

Optimization Of Digital Leadership To Strengthen Order Maintenance Performance So That Increase Public Trust

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Abstract

This study investigates the enhancement of digital leadership to bolster order maintenance performance and elevate public trust in the Greater Jakarta Metropolitan Regional Police following Law Number 2 of 2002 regarding the National Police. Public trust is crucial for effective order maintenance, particularly in the digital disruption era. The study addresses three key aspects: (1) How digital leadership inspires others, (2) How technology is utilized in digital leadership, and (3) How collaboration is fostered through digital leadership. By fostering digital leadership that inspires others, leverages technology, and promotes collaboration, the aim is to ensure stable order maintenance performance. The theoretical framework encompasses digital leadership, inspiration theory, technology utilization, collaboration, digitalization, communication, innovation, and trust concepts. Employing a descriptive qualitative approach, data collection techniques include observation, interviews, questionnaires, and document review. Analysis techniques such as SWOT, EFAS, IFAS, AHP, SFAS, and risk management are employed. Findings reveal suboptimal implementation of digital leadership at the Greater Jakarta Metropolitan Regional Police. Factors influencing optimization include the inspiration of others, technology usage, and collaboration. Recommendations include strategic steps in digital leadership, spanning short-term, medium-term, and long-term measures to bolster public trust.

Keywords: Optimization, Digital Leadership, Order Maintenance, Public Trust, Central Jakarta.

Introduction

Police is defined as everything related to the functions and institutions of the police, including the duties, organs, and officials of the police, the association between police officers and organizations, and their relationship to science (Arqon, Rozi, Yamani, Anggraini, & Najwan, 2019). In fact, in recent years there has been a growing focus on negative interactions between community police officers and citizens, with numerous clashes and tragedies between the two parties (Miner-Romanoff, 2023). Therefore, trust is defined as a mental state that involves a willingness to embrace vulnerability due to one's optimistic beliefs about the intentions or actions of another. Public trust is important in the existence of an organization (Yang, 2024). The existence of public trust can increase public satisfaction so that it can support the performance of organizations, both

government and companies (Widodo, Silitonga, & Ali, 2020). Likewise, the National Police is currently entering the *Grand Strategy* phase III, namely *striving for excellence* so that the performance of the National Police must be good to gain public trust (the public). By gaining public trust, the National Police will become an institution that is loved and trusted by the public (Nurnisya, Saad, & Rahman, 2021).

Public satisfaction is directly proportional to public trust. This is because everyone satisfied with the service of an organization will certainly trust the organization (Schmidhuber, Ingrams, & Hilgers, 2021). The Kompas R&D survey shows that the public satisfaction index (IKM) with the National Police in 2023 has reached 87.8%. Currently, the IKM at the Greater Jakarta Metropolitan Regional Police where the author has served in semester 2 of 2023 is good at 90.57% in SKCK services (Putra & Darwis, 2024). But globally it is only 75%, which is still below the national average. Thus, every police station must be able to achieve a good IKM in all police functions because public trust is an important asset in the sustainability of the organization, especially in the era of globalization.

Greater Jakarta Metropolitan Regional Police is an organization that has a very high complexity of work in ring 1 because it has VVIP security areas, namely the State Palace, MPR-DPR Building, Monas, Bank Indonesia, KPU, Gelora Karno, and Embassies of several Foreign Countries as well as several five-star hotels. Efforts made by the National Police to increase public trust include maintaining conducive order. However, based on existing data, the number of crime data in Central Jakarta is quite high, referring to the *Total Crime* in 2023 of 1175 cases (Dirgala, Basir, & Nita, 2023). In addition, there are also frequent protests. This can affect the stability of order maintenance so that it can reduce public trust.

Digital Transformation (DT) goes beyond mere integration of novel digital technologies within an organization. It entails a comprehensive overhaul of processes, culture, and mindset to leverage digital tools and strategies for achieving strategic objectives and enhancing overall performance (Klein, 2020). The aspect also involves an operational transformation, operational transformation is a transformation that converts inputs into outputs by adding values. Strengthening the performance of order maintenance is one part of this transformation (Supriyanto, Rachmawati, & Nugroho, 2021).

To improve the performance of the National Police, especially the Greater Jakarta Metropolitan Regional Police in Harkamtibmas, a professional leader figure is needed. Moreover, Police Chief General Listyo Sigit Prabowo conveyed the Precision Program related to the transformation of the National Police in the operational field based on world conditions currently in global economic turmoil (Christawan, Ariadi, Thalib, Astika, & Suyanto, 2023). Therefore, a type of leadership is needed that can adapt to the changes and progress of the times amid the VUCA era (*Volatility, Uncertainty, Complexity, Ambiguity*) (Darmawan, 2021).

In continuation of the paragraph above, given the emphasis on the need for adaptive leadership in the face of VUCA conditions, (Michael A. Genovese, 2020) argues that leaders must cultivate agility, foresight, and the ability to thrive in uncertainty. They

highlight the importance of leaders who can inspire confidence, communicate effectively, and lead with integrity to steer organizations through turbulent times.

