
Strategies to Improve the Competence of the Head of Administrative Affairs in Improving Performance in the Police General Planning and Budget Staff Environment

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Abstract:

This study aims to identify the factors that cause the suboptimal competence of the Head of Administrative Affairs, so as to provide a better understanding in improving performance in the Police General Planning and Budget Staff environment, as well as to determine the right strategy in improving the competence of the Head of Administrative Affairs in the Police General Planning and Budget Staff environment. The research method used in this research is descriptive research method with qualitative approach. The results of this study indicate that the strategy of renewal attitude, compliance attitude, collaboration attitude illustrates Kaurmin's commitment to continuously assess and improve performance through a critical and data-based approach. Through a policy-leading attitude and a collaborative attitude that strengthens teamwork, Kaurmin can ensure that the planning and budget process not only complies with the rules, but is also enriched by joint contributions, creating an efficient, effective and change-responsive environment that supports the planning and budget objectives of the Police Planning and Budget Staff. The importance of the Chief Administrative Officer's knowledge of planning technology, police regulations, related innovations, performance indicators and monitoring, and digital collaboration, in the context of planning and budgeting within the Police Planning and Budget Staff is significant. This study found that there is a need for a strategy to improve several specific skills in the context of improving the performance of the Head of Administrative Affairs in the Police Planning and Budget Staff, namely with Expertise in in-depth understanding of policies and regulations, providing a solid foundation for preparing plans and budgets in accordance with the applicable legal framework. Skills in analyzing needs and strategic plans are the focus, where analytical skills are an important asset in identifying opportunities, overcoming challenges, and formulating strategic steps.

Keywords: *strategy, competency improvement, performance*

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1. Introduction

Human resources are one of the most important and most decisive factors in every organization. The rapid development of increasingly sophisticated technology requires every individual in the organization to be able to explore all the abilities they have in order to support their daily performance and which will greatly affect the performance of the organization. Facilities and infrastructure in the organization over time also continue to develop and continue to be refined to support the performance of existing human resources.

Talking about performance, it is certainly inseparable from the motivating factors that can encourage someone to be more eager to improve their performance such as aspects of competence and work ethic. The dynamics of the organizational work environment in both public and private sector organizations that continue to develop along with the demands of the times, force every employee in the organization to be able to continue to develop their individual competencies so that they can have implications for improving their performance. Therefore, competency development is one of the strategic choices in order to improve individual performance.

Several research results that have been conducted, especially in the management and development of human resources in organizations, agree that the individual competency factor of employees has a significant influence on their performance when performing their duties in the organization. Krisnawati and Bagia (2021) say that the factor that supports employee performance to increase is competence. If employees have high competence, it can provide an increase in the work results possessed by these employees (Abdi and Wahid, 2018). Case studies that occur in the world of work have shown that many benefits are associated with the use of competencies such as reducing training costs, reducing employee turnover, including increasing employee productivity and their performance (Homer, 2001, in Robinson, et al., 2007).

Mitrani (in Hasibuan, 2003: 217) says that competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in their work. An individual's competence is something that is inherent in him and can be used to predict his level of performance. Competencies can involve motives, self-concept, traits, knowledge, and abilities/skills that can be developed through education and training. Spenser (in Sugiarto, 2018) says that the improvement of abilities and knowledge that support a person's effectiveness at work comes from the education and training process. While at a macro level, improvement includes development planning and employee management to achieve optimal results (Sedarmayanti, 2004: 26).

Performance itself is the result of work that can be achieved by a person or group of people in an organization with their respective authorities and responsibilities, in order to achieve organizational goals legally, not against the law, and in accordance

with morals and ethics (Prawirosentono, 1999). Mathis and Jackson (2006) explain that performance is basically what employees do and do not do. Employee performance is what affects how much they contribute to the organization which includes: (1) output quantity; (2) output quality; (3) output timeframe; (4) attendance at work; and (5) cooperative attitude. According to Wirawan (2009), performance has a causal relationship with competence. Performance is a function of competence, attitude and action. Competence describes the characteristics of knowledge, skills, behavior and experience to perform a particular job or role effectively.

