under study. In line with that, Bogdan and Taylor (1975) say that this type of research always produces descriptive data because the contents are verbal data orally,

recorded interviews, or writings regarding certain observed behaviours.

The validity and accuracy of the data are highly important in this type of research. Therefore, triangulation is also used in this research to ensure the accuracy, validity, and accuracy of the data collected from the field. The way triangulation is done is by taking data from different sources so that they can confirm, match and compare each other (Moleong, 2012: 330).

Qualitative research has many peculiarities. The most prominent one is that data collection in qualitative research is carried out in a very natural setting through a natural methodology by researchers who feel interested in exploring a problem naturally (David Williams, 1995) because the goal is to get a complete picture of a phenomenon or phenomenon of a problem in the social environment.

The data analysis method used in this research is descriptive analysis. There are three steps taken. The first is to reduce the data so that the data obtained is valid, reliable, and accurate. The second is to present data into certain groups, categorically, tables, graphic info, and others so that they are easy to understand and analyze. The third is making conclusions as well as verifying the data as a result of data presentation and analysis.

Poerwandari (2005: 106) explains that in qualitative research, the terminology of the

sample is often replaced with the term 'research subjects, research informants, research participants, or research targets.' Qualitative research emphasizes the depth of the research and the process, not the amount or quantity as is common in quantitative research.

In selecting and determining research subjects, qualitative research has several characteristics that need to be considered by researchers. Sarantako (1993) states that there are three characteristics of a research subject in qualitative research. First, the subject of qualitative research is in special cases that are typical and never emphasizes a large number of samples. Second, the qualitative research samples and data can develop and change during research according to research developments. Therefore, it is not rigid and is not determined with a fixed price since the beginning of the study. Third, qualitative research emphasizes the appropriateness of the context of the data and the sample, not the representation of a certain amount that is common in quantitative research.

This study uses two types of data as research references, namely primary data and supporting data, or referred to as secondary data. Primary data is all data in this study, which is obtained directly from data sources, especially key informants during interviews. The main content of primary data is verbal in the form of utterances and words that come out of the mouth of research subjects or commonly referred to as research

informants, which are usually spoken accompanied by certain expressions, gestures, tones, or certain behaviours that can be trusted, regarding the issues raised or being researched by researchers (Arikunto, 2010: 22). Meanwhile, secondary data or supporting data are all data in this research, which are obtained from library sources such as books, journals, scientific works, and others that explore the issues being studied in this research.

The study employs the purposive technique in collecting data for this research. The point is that the informant or research subject is a person who is very knowledgeable, experienced, and fully understands the problem being studied. In addition to primary data, this study also uses secondary data that serves to support primary research data, namely data from observations and data from previous literature studies regarding the problems studied. The study also includes laws and regulations as secondary data that are used following the context of this research.

According to Suparlan (2008), in social sciences, there are two kinds of studies: (1) actions and results of human actions/works and (2) thoughts or concepts about what humans should and must do as they exist in thought, social rules or traditions, and in human works. Furthermore, scientific activity is thus aimed at one of these targets as the centre of attention and paying attention to other targets as

well as the factors that influence it. In study activities or research, both the target of the study in the form of actions or the form of thoughts contained in written works, for example, can be seen as a study target that requires assessment techniques that in principle show similarities. This is because the purpose of scientific study is the same, namely theory.

The techniques that are generally and fundamentally used in assessment or research activities are the same, namely to identify (by sorting or classifying groups, and then linking one category to another category) and analyze the categories that have been identified. In particular, the techniques used in the study or the research depend on the type of target being studied or researched; namely as follows:

- 1) **Observation** for researching/studying actions, symptoms, and human works and in the sense of observation includes the notion of hearing.
- 2) **Interview.**

In this study, the data collection techniques used are as follows:

- a. **Observation**—one technique of digging research data is through observation. The way researchers go into the field is to see, observe, and witness for themselves things related to the problem being studied. This includes seeing, observing, and witnessing attitudes, behaviour, circumstances, and the atmosphere in the field to get a complete picture of the

problem being studied. The researcher records everything that is seen, found, observed, and witnessed during the observation. The position of the researcher is sole as an observer who observes objectively and carefully.

- b. Interview—this technique is one of the scientific ways to get research data. Some questions have been provided by researchers. The questions are asked to the informant or the interviewee. The answers are recorded or written in the research data document. The goal is to explore many things from informants regarding the problem being studied (Moeleong, 1998).
- c. Documentation—in addition to the above techniques, photos or pictures are also taken about the implementation of library services and all matters related to the efforts to improve service quality.

#### 4. RESULTS & DISCUSSIONS

##### 4.1 Internalizing cultural values of *Presisi* in Polri Institutions

As explained in the introduction section, the problem that occurs within Polri organization is a matter of internalizing the cultural value of *Presisi* within Polri

institutional organization in each existing unit. An example is the predictive cultural value which ideally becomes internal in the Polri Profession and Security Division and Human Resources Division in preventing reports from the public regarding the arbitrary or even corrupt behaviour of police personnel. This can be detected as early as possible by the Polri Profession and Security Division if the unit does what has become an internal predictive cultural value that has been declared previously.