Combining insights from both studies, it becomes evident that in the context of operational transformation within law enforcement agencies such as the Greater Jakarta Metropolitan Regional Police, leadership plays a critical role (Manning & Hawkins, 2023). Specifically, the Precision Program initiated by General Listyo Sigit Prabowo underscores the necessity for leaders who can adapt to global economic turmoil and navigate the complexities of a VUCA environment. Thus, the call for professional leadership capable of strengthening order maintenance aligns with the broader imperative for adaptive leadership in the face of uncertainty and change (Luthans & Broad, 2022).

To address contemporary challenges effectively, there is a demand for a leadership paradigm capable of navigating these evolving dynamics. One such model is digital leadership, often referred to as Leadership 4.0 (Klein, 2020). This leadership approach emphasizes innovation, collaboration, and adaptability in response to the complexities of modern contexts. However, despite efforts by the Greater Jakarta Metropolitan Regional Police to enhance order maintenance through digital leadership, its implementation has encountered notable inefficiencies. These shortcomings stem from various obstacles and resistance, both among certain leaders and members of the organization.

Research Methods

The research method used in writing this Individual Work Manuscript is qualitative and descriptive, using analysis as an approach. The focus of this research is the Greater Jakarta Metropolitan Regional Police, which is the object of research. The data sources used include the results of the author's research and evaluation while serving at the police station, as well as information from related agencies and stakeholders such as the local government and the TNI. Data collection techniques applied include the use of questionnaires, interviews (via telephone), and observation. Data collection will be carried out for four days, starting from March 22 to 25, 2024. Data analysis uses the concepts of SWOT and AHP analysis by selecting factors that are considered the most influential on the organization, and the results are combined with the author's experience and theoretical foundation as a guide to ensure the focus of research is on facts and data in the field.

Results and Discussion

Factual Conditions of Increasing Public Trust in the National Police

Belief Public is a factor that is crucial in supporting the implementation of the duties of the National Police. Without public trust, the task of policing will become more difficult. When public trust in the National Police is high, the public will tend to follow the policy direction set by the National Police as a government representative in the security sector. This will be able to improve the positive image of the National Police in the eyes of the public.

Based on a survey conducted by the Political Indicators Survey Institute, the level

of public trust in the National Police is now at 76.4%, while dissatisfied people are around 19.4%. Meanwhile, based on the survey results of the Indonesian Survey Institute (LSI), the trend of results continues to increase, such as in January 2023 by 52%, and in February 2023 it will increase by 61%. This means that these surveys show that more than half of the public is satisfied and trusts the performance of the National Police in maintaining security. However, public trust in the National Police is still in fourth position. The first is the TNI 94.4% which means 9 out of 10 respondents believe in the performance of the TNI, following the president, then the Supreme Court.

Compared to national data, the results of public surveys on the performance of the Greater Jakarta Metropolitan Regional Police are still below the general average. Therefore, the Greater Jakarta Metropolitan Regional Police must make efforts to increase public trust in the National Police. Supervision needs to be carried out by the community and externally.

Factual Conditions of Strengthening Order Maintenance Performance in the Greater Jakarta Metropolitan Regional Police Area

Public trust is closely related to the main task of the National Police, namely maintaining public security and order maintenance. To achieve a Precision National Police, operational transformation through strengthening the performance of order maintenance is one of the priority programs of the Chief of Police. Therefore, commitment from all members is needed to remain professional in maintaining order that is conducive to building community trust.

Table 1. Data Guantibmas Polres Metro Jakpus

No.	Year	Number of LPs	Solutions
1.	2021	1372	1171
2.	2022	1754	1027
3.	2023	1711	1080

Based on data from the table above, the number of cases in the Central Jakarta area continues to increase every year, while case resolution tends to be stable. In minimizing the threat of order, the National Police must have the right strategy.

Factual Conditions of Digital Leadership in Greater Jakarta Metropolitan Regional Police

Based on this, the Greater Jakarta Metropolitan Regional Police continues to strive to be able to strengthen the effectiveness of order maintenance performance. To realize this, role leaders who have the right direction and vision are needed, and the performance of order maintenance can be achieved well, which is carried out by all members amid the 4.0 era, namely through digital leadership. However, in reality, some leaders are still unable to implement what is expected of digital leadership to carry out operational transformation.

Digital leadership to carry out operational transformation implemented at the Greater Jakarta Metropolitan Regional Police faces many challenges in practice. In addition, the Greater Jakarta Metropolitan Regional Police experienced a shortage of personnel, namely the DSP Polri and civil servants at the Greater Jakarta Metropolitan

Regional Police was 2623 personnel, but the real number owned only amounted to 1406 personnel so the Greater Jakarta Metropolitan Regional Police still lacked 1185 personnel almost 50%.

Table 2. Number of Jakpus Metro Police Personnel

No.	Satker	DSP	Real	Less
1	Police Station	900	762	138
2	Police Station	1584	644	940
Sum		2623	1438	1185

Following the theory of digital leadership according to Larjovori in Randstad North America, aspects of problems that exist in the Greater Jakarta Metropolitan Regional Police are things in inspiring others, the ability to use technology and collaboration leadership will be described as follows.