From the explanation above, it can be concluded that the relationship between competence and the performance of an employee is significant because competence can be seen in reality through the level of performance of an employee and vice versa, performance is determined by the competence of an employee who is the main capital. The causal relationship between competence and performance makes the assumption that the more employee competence increases, the more employee performance will increase, and vice versa, the more employee competence decreases, the more performance decreases. An increase in an employee's competence, which can be seen from an increase in his ability and knowledge for the effectiveness of the work performed, is the result of development/education and training. Hasibuan (2003: 68) suggests that competency development is an effort to improve the knowledge, technical and moral abilities of employees according to job needs and this can be done through leveling education and various types of training. Research conducted by Sugiarto (2018) on apparatus at the East Kalimantan Province Maritime and Fisheries Service, related to competency development provided by the organization through technical education and training can improve employee performance. The competency development provided to the apparatus is technical education and training, leadership training, career development and adding work experience.

Various strategies are carried out to improve performance within the Indonesian National Police, especially in improving the performance of its human resources, one of which is by implementing Police Regulation Number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with a Performance Management System and implementing the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning Performance Management of State Civil Apparatus Employees. Strategy as a supporter of improving the performance of an organization, cannot be separated from the performance achieved by an organization and the competence of its members. As a professional institution that provides public services, Polri is required to carry out its duties based on the provisions in the applicable regulations and Standard Operating Procedures (SOPs) and have the capabilities that are qualified / required in providing services. In this case, it is expected that Public Servants at the Polri have competencies/abilities that are continuously fostered so that Polri service products can be in accordance with the standards of the Polri profession. The public expects that government officials,

especially Polri, can realize a professional attitude and develop performance in providing services that refer to the interests of the community and avoid the practice of collusion, corruption and nepotism. The Polri General Planning and Budget Staff, hereinafter referred to as Srena Polri, is a supervisory and supporting element in the field of general planning and budgeting at the Polri Headquarters level under the Chief of Police. Srena Polri is tasked with carrying out general and budget planning functions, preparing technical policy and strategy planning for Polri, fostering organizational and management systems and procedures within Polri, and organizing Polri's bureaucratic reform program.

2. Theoretical Background

Thinking Framework

According to Spencer and Spencer (1993), put forward the notion of competence as a basic characteristic of an individual that is causally related to criterion referenced effective and / or high performance once in a job or situation. 5 (five) characteristics of competence according to Spencer and Spencer (1993), namely: Motives, Traits, Self-Concept, Knowledge and Skills. In this study, the key concept is the Kaurmin Competency Improvement Strategy. The research framework is as follows:

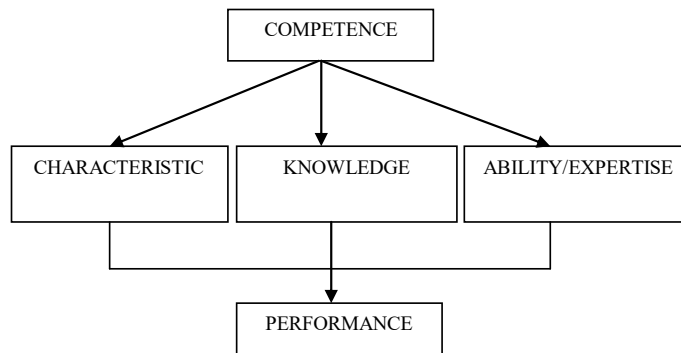


Figure 1. Thinking Framework

3. Methodology

The research method used in research is a descriptive research method with a qualitative approach. The instruments or techniques used are interviews, documentation studies and direct observation of the object of research. Researchers build their research conclusions by "abstracting" empirical data collected from the field, and looking for patterns contained in these data. Data analysis is considered complete when the researcher has found the pattern of rules that the researcher is looking for. Based on the description above, the research method in this study is descriptive with a qualitative approach.

4. Empirical Findings/Result and Discussion

Interview data collection is the process of collecting information or data by having a direct conversation between the researcher (interviewer) and respondents. The purpose of an interview is to gain a deep understanding of an individual or group's topic, views, or experiences. Kaurmin's competence in research uses concepts based on a framework of thinking, where competence at least refers to aspects of nature / attitude, knowledge and ability / expertise.

Aspects of Nature/Attitude

Edison et al., (2017) interpret the concept of attitude (Attitude) as one that upholds organizational ethics and has a positive attitude (friendly and polite) in action. This attitude cannot be separated from one's duties and carry out work properly, this is an important element for business or services, it even has an influence on the image of the company or organization. While Spencer and Spencer (1993) eatai Self-concept (self-concept) Is the attitudes and values that a person has. Attitudes and values are measured through tests to respondents to find out what values a person has, what is interesting for someone to do something.

