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The Role of Competency and Compensation Required by the Police to Face Performance Demands in the Society 5.0 Era

Fazri Romadhon¹, Pantius Drahen Soeling²

¹Faculty of Administrative Sciences, Universitas Indonesia, Jakarta, Indonesia, email: fazriromadhon@gmail.com

²Faculty of Administrative Sciences, Universitas Indonesia, Jakarta, Indonesia, email: pantiusedrahen@gmail.com

Corresponding Author: fazriromadhon@gmail.com¹

Abstract: The performance of police officers continues to be required to increase due to developments, particularly in the Society 5.0 era. In this context, competence and compensation are two consider determinant factors to study. The objectives of this study are to analyze the importance of competency and compensation required by the police in facing performance demands in the Society 5.0 era. A qualitative approach was carried out with data collected secondarily from various literature that was then analyzed using qualitative data analysis techniques. The results show that to perform, police are required to have competencies that are in line with the Society 5.0 era by combining hard skills, soft skills, ICT processing skills, and knowledge in the form of (1) digital competence in a technology-based work environment, (2) collaboration with systems cyber, (3) flexible work processes that can be adjusted to stakeholder needs, (4) having a competitive mentality, and (5) teamwork. In addition, the pay that police officers receive has a significant impact on their performance since it influences their motivation, the in-role and extra-role behaviors they engage in at work, and the demands of adapting to the demands of the Society 5.0 era.

Keyword: Competency, Compensation, Police, Society 5.0

INTRODUCTION

Over the years, policing has undergone many radical changes. Under political control in democratic countries, professional policing was introduced leading to various models of policing being tested and implemented (Burcher & Whelan, 2019). The most typical examples are Problem-Solving Policing, Zero Tolerance Policing, Community Policing, Cooperative Policing, Intelligence-Led Policing, Preventative Policing, and others (Maguire, 2000). In the various developments in terms shown, there is a meaning that police performance needs to continue to be developed along with the transformation that occurs.

At first, police performance was considered simple referring to the requirements and responsibilities that were not as complex as today and the means used by police officers to carry out their duties were not as sophisticated as they are now (Flanagin, 2002). However, the

world of policing is changing along with the development of crime and the rapid transformation of society, requiring adjustments to the performance of police officers (Flanagin, 2002; Maguire, 2000).

Particularly today, the police profession must deal with a social existence that coexists with technology. In human history over the last few decades, tremendous growth and progress have been experienced, especially when the Internet was introduced (Mustafa Kamal, Mohd Adnan, Yusof, Ahmad, & Mohd Kamal, 2019). A new era accompanies today's world where globalization and rapid evolution of digital technologies (Maulana, 2023; Nurhariska, Hayat, & Abidin, 2023; Sawir, Robo, Abubakar, & Kamaluddin, 2023) such as the Internet of Big Data (BD), Artificial Intelligence (AI), Internet of Things (IoT), cloud computing (CC), robotics, 3D printing, Mobile Devices (MD), among other things, drives major changes in society and business, and creates newness for the organizational environment (Almada-Lobo, 2015; Mihardjo, Sasmoko, Alamsjah, & Djap, 2019).

For police institutions in Indonesia, due to the quick changes that are taking place, police performance is becoming more and more expected of Indonesian police organizations. Learning from various experiences in organizations, especially the National Police organization, performance is the most important variable in organizations, especially in the context of organizational behavior. This is in line with (Campbell & Wiernik, 2015) which states that the value of an organization results from performance as individual behavior and contribution to organizational goals. According to (Motowidlo, Borman, & Schmit, 2014), achievement also has a relationship with performance as individual behavior with several evaluative components, namely generally explaining how organizational performance expectations are met by an employee.

Currently, police performance is faced with the challenge of providing services to society which is moving towards the Society 5.0 era. In the Era of Society 5.0, interaction, interdependence, and interconnectedness are assumed to be facilitated through digital technology platforms in the fourth industrial revolution (Amadi-Echendu & Thopil, 2020). Era Society 5.0 can be interpreted as a concept of society that is human-centered and technology-based, which differentiates it from Era 4.0 which only emphasizes business. Age, gender, social, language, and other gaps are reduced with technology that creates new values by providing services and products specifically designed for both the needs of people in general and various individual needs in particular (Falaq, 2020).