Analysis and explanation of digital leadership in the Greater Jakarta Metropolitan Regional Police can be understood from the following points of view.

The State of Digital Leadership in Inspiring Others at the Greater Jakarta Metropolitan Regional Police

According to (Murphy & Anderson, 2020), inspiring others, leaders can create opportunities to inspire others through interaction and effort. Transformational leaders inspire followers to achieve more performance by changing followers' attitudes, beliefs, and values (Roberson & Perry, 2022). The indicators of inspiring others are empathy, integrity, and vision.

The State of Digital Leadership by Utilizing Technology at the Greater Jakarta Metropolitan Regional Police

According to (Annasai, 2022), the use of information technology is the benefit expected by information system users in using technology when doing work. Meanwhile, according to (Hiro & Kei, 2020) the factors that affect information technology are social factors, affection, complexity, task suitability, long-term consequences, and facilitating conditions. Aspects that are measured to be indicators in this issue are digital skills, digitalization and innovation.

Condition Digital Leadership that Collaborating at the Greater Jakarta Metropolitan Regional Police

Collaborative leadership refers to the management skills of managers who continuously collaborate by involving stakeholders, creating constructive collaboration, and encouraging/maintaining interactions that have been established, making decisions together and not unilaterally (Siagian & Khair, 2018). The elements of collaborative leadership consist of partnership, power and accountability (Doucet, Duinker, Charles, Steenberg, & Zurba, 2024). The aspects used are cooperation accountability and participation.

Influencing Factors

Internal and external aspects carried out by the Greater Jakarta Metropolitan

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Regional Police are influenced by digital leadership through *Organization Health Audit (OHA)* and *Environmental Scanning (ES)*, among others.

a. External factors

- a. **Opportunities**, There is support from the Government and *other stakeholders* for the Greater Jakarta Metropolitan Regional Police related to digitalization; The rapid development of Information Technology that helps carry out tasks and develop digital leadership; President Joko Widodo's policy towards a digital-based policing system in the framework of *good governance*; High public expectations of the professionalism of the National Police in the field of duty in the era of digitalization; Availability of information technology-based digital applications for the operational implementation of police duties.
- b. **Threats**, The level of digital literacy of the community is still low towards information technology; Changes in the behaviour of people who want instant and insider services from the National Police; The potential for the emergence of access abuse and *internet fraud* in the era of disruption; Technological uncertainty; Misuse of social media by the public and the spread of hoaxes.

b. Internal Factors

- a. **Strength**, the existence of education, development and training for members in digitizing the implementation of operational tasks; The commitment of the Greater Jakarta Metropolitan Regional Police Chief in improving digital leadership at all levels of its ranks; Cohesiveness of the main officials and all rank-and-file police chiefs in the Greater Jakarta Metropolitan Regional Police towards the policy; Reward and punishment system from leaders to members; SOP and Leadership Supervision of the implementation of operational tasks online.
- b. **Weaknesses**, Members still do not fully understand the vision, mission, goals, strategies and policies of the organization; several leaders in the Greater Jakarta Metropolitan Regional Police are limited in implementing digital leadership; Reduced *human touch* as a result of a lack of direct interaction; *Take home pay* that is not comparable to personnel serving in other police stations with a much lighter workload; Reactive work cultures tend to wait for leadership instructions, thus hindering creativity and participation.

Conclusion

Based on data and strategy analysis, influencing factors and strategy management, the Optimization of Digital Leadership to Strengthen Order Maintenance Performance to Increase Public Trust in the Greater Jakarta Metropolitan Regional Police is still not optimal, with several indications. Digital leadership by inspiring others in the Greater Jakarta Metropolitan Regional Police is still not running optimally because, based on the

findings, there are still key officials who are unable to inspire their members. This has implications for the lack of stable performance of order maintenance to increase public trust. Therefore, it is necessary to take strategic and comprehensive steps in implementing the President's policy in the digitalization-based policing system, supporting the commitment of the Chief of Police to digital leadership, directing members to minimize the culture of public behaviour that wants instant service and expects insiders from the police themselves and increasing member understanding on the importance of implementing the vision, mission, goals and policies of the organization and always guided by Standard Operating Procedure and supervision. Digital leadership by utilizing technology at the Greater Jakarta Metropolitan Regional Police is still not running optimally based on the findings of several key officials who still have not implemented the use of technology in their respective units. This has implications for the lack of stable performance of order maintenance to increase public trust. Therefore, it is necessary to take strategic and comprehensive steps in developing information technology for police operations, utilizing the large availability of IT-based digital applications, and empowering members who have carried out Dikbangspes and training related to digitalization in the implementation of operational tasks. Digital leadership by collaborating at the Greater Jakarta Metropolitan Regional Police is still not running optimally because based on the findings there are still leaders who only direct members to their roles and do not encourage collaboration with their superiors and *stakeholders*. This can have implications for the lack of stable performance of order maintenance. Therefore, it is necessary to take strategic, comprehensive and collaborative steps to avoid reduced *human touch* with members/communities, establishing partnerships and anticipating the misuse of social media and the dangers of *hoaxes/hate speech*.

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First publication right:

Advances in Social Humanities Research

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