In this study, the analysis of Kaurmin's competence in the attitude aspect was carried out by converting conclusions on 7 research informants based on the theme of the questions raised during the interview. Based on the information provided in the interview script, informant 1 in the study was the Head of Planning and Administration (Kabagrenmin) within SRENA POLRI. Kabagrenmin answered questions related to planning and budget conditions, challenges faced, administrative team development strategies, initiatives to improve efficiency, compliance with policies, concrete steps to improve coordination between units, measurement of success, and suggestions or recommendations related to the development of planning and administration at SRENA POLRI. Kabagrenmin provided very relevant insights and information related to the research topic within SRENA.

In the interview with Kabagrenmin regarding the condition of planning and budgeting in SRENA POLRI, several aspects need to be optimized, especially in the efficiency of the planning and budget process, with the aim of supporting team performance. One of the main challenges faced by Kabagrenmin is the lack of optimal coordination between relevant units in the planning and budget process. It is important to ensure consistency of policies and standards between sections to improve planning effectiveness. Kabagrenmin's focus on human resource development within the organization. Ongoing technology initiatives were also highlighted by Kabagrenmin. These measures are expected to improve efficiency, reduce the potential for errors, and optimize the use of resources. In the context of compliance with policies and regulations. Regular monitoring is also carried out to ensure that every step taken by the administration team is in line with applicable standards.

Appreciation to the team is also clearly conveyed, recognizing their key role in implementing technical changes. Based on this information, the interview with Kasubbagsumda It can be concluded that efforts to improve planning and budget performance in the Resources Subdivision of the Planning and Administration Section have been characterized by a strong commitment to optimizing the efficiency of resource allocation. Concrete steps, such as the implementation of a structured monitoring system with technology integration and the updating of inventory management software, have been key milestones in this transformation. The team's positive response, active participation and appreciation of team members' contributions signify the successful implementation of technical changes. Kasubbagsumda, as the main informant, clearly explained the focus on the use of technology, team engagement and continuous evaluation as strategic footholds to achieve higher operational efficiency.

Kasubbagbinfung expressed appreciation for their dedication in dealing with change. However, he also recognized that successful technical coaching requires a more individual-specific approach. In the context of performance improvement efforts in the Subdivision of Guidance and Functions of the Planning and Administration Section, it was revealed that the Head of Subdivision of Guidance and Functions of Bagrenmin highlighted several strategies that can be taken. One key strategy is more targeted coaching and training, taking into account knowledge gaps in data analysis and new technologies. Using a data-driven approach to evaluate team performance can be an effective strategy. This can involve further analyzing the team's response to the changes and coaching that have been implemented. This approach allows identification of specific needs of team members for further coaching.

There are efforts to increase competence related to administration and planning. The following was conveyed by Kasubbagren Bagrenmin. In the context of improving the competence of the head of administrative affairs, Kasubbagren Bagrenmin emphasized the need to develop a more specific and comprehensive training program. Discussions could focus on concrete steps to improve the understanding and skills of the head of administrative affairs in managing planning and budgeting. This includes identifying more in-depth training needs and developing an appropriate curriculum to ensure optimal competency development.

Strategies to improve cross-sectional collaboration require a more robust approach. Discussions could involve implementing more effective regular meetings and collaborative forums to enhance knowledge exchange between sections. Practical measures such as setting relevant agendas, organizing structured collaborative forums, and motivating active participation from each section can be mooted to ensure synergistic cooperation. In an effort to improve the utilization of the latest technology, the discussion can detail concrete steps such as the provision of specialized training. This aims to ensure that the team has the necessary skills and knowledge to integrate technology in the planning process. Motivating active

participation in training and ensuring a deep understanding of the benefits of current technologies are important aspects that can be debated.

In the context of data-driven performance evaluation, discussions could address the implementation of more focused evaluation methods. Practical steps, such as the development of a performance evaluation training program, could be a key focus to provide further insight into the best methods. Discussions could include identifying relevant performance indicators and applying advanced data analysis approaches. Kaurmin's strategy could emphasize the development of a more integrated risk management process. Discussions could detail concrete steps, such as involving the team in specialized risk management sessions and the provision of training to improve skills. Understanding the risks that may occur in planning and developing strategies to manage them could be a focal point in discussions to ensure the sustainability and success of planning and budgeting.