The use of advanced technology is possible in Society 5.0 such as IoT, IT, AI, robotics and AR in people's lives, which is different when used only in the industrial sector in the Industry 4.0 era. However, Society 5.0 is a continuation of Industry 4.0 so that innovation and the application of technology are more widely used to solve various problems in society such as improving people's quality of life, security, social inequality, natural disasters, and so on (Pereira, Lima, & Santos, 2020). Society 5.0 is a society that thinks about an IT-based social system, which has implications for global changes in economic reform, employment systems, society and education (Medina-Borja, 2017).

To support police performance in the era of society moving towards Society 5.0, two determinant factors of performance, namely competence and compensation, are interesting to study. This is because the rapid progress of digital technology influences cultural changes in cultural behavior, lifestyle and human communication. Currently, human life is made easier by technology and technology is part of humans themselves. The concept of Society 4.0, which was marked by the Industrial Revolution 4.0, then turned into Society 5.0 because humans adapted to use science-based modern technology to meet needs and make human life easier so that it was more efficient and productive.

This article aims to analyze the important role of competence and compensation required by the police in facing performance demands in the Society 5.0 era.

METHOD

This research is based on a review of literature study. To answer the objectives of this article, a qualitative approach was applied. Various data from books and journals were collected and analyzed to answer the aim of this article, namely to analyze the important role of competence and compensation required by the police in facing performance demands in the Society 5.0 era.

RESULTS AND DISCUSSION

The Important Role of Competencies Required by the Police to Face Performance Demands in the Society 5.0 Era

The police are one of various careers that are important for the growth of national economic and social development because the police have the main function and authority in maintaining peace, maintaining security and safety of the community, and protecting community property which is a basic and physical need in everyday life (Kumar, 2021; Phelps et al., 2023). In any society, living in an unsafe and disruptive environment will hinder a country's progress. Apart from that, the role and duties of police officers are very influential in improving a country's infrastructure.

The literature on selection and recruitment extensively mentions the importance of selecting competent police officers (Annell, Lindfors, & Sverke, 2015; White & Escobar, 2008). This cannot be separated from its important role in ensuring public safety. Moreover, in a democratic society where the police receive legitimacy from society, good relations and being able to be trusted by citizens in carrying out effective police work are very important (Kääriäinen, 2007).

The high need for quality human resources is a consequence of society moving towards Society 5.0 from Society 4.0. This is because the central factor in an organization is its employees, as well as the police for police institutions. Competence is one of the main determining factors for police in producing superior performance. In collective situations, organizational success is determined by the key factor of competence. The high performance of a police officer will be closely related to the high level of competence possessed by the police officer. On the other hand, the low performance of a police officer is also related to the low competence of the police officer.

In the last few decades, human resource competencies have shown significant changes. Today, human resource tasks are entering the AI landscape due to dynamic changes in AI and digital technologies. Activities in the field of human resources such as universal mobile and strengthening personnel communications are also coming to light thanks to AI. More effective human resource tasks in organizations are also supported by technology-focused human resource activities. Data can be accurately and quickly interpreted through the use of AI systems. In human resource management, AI technology eases the workload of employees and managers in organizations, supports employees in developing their competencies, and identifies employees who are suitable for the job. This can also help reduce bias in decision-making and minimize the possibility of errors.

Even though the adaptation of digital technology is widespread in today's society, for many government employees, including those in police institutions, it is still unclear what this technology offers to the administration of their organizations. In an uncertain and complex decision-making process, for example, the police usually rely on pre-existing frameworks. State employees, including the police, are less prepared to govern in the digital era because they lack relevant competencies (Hu, 2021).

Whether we realize it or not, when implemented in police institutions, technological adaptation will change the nature of work. The concentration of new jobs tends to be in the non-routine and cognitive job categories that require high levels of cognitive and automation-related soft skills. The technology adopted by the police will support additional work that is

more difficult to automate, especially in the area of direct service to the community. The police face the condition that job demands requiring routine, manual tasks are outweighed by job demands requiring non-routine cognitive tasks.

The concept of Society 5.0 indicates that the competence and role of the police as organizational human resources are no longer sufficient and do not match their changing responsibilities. To support Society 5.0, the police as an organization's human resources are required to have competencies related to digital communication, digital literacy, multitasking, cloud technology, and data analysis, learning to continuously improve skills, working in an agile/creative way, and digital-based solutions with which organizational problems can be resolved (Mazurchenko & Maršíková, 2019). In other words, traditional competencies do not only need to be mastered by police, such as knowledge of human resources skills, diversity management, and cultural awareness, business acumen, relationship management (consultation), work ethic, critical thinking, as well as workforce planning, and change management.