Scott in Legard (2010: 31) divides organizational theory into three levels of analysis, namely:

##### a. Psychological Social Level

At this level, personal relationships among the personnel of Polri must be maintained as teamwork and not become an arena for unhealthy competition by deceiving each other among police personnel. This relationship can start from superiors to subordinates (vertical relationships) or fellow subordinates (horizontal relationships). The relationships are coloured by deceiving, obstructing, hindering, cheating, fooling, and tricking each other among the police personnel. They do not hand in hand

or support each other. In Society 5.0, Big Data in Polri's HR regarding the track record of each member of personnel can be used as a benchmark to be able to investigate what happens in the field committed by undisciplined Polri personnel before the reports or complaints are submitted by the public. For this reason, it is necessary to internalize the *Presisi* cultural value, namely responsibility in addition to predictive cultural values. It is a fact that Indonesian society is characterized as a pluralistic society with different backgrounds of thought. However, Indonesian society is characterized as a community that has a culture of cooperation, and tolerance, which can also be used to manage Polri's human resources to achieve a Society 5.0.

**b. Structural Level**

At this level, the units within the Polri organization operate independently, resulting in no checks and re-checks between these units. A bribery case committed by police officers in North Sumatra Police Region is an

example of how the National Police HR Division is unable to measure the character and performance of its members. The same thing also happens to Polri Profession and Security Division. Polri HR Division and Polri Profession and Security Division ideally have to measure instruments that can detect disciplinary actions from irresponsible Polri personnel before reports or complaints are submitted by the public and not the other way around following up on reports or complaints from the public that have fatal consequences, namely tarnishing the reputation of Police just because of the behaviour of just one person. At this level, the internalization of predictive cultural values is very much needed and upheld to improve the organizational governance of Polri organization work units.

**c. Macro Level**

At this level, Polri organization must also maintain good relations with other institutions outside of Polri. Polri organization units, for example, must establish and maintain good relations with heads of neighbourhoods around

police sector headquarters, such as with the head of the neighbourhood, head of sub-district, and even mayors as well as regents. This good relationship serves to prevent direct reports from the public about undisciplined police officers so that they do not need to be spread to the public. By spreading news from the media to the public, it will automatically lead to public opinion which will automatically tarnish the good name or image of Polri institution itself. Cooperation with broadcast media agencies that directly relate to the community can also be carried out by the National Police organization. By working with the media, a conducive atmosphere will be created. Media coverage to the public has an impact on community members and can form polarization caused by the free-thinking held by members of the community.

#### **4.2 Integration of organizational units of Polri institutions as a standard system in the international community**

Once again, integration is defined as

mixing to become a unified whole or round. Within the institutional organization of the National Police, what happens is the nature of waste that is not effective and efficient in managing the resources of members of the National Police. For example, Polri HR Division and Polri Profession and Security Division can be merged into only a division, namely Polri HR Profession and Security Division.

There are several reasons underlying this integration. First, the Profession and Security Division refers to the performance of the human resources of Polri personnel, both disciplined and undisciplined. It is proper for the HR Profession and Security Division to make an accurate portfolio of each member of the existing personnel to facilitate the head of the HR Profession and Security Division in assisting its personnel, both regarding promotions or positions as well as regarding the character of the personnel. Second, the ideal organizational governance narrows from the top down and not to the side. The wider it is to the side, the more costs that must be incurred in the annual budget which will indirectly become ineffective and inefficient in the context of management. Third, governance that is narrowed

from top to bottom will narrow the space for certain individuals who want to take advantage of the situation. For example, no unit thinks superior to other units. There is a tendency of the existing government institutions to be very wasteful, both in terms of budget and governance.

In the international community, efficiency and effectiveness are the most important basis for reflecting on whether or not the organization can achieve the goals set up previously. The way to integrate units within Polri organization is to look at the functions that exist within these units. By looking at the existing functions, the needs and desires can be distinguished in more detail. By looking at the details of the needs in the organization, the efficiency and effectiveness of the running of an organization, including the institutional organization of Polri can be more controlled in terms of costs, time, and energy required.

## **5. CONCLUSIONS & IMPLICATIONS**

### **5.1 Conclusions**

Based on the description above, the author can withdraw some conclusions as follows:

- a. Polri needs an effective and efficient organizational governance

paradigm in welcoming Society 5.0 because Society 5.0 is an ideal concept that restores the role of society without leaving the technology base that is used to assist human life in carrying out their daily activities.

- b. Polri Profession and Security Division, as well as Polri HR Division, need predictive cultural values in preventing reports from the public regarding misbehaviour or even corrupt behaviour committed by police personnel, so that they can create precision cultural values in the organization of the National Police institutions in each existing unit to improve the organizational governance.
- c. In terms of personal relationships among the members of Polri, the relationship as teamwork is the best way to achieve its vision and missions.

### **5.2 Implications**

Based on the conclusions above, the author recommends Polri to:

- a. improve and develop its organizational units in welcoming Society 5.0 by applying the paradigm of effective and efficient governance;
- b. apply the predictive cultural values in its Profession and

- Security Division and HR Division; and
- c. establish and maintain the spirit of teamwork in achieving its vision and missions.

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