Based on the interview with the Head of Administrative Affairs, there are several competency strategies implemented to improve planning and budget performance in the Planning and Administration Section. One of the main strategies emphasized is the improvement of technical competencies through intensive training and utilization of the latest analytical tools. Kaurmin is actively involved in organizing specialized training programs to deepen the team's understanding of data analysis, the use of planning software, and the latest technology. In addition, increasing flexibility and adaptability in planning was a focus by designing special training programs that included adjusting planning plans when sudden changes occurred.

These efforts included the identification of technical issues, such as the integration of data analysis tools and the use of planning software, which were addressed through additional technical training sessions and cooperation with tool providers. Cross-sectional collaboration was strengthened by designing cross-functional team training and joint workshops to strengthen cooperation in planning. While acknowledging some technical constraints in online collaboration, Kaurmin took steps to update collaboration tools and organize necessary technical training.

Furthermore, understanding of regulations and policies was improved through a focused training program, and the uncertainty of regulatory changes was addressed by organizing knowledge update sessions and technical guidance. An effective strategy also involves a deep understanding of the latest technological developments, with Kaurmin regularly organizing specialized workshops and training, and engaging the IT team to provide technical assistance and focused training sessions. Overall, Kaurmin implemented a comprehensive competency strategy, involving technical skills development, planning plan adjustments, increased collaboration, regulatory understanding, and utilization of the latest technology. The development of a more detailed skills development plan could be a concrete step to increase the capacity of the administrative team. Efficiency improvements in planning and administrative processes are being evaluated through several initiatives, including the implementation of an integrated data management system and a review of

budgeting procedures. Nonetheless, the Administrative Officer recognizes that there is still room for further improvement.

In the context of improving compliance with planning and administrative policies and regulations, administrative staff have increased efforts by organizing periodic training on policy changes. Despite these improvements, intensive mentoring is still needed to improve the technical understanding of administrative staff regarding the implementation of policies and regulations in administrative routines. Concrete steps are also being taken to improve coordination among relevant units in general planning and budgeting, such as cross-unit coordination meetings. However, an understanding of the technical needs of administrative staff suggests the need for more specialized measures, such as technical training in digital collaboration and the implementation of easier-to-use collaboration tools.

Intensive mentoring here will help administrative staff overcome technical barriers and maximize the benefits of the updated inter-unit coordination process. In measuring the success of the process improvements that have been implemented, administrative staff have begun to establish performance indicators such as increased operational efficiency, compliance levels, and user satisfaction. However, more specific evaluation methods need to be developed in conditions where administrative staff require intensive mentoring, to measure their technical understanding and practical application of the process improvements. Intensive mentoring will ensure that any technical progress can be measured and continuously improved.

Specific suggestions and recommendations from administrative staff included increased technical training, access to current literature and resources, and more targeted skills development. These recommendations formed the basis for developing a more targeted individualized training program and the provision of additional resources to support the technical development of administrative staff. In accessing the latest knowledge and resources, intensive mentoring will ensure effective application of the knowledge gained. With this strategy, SRENA POLRI seeks to improve the competence of administrative staff, achieve efficiency in planning and budgeting, and maintain compliance with applicable regulations. This approach, taking into account the conditions of administrative staff who require intensive mentoring, is expected to have a positive impact on overall organizational performance.

Based on the results of the interviews and data reduction presented, this study formulated several themes to represent the attitudinal variables demonstrated by employees, especially the Head of Administration, in improving competence in the field of general planning and budgeting of the Police. As the Chief of Administration in an effort to improve performance in the field of planning and budgeting of the Republic of Indonesia Police, attitude statements and actions involve periodic updates of internal guidelines with careful monitoring of

compliance. Scheduled evaluation forums are required for technical inputs and effective implementation.