In Society 5.0, so that human rights and fundamental values are not affected, special attention must be given to new technology as a support for meeting human needs and interests which are placed at the center of its goals. Therefore, according to the Society 5.0 approach, police must have core competencies and soft competencies as human resources which are considered one of the most efficient and effective long-term strategic investments at all levels. At a very practical level, the needs and diversity of problem-solving that exist in society need to be adapted to the active involvement of the police in the development and implementation of new industries in the form of digital technology as an indicator of the success of police institutions in the Society 5.0 era.

New professional and transversal competencies are a set of aspects that are deemed necessary for human resources to produce long-term positive impacts amidst the transition towards a sustainable, inclusive, and resilient Society 5.0 (Suciu et al., 2023). Among the most important competencies are (1) analytical and innovative thinking, (2) creativity, originality and initiative, (3) lifelong learning, (4) emotional intelligence, (5) development of technological and programming solutions, (6) leadership, (7) the ability to use, monitor and control technological devices, and (8) the complexity of the problem can be solved by the abilities possessed. When these types of skills and core competencies are developed, Various jobs will be more readily carried out by the police such as artificial intelligence specialist, robotics adaption, IoT specialist, software creation, database and network specialist, digital marketing specialist, security information analyst, and understand the importance of renewable energy or process automation specialists (Suciu et al., 2023).

More than that, in carrying out their duties and functions, the police need to understand the Society 5.0 era as an era full of the use of knowledge. This is because Society 5.0 is a vision of a human-centered, knowledge-intensive society, and super intelligent that produces sustainable solutions to various social problems and diverse needs through technological progress (Yıkılmaz, 2020). People can live a satisfying and quality life as a result of meeting the virtual world with the physical world in a super-intelligent society to overcome various obstacles to produce sustainable solutions (Deguchi, 2020). Increasing the potential of individual-technology relationships in promoting social good is the meaning of sustainability in Society 5.0 (Serpa & Ferreira, 2019).

Moreover, office work has shifted from repetitive tasks to flexible, adaptive, and knowledge-based tasks in the last ten years. This is evidenced by the fact that less time and organizational resources are used because outside the office employees have access to a wide range of information related to the need for productive work practices (Palvalin, 2019). Therefore, the focus of modern organizations includes what individual police officers must also pay attention to, namely increasing productivity regarding information.

Thus, in welcoming the era of Society 5.0, these three types of individual competence need to be improved by the police, namely (1) Interpersonal Competency including (virtual) collaboration, communication, intercultural competence, and social intelligence, (2) Intrapersonal Competency including reasoning, thinking critical, transdisciplinary, adaptive and integrative thinking, and self-direction, and (3) Information and communications technology (ICT) skills include computational thinking information security awareness, expertise in information and communications technology, and social media literacy. In this way, police competence in the future will be a combination of hard skills, soft skills, ICT processing skills, and knowledge in dealing with society which is moving towards Society 5.0 from the Industry 4.0 era in the form of (1) digital competence in a technology-based work environment, (2) collaboration with cyber systems, (3) flexibility of work processes that can be adjusted to stakeholder needs, (4) having a competitive mentality, and (5) teamwork.

The Important Role of Compensation Required by the Police to Face Performance Demands in the Society 5.0 Era

Police members are the most vital resource for every police organization. The National Police has the responsibility to manage its members so that they continue to be motivated by providing the best compensation according to standards. As a reward for his contribution to the organization, compensation is understood as the rewards received by an employee. This is the balance of employee relations involved in an organized practice.

Among the main pillars of human resource management is compensation management. This is related to the implementation of strategies and the formulation of policies aimed at providing compensation to employees consistently, evenly, and fairly by their contribution to the organization. When employees who perform better are paid by the organization more than other employees, it implies the implementation of compensation and benefits management.

In providing work motivation to its employees, the National Police provides rewards and punishments for the performance of its personnel. Providing rewards for performance within the National Police organization is in the form of providing performance allowances as regulated in Presidential Regulation Number 103 of 2018 concerning Employee Performance Allowances within the National Police of the Republic of Indonesia. In addition to performance allowances, rewards are also provided by giving awards in the form of written awards and also awards in the form of schools for personnel who have good performance and vice versa, punishment will be given to personnel who have poor performance in the form of demotions or other punishments as regulated in the regulations of the National Police members.

The compensation provided by the National Police is relevant to the increasing performance demands of National Police members. Referring to various literature, the meaning of job performance varies greatly to a broader understanding of the role of work in a dynamic organizational context and is no longer just a more traditional view that focuses on work and fixed tasks. A highly competitive and work environment globally is the fundamental reason for this shift in focus where all dynamic and changing situations are the orientation that organizations need to respond to.