Aspects of Knowledge

The classification of the knowledge possessed by the seven informants in Polri showed variations in their approach and understanding of efficiency, planning and budgeting. The informants showed a focus on different aspects, such as the implementation of technological solutions, evaluation of initiatives, and the need for a coaching approach. In this regard, there is a predominance of procedural, factual and contextual knowledge. The presence of procedural knowledge, especially in relation to updating internal guidelines, initiating technological solutions, and training, indicates an awareness of concrete steps that can be taken to improve efficiency and accuracy. On the other hand, factual and contextual knowledge, such as the existence of technical evaluation forums and appreciation of team dedication, indicate a deeper understanding of work activities and contexts.

A possible follow-up is to integrate knowledge from these categories to create a holistic approach to planning and budgeting in Polri. Collaboration between teams utilizing different expertise can be an effective step. Further training that cuts across knowledge categories, such as combining technical and conceptual aspects, can enhance comprehensive understanding within the team. Continuous monitoring and evaluation of the implementation of solutions and changes can be a key instrument to measure the impact and effectiveness of measures taken. With this approach, it is expected that planning and budget performance in Polri can be continuously improved in accordance with the demands and dynamics.

When it comes to compliance, the organization emphasizes the importance of scheduled forums specifically designed for the evaluation of technical inputs and their implementation. These forums provide a space for the Kaurmin and his staff to systematically evaluate the extent of compliance with technical procedures, as well as provide a platform to design improvements or changes needed to increase the level of compliance. The coaching approach was key in rewarding the team's dedication in the face of change. The organization highlighted the need for a more specific coaching approach, where special attention is given to empowering the Kaurmin through personal direction and support. This aims to improve Kaurmin's ability to deal with change more effectively, creating an adaptive work environment.

In a continuous effort to improve knowledge, specialized training on the latest technology is highlighted. The organization is committed to providing training relevant to the planning field, ensuring that Kaurmin and their staff remain current in the technologies that support efficient planning and budget management processes. Further evaluation measures include initiatives to provide training in policy understanding and impact evaluation. Through this commitment, the organization wants to ensure that Kaurmin and his team not only understand applicable policies, but are also able to measure the impact of decisions taken in the context of planning.

In continuing monitoring, the organization recognizes that while compliance controls have been strengthened, clear guidance and regular training are still needed. The focus remains on continuously evaluating the effectiveness of compliance controls, as well as providing further guidance to Kaurmin and his team to ensure an optimal level of compliance. In addition, it is important to recognize the work done and efforts made by staff in order to improve effectiveness and efficiency, especially in budgeting and planning. The importance of collaboration in the administrative context was also recognized, where despite the coordination meetings, administrative staff, including Kaurmin, needed specific training on digital collaboration and collaboration tools. This reflects the need to continuously improve the collaborative capabilities of the team through training focused on utilizing digital tools and platforms, ensuring efficiency in coordination and cooperation. With the implementation of these measures, the organization expects Kaurmin and his team to optimize their performance in budget planning and management, supporting overall organizational effectiveness.

Ability/Skill Aspect

Based on the interviews with several informants above, it shows that in designing a strategy to improve the competency of the Head of Administrative Affairs to improve performance in Planning and Budget, we can incorporate valuable insights from seven informants who have diverse expertise. The first informant highlighted procedural expertise as important in running regular meetings, utilizing digital collaboration platforms, and improving cross-departmental communication through regular updates of internal guidelines and regular monitoring to ensure compliance. Kaurmin so far has factual expertise in the evaluation of technical inputs, implementation of technology solutions, and improved resource management. Understanding the latest technology and implementing technical changes to improve efficiency are key in improving performance. The third informant emphasized contextual and interpersonal expertise by highlighting the need for a more specific coaching approach. A deep understanding of team dynamics and individual coaching needs is essential, especially in the context of technical changes.

Kaurmin must understand the importance of conceptual skills in designing coaching programs and using a data-driven approach to performance evaluation. Understanding planning and administrative concepts is key to success. Conceptual and procedural skills to include training in policy understanding, impact evaluation, and technology workshops. Strategic and operational aspects of planning are the focus to improve performance, which informants must master. Strong procedural skills in evaluating efficiency initiatives and strengthening compliance controls. Understanding operational procedures is key to effectively managing technical changes. This also aligns with factual and procedural expertise in efficiency initiative evaluation, periodic training, and digital collaboration-specific training needs. This combination of skills is essential in improving performance and compliance.

Overall, factual, procedural, conceptual and contextual skills are key to managing technical change in the police environment. By understanding each aspect of the skills required, Polri can design a holistic strategy to improve efficiency, compliance, and overall performance. Expertise is an important variable to determine the details of skill excellence that need to be optimized in improving performance, especially in the administration section, especially for planning and budgeting in applying technology and resources owned.

In an effort to improve the administrative performance of Chief Administrative Officers in the National Police, several key skills are the main focus. Managerial skills are needed to plan and coordinate investments in training, technology, and inter-unit coordination. Kaurmin needs to ensure optimal and efficient allocation of resources to ensure planning and budgeting are on track. In addition, analytical skills are an important foundation, where Kaurmin must have an in-depth understanding of policies and regulations on resource management in the police force. Expertise in budget analysis and utilization of information technology is crucial to improve the efficiency of the budget planning and management process.

Adaptability is an equally important skill, especially in understanding the latest planning and administration concepts in the police force. Data-based performance evaluation and the ability to design technical coaching programs are important elements in adjusting to the changing needs of the organization. Coaching skills are needed, especially in the context of data analysis. Kaurmin must be able to train staff in data analysis skills, extract relevant insights from planning data, and improve the competence of administrative heads in understanding and analyzing available information. Evaluation and integration skills place Kaurmin in a strategic position, especially in initiating technical training with the use of algorithms. Evaluation of technology infrastructure with suggestions for improved system integration, analytics platforms and specialized applications will support efforts to improve efficiency in planning and budget management.

Furthermore, expertise in budget development is key in effectively planning fund allocations, ensuring compliance with budget regulations, and optimizing the use of available resources. Finally, expertise in improving administrative staff access to current literature is vital. In a changing environment, Kaurmin need to understand the latest trends in budget planning and management and apply that knowledge effectively in the police context. By developing these skills, the Kaurmin can play a pivotal role in improving administrative performance, achieving efficiencies, and increasing the effectiveness of planning and budgeting in the Police Planning and Budget General Staff.

Competency Development Strategy

Nature/Attitude Aspect

In the context of improving the performance of the Head of Administrative Affairs in the Police Planning and Budget Staff, attitude variables, such as compliance,

renewal, evaluation, and collaboration, play a key role in achieving optimal efficiency and effectiveness at the National Police SRENA.

a. Attitude of Obedience

An attitude of compliance creates a solid foundation for operational efficiency. Kaurmin needs to demonstrate a high commitment to compliance with internal guidelines and applicable regulations. This involves a deep understanding of regulations and the responsibility to ensure that every step taken is in accordance with established norms. In the context of improving the performance of the Head of Administrative Affairs in the Police Planning and Budget Staff, compliance attitudes become a critical foundation that forms a solid basis for operational efficiency. Kaurmin needs to demonstrate a high commitment to compliance with internal guidelines and regulations governing the planning process and budget management within the police. This involves an in-depth understanding of budget principles, planning procedures, and applicable reporting standards. The importance of compliance attitudes is not only limited to understanding regulations, but also involves concrete steps to ensure full compliance. Kaurmin needs to be actively involved in compliance monitoring and enforcement, implementing regular monitoring mechanisms, internal controls, and audits that support compliance sustainability. Thus, every action taken by the administrative team can be carefully evaluated to ensure compliance with established norms.

b. Attitude of Renewal

The results suggest that Kaurmin should be a pioneer in implementing renewal initiatives. This can involve the introduction and application of the latest technologies that support budget planning and management, such as integrated planning systems or advanced analytics tools. Kaurmin can develop special training programs for his team to master the technology and optimize its use in daily operations. In the context of Kaurmin's research in the National Police Planning and Budget Staff, attitude renewal plays a key role in improving performance and efficiency. Kaurmin needs to show an open attitude to change and readiness to keep up with the latest developments in planning and budgeting. First of all, the attitude of renewal requires Kaurmin to have a high interest in the development of knowledge and skills, especially related to planning technology. This includes a deep understanding of software, platforms, and technology tools that can simplify and improve the process of planning and managing budgets. The renewal initiative taken by Kaurmin involves constantly updating her team's knowledge through specialized training and development. In addition, the update includes monitoring of the latest trends and developments in planning and budgeting, so Kaurmin can identify opportunities to improve operational efficiency. In terms of technology, an attitude of renewal also involves the ability to recognize and adopt the latest innovations that can support budget planning and management. Kaurmin needs to ensure that his team is familiar with the latest technology, so that they can make the most of it to achieve optimal planning goals. In addition, the attitude of renewal creates an environment where the team feels motivated to continuously improve their skills. These updates can encourage a spirit of innovation, as the team feels supported and given the

opportunity to continue to grow. By adopting a renewal stance, Kaurmin and his team can ensure that they remain relevant in the face of environmental changes, improve operational efficiency, and better achieve budget planning and management goals.