Moreover, the work behavior of police members cannot be separated from the terminology put forward by (Podsakoff, MacKenzie, & Podsakoff, 2018) as in-role behavior and extra-role behavior. Responsibilities and formal duties carried out by an employee as an integral part of his or her job requirements are interpreted as in-role behavior, meanwhile, activities outside formal job requirements that are chosen by an employee without expecting direct rewards are defined as extra-role behavior (Vigoda, 2000). In its construction, extra-role behavior is positioned separately from in-role behavior (LePine, Erez, & Johnson, 2002). In general, extra-role behavior is understood as behavior that is not directly or explicitly recognized by the formal reward system, is discretionary, and contributes to promoting comprehensive organizational functions (Organ, 1988). This contributes to the enhancement

and maintenance of a psychological and social context that supports task performance (Organ, 2014). In this context, when police officers carry out extra-role behavior work while not forgetting in-role behavior, compensation plays a role in motivating police officers to perform high.

It cannot be said that the relationship between extra-role behavior and in-role behavior is simple. Results-based or behavior-based control systems are the keywords in explaining this relationship (Bergeron, Shipp, Rosen, & Furst, 2013) because, for some people, extra-role behavior is separate from in-role behavior (Hsu, Shih, & Li, 2017; Van Loon, Vandenabeele, & Leisink, 2017). When in-role behavior is carried out there are indirect consequences in the form of extra-role behavior referring to various existing research. For example, when mediated by commitment, extra-role behavior is an indirect consequence of in-role behavior (O'Reilly & Chatman, 1986). In fact, in a results-based control system in an organization, (Bergeron et al., 2013) provide empirical evidence that extra-role behavior can harm in-role behavior.

Compensation design is needed to anticipate overlap between in-role behavior and extra-role behavior so that it can influence job performance (Humphrey, Nahrgang, & Morgeson, 2007; Parker, Morgeson, & Johns, 2017). Covers aspects of job design that relate to the content and organization of activities, tasks, responsibilities, and the relationships between them is a very determining aspect for compensation design (Parker, 2014), and its role as a major antecedent of job performance has been recognized (Parker et al., 2017). From a contemporary job design perspective, job characteristics in the form of four types are important to consider, namely task, knowledge, social, and work context (Grant, Fried, & Juillerat, 2011). Task characteristics in turn include task identity, task significance, task variety, autonomy, and job feedback, namely dimensions analyzed by the job characteristics model. Knowledge itself has characteristics that include information processing, diversity of skills, job complexity, problem-solving, and specialization. Social characteristics include interactions outside the organization, social support, feedback from others, and interdependence. Finally, work context characteristics include working conditions, ergonomics, equipment, and physical demands.

More specifically in the Society 5.0 era, compensation as an instrument that can motivate police members to improve their performance is relevant because police members are required to have what is called adaptive performance. The police organizational environment that is constantly changing and unpredictable is the cause of this. Therefore, the definition of adaptive performance that police members need to have is interpreted as flexible work behavior that helps police officers adapt to change by demonstrating excellence in problem-solving, managing uncertainty/crisis/stress, new learning, and adaptability to culture, people, and the environment.

CONCLUSION

To perform, competent police are needed in the Society 5.0 era. In this era, the police are the main component that can create new value through technological developments so that it can minimize gaps in humans and problems in society in the future. The competencies possessed by the police also need to be supplemented with competencies related to digital communication, digital literacy, multitasking, cloud technology and data analysis, learning to continuously improve skills, working in an agile/creative way, and digital-based solutions with which organizational problems can be resolved. Police competency in the future will be a competency that combines hard skills, soft skills, ICT processing skills and knowledge. Digital competence in a technology-based work environment, collaboration with cyber systems, flexible work processes that can be adjusted to stakeholder needs, having a competitive mentality, and teamwork are the competencies that the police need to have in the future Society 5.0 era.

In addition, for performance, the compensation received by police officers is very important because it is related to the motivation they generate. The compensation provided by

the National Police is relevant to the increasing performance demands of National Police members. Currently, the performance of police officers is more varied. Moreover, the work behavior carried out by members of the National Police is not only in-role behavior but also extra-role behavior. Moreover, in the Society 5.0 era, the demand for adaptive performance gives urgency regarding compensation as an instrument that can motivate police members to improve their performance.

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