c. Collaborative Attitude

The evaluation attitude illustrates Kaurmin's commitment to constantly assess and improve performance through a critical and data-driven approach. By applying performance evaluation methods, such as the Balanced Scorecard, Kaurmin can identify areas of improvement and optimize overall planning effectiveness. On the other hand, a collaborative attitude is key to ensuring that the administrative team can operate as a coordinated entity. Kaurmin needs to lead by fostering a work atmosphere that supports collaboration and idea sharing. Team management and cooperation theory asserts that effective cooperation can lead to innovation, improve communication, and lead to better decision-making. The application of a collaborative attitude is supported by performance and contemporary management theories that highlight the importance of continuous assessment and cooperation in achieving organizational goals. By integrating an attitude of collaboration, Kaurmin can create an environment that supports continuous improvement and better decision-making, which in turn will increase effectiveness and efficiency in planning and budgeting within the National Police Planning and Budget Staff.

Knowledge aspect

In an effort to improve the effectiveness and efficiency of planning and budgeting at the Police Planning and Budget Staff, a competency development strategy was formulated based on the research results on knowledge variables. Knowledge enhancement related to internal guideline updates, compliance, coaching, evaluation, monitoring, and coordination was initiated by involving the Head of Administrative Affairs. Active participation in training and periodic update programs was recommended in the context of knowledge update, while scheduled forums involving technical experts were required to improve compliance and evaluation knowledge.

Coaching of the administrative team is in focus with a more specific approach, including coaching sessions, group discussions, and recognition of the team's contribution to change. Strengthening compliance controls and periodic training will be implemented to improve knowledge related to monitoring. In addition, the implementation of specialized training in digital collaboration and the use of collaboration tools will be pursued to improve team coordination and communication. The integration of these strategies is expected to achieve a holistic increase in competency among SRENA Polri staff in planning and budgeting. In the context of improving the performance of the Chief of Administrative Affairs in the Police Planning and Budget Staff, there are specific knowledge needs to support efficiency and effectiveness in planning and budgeting. Some of the specific knowledge needs involve:

- a. **Information Technology Knowledge**
Kaurmin needs to have a deep understanding of the latest technology in planning, including the use of software and applications that support the planning process and budget management. Special training related to data planning and analysis platforms can improve competence in the use of this technology.
- b. **Knowledge of Police Regulations**
A strong understanding of police regulations and policies is essential. Kaurmin needs to keep up to date with the latest regulations that may affect budget planning and management within the police.
- c. **Knowledge of Performance Indicators and Monitoring**
Kaurmin needs to understand the relevant performance indicators and monitoring technologies that can be used to monitor and evaluate the effectiveness of planning. Training related to the use of monitoring systems and data interpretation will improve the ability to assess performance and identify areas of improvement.
- d. **Digital Collaboration Knowledge**
With the growing importance of digital collaboration in today's work environment, Kaurmin needs to have knowledge of digital collaboration tools and coordination skills needed to work effectively in virtual teams. Training in this regard can improve the efficiency of communication and coordination of the team.

The importance of the Chief Administrative Officer's knowledge of planning technologies, police regulations, related innovations, performance indicators and monitoring, and digital collaboration, in the context of planning and budgeting within the Police Planning and Budget Staff is significant. First of all, a deep understanding of planning technology gives the Kaurmin the ability to optimize the use of tools and applications that support the planning process, accelerate data analysis, and improve budgeting efficiency. This is essential given the ongoing development of technology, and its application can provide a competitive advantage in the preparation of plans and budget allocations.

Furthermore, a strong knowledge of police regulations is an important foundation to ensure that every step in planning and budgeting is in line with established norms. Kaurmin who understand the latest rules and policies can avoid potential violations, improve accountability, and provide a solid basis for plan development. Knowledge updates on innovations related to financial management and strategic planning enable Kaurmin to stay at the forefront of best practices. Innovations can bring positive changes in planning effectiveness, so an in-depth understanding of the latest trends and developments is invaluable.

Knowledge of performance indicators and monitoring technologies allows Kaurmin to systematically assess the effectiveness of plan and budget implementation. With this understanding, Kaurmin can identify areas for improvement and make more

informed decisions for continuous improvement. Finally, the ability to collaborate digitally is becoming increasingly important in the modern work environment. With knowledge of digital collaboration tools, Kaurmin can ensure administrative teams work effectively together, support good coordination, and achieve planning and budget goals more efficiently.

Aspects of Ability/Expertise

By assessing the results of research related to Kaurmin's expertise in managerial aspects, analysis, adaptation, and coaching, several competency development strategies can be proposed to improve the effectiveness and efficiency of planning and budgeting at SRENA Polri.

a. **Managerial Expertise**

Managerial skills are the main key in leading and managing administrative teams. Kaurmin needs to have the ability to provide clear direction, motivate the team, and make strategic decisions that support organizational goals. In the context of planning and budgeting, managerial assists Kaurmin in designing efficient organizational structures, distributing tasks appropriately, and coordinating team activities to achieve planning goals. Kaurmin must be able to lead her team in facing change and adapting to changing policies or environmental demands. Managerial expertise helps in guiding the team through the transition effectively.

b. **Analytical Skills**

Budget and policy analysis requires in-depth analytical skills. Kaurmin's analytical skills can make data-driven decisions, project budget needs, and identify areas for improvement. Analytical skills help Kaurmin in a good understanding of applicable police policies and regulations. This is important to ensure that all steps taken are in accordance with applicable regulations. With analytical skills, Kaurmin can forecast future budget needs and develop predictive models that aid in long-term planning.

c. **Adaptability**

In an ever-changing world, adaptation skills allow Kaurmin to remain flexible and responsive to change. It involves the ability to respond to changing policies, new technologies, and changing environmental conditions. Kaurmin, as a leader, needs to be able to manage organizational change well. Adaptability helps Kaurmin to understand the impact of change and guide the team through the change.

d. **Coaching Skills**

Coaching skills allow Kaurmin to motivate her team, provide personalized support, and identify employee coaching needs. This creates a positive and productive work environment. Effective coaching helps improve overall individual and team performance. Kaurmin who can provide good coaching can optimize the potential of his team members. In the context of planning, technical coaching skills involve providing specific training to team members regarding the concepts of planning, evaluating, and using the latest technology.

5. Conclusions

Strategy Renewal Attitude, Compliance Attitude, Collaboration Attitude. These are important attitudes in the effort to improve performance. They illustrate Kaurmin's commitment to continuously assess and improve performance through a critical and data-driven approach. Through a policy-leading attitude and a collaborative attitude that strengthens teamwork, Kaurmin can ensure that the planning and budget process not only complies with the rules, but is also enriched by joint contributions, creating an efficient, effective and change-responsive environment that supports the planning and budget objectives of the Police Planning and Budget Staff.

Based on the results of the review, it can be concluded that there is a need to increase Information Technology Knowledge, Knowledge of Police Regulations Knowledge of Performance Indicators and Monitoring, Knowledge of Digital Collaboration. The importance of the knowledge possessed by the Chief of Administrative Affairs related to planning technology, police regulations, related innovations, performance indicators and monitoring, and digital collaboration, in the context of planning and budgeting within the Police Planning and Budget Staff is significant.

This study found that there is a need for a strategy to improve several specific skills in the context of improving the performance of the Head of Administrative Affairs in the Police Planning and Budget Staff, namely with Expertise in in-depth understanding of policies and regulations, providing a solid foundation for preparing plans and budgets in accordance with the applicable legal framework. Needs analysis and strategic planning skills are the focus, where analytical skills become an important asset in identifying opportunities, overcoming challenges, and formulating strategic measures. Managerial skills are also an integral part of Kaurmin's expertise. Managerial skills are key in leading and managing the administrative team. Kaurmin needs to have the ability to provide clear direction, motivate the team, and make strategic decisions that support organizational goals. Kaurmin needs to have analytical skills to make data-driven decisions, project budget needs, and identify areas that need improvement. Adaptation skills enable Kaurmin to remain flexible and responsive to change. Coaching skills enable Kaurmin to motivate their team, provide personalized support, and identify coaching needs.

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