



## Implementation of Community Policing in Actualizing Precise Police Force in Mamuju City Police Station

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<http://dx.doi.org/10.47814/ijssrr.v6i5.1328>

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### **Abstract**

The development of modern society is intertwined with increasing crime rates, making security and public order crucial for regional progress. The National Police, as mandated by Law No. 2 of 2002, is responsible for maintaining public security, enforcing the law, and providing protection and services. To achieve precision in policing, the National Police Chief, General Drs. Listyo Sigit Prabowo, introduced the concept of transformative measures, including predictive policing to prevent security disturbances (Kamtibmas). Bhabinkamtibmas, a community policing sector, plays a vital role in detecting potential Kamtibmas disturbances within the jurisdiction of Mamuju Police. This study aims to analyze the implementation of community policing in realizing the transformation towards a Precision Police in the Mamuju Police. A qualitative approach with descriptive analytics is employed to provide a detailed description of the current situation. Primary and secondary data are collected through observation, interviews, and document studies. The accuracy and validity of the data are tested using the triangulation technique. The findings reveal that the organizational resources of Polresta Mamuju are insufficient in implementing community policing, particularly in terms of the competence of Bhabinkamtibmas. The actualization of the transformation towards a Precision Police, particularly in relation to predictive policing, has not been fully realized by the Bhabinkamtibmas of the Mamuju Police. The role of Bhabinkamtibmas in community policing, including information gathering, early detection, and problem-solving, is also suboptimal. Therefore, the researcher recommends several strategies for the Mamuju Police to enhance the implementation of predictive policing. These strategies include improving the competence of personnel, allocating adequate budget and resources, implementing e-policing, strengthening early detection, enhancing information gathering and data processing, establishing effective communication and information systems, and conducting community-level education.

**Keywords:** *Bhabinkamtibmas; Community Policing; Precision Police*

## Introduction

The era of globalization has had a significant impact on countries worldwide, including both developed and developing nations like Indonesia. Globalization encompasses various aspects, including technology, information, ideology, politics, economics, socio-culture, and defense and security (Sutrisno, 2021). As society progresses towards modernization, the development of crime also follows suit, leading to disruptions in security and order within communities (Apdillah et al., 2022).

The dynamics and changes brought about by globalization present a challenge for the National Police, whose main responsibility, as mandated by Law No. 2 of 2002, is to maintain security and order, enforce the law, protect and provide services to the community (Iskandar, 2021). To enhance operational capabilities, the police need to adapt by shifting from conventional and reactive policing approaches to modern democratic policing patterns, emphasizing problem-solving, partnerships, proactivity, and crime prevention.

The concept of *Polri Presisi*, introduced by Chief of Police General Drs. Listyo Sigit, M.Si, emphasizes the need for police personnel to carry out their duties professionally based on their respective job functions, both in operations and guidance (Riadi & Kurniawati, 2022). *Polri Presisi* stands for predictive, responsiveness, and fair transparency, representing an advancement of the previous *Polri Promoter* (Professional, Modern, and Trustworthy) concept with a problem-oriented policing approach (Widiastuti & Naryoso, 2019). Predictive policing plays a crucial role in *Polri Presisi*, allowing the measurement and prevention of security and public order disturbances (*Kamtibmas*) through knowledge-based analysis and data-driven methods. Responsiveness and transparency are also key components, enabling Bhayangkara *Polri* officers to fulfill their duties promptly, precisely, responsively, humanistically, transparently, responsibly, and fairly.

The transformation process towards Precision Police must be internalized by every Bhayangkara to determine the success of the police organization during the transition from the current state to the new Precision condition through measurable policing and problem-solving aligned with community expectations (Menpan, 2021). As a Basic Operational Unit (KOD), Mamuju Police is tasked with implementing various programs, including organizational, operational, service, and supervisory transformations. This research specifically focuses on the implementation of operational transformation, emphasizing the maintenance of community security and order through prioritizing predictive policing.

The application of predictive community policing should align with the specific needs of the community being served. Indarti (2022) argues that community policing is a concept that positions the police as facilitators and the public as co-producers, forming an equal partnership based on participation, transparency, public accountability, human rights, and the contextual and synergistic resolution of community problems in line with police goals.

The policy of community policing (*Polmas*) is regulated in Regulation of the National Police of the Republic of Indonesia Number 1 of 2021. It is a strategy that involves the community, government, and other stakeholders in jointly deterring, preventing, and addressing security threats and disturbances to public order in partnership with the police, from policy formulation to implementation. The concept of *Polmas* emphasizes prioritizing civilian democracy, requiring the police to adopt a more civilian character. This means avoiding militaristic methods and violence that could undermine human dignity, and instead, the police must listen and understand the human experience, emphasizing dialogue and interaction with a humanitarian approach (Tanuhadaru & Hamidi, 2021).

Mamuju City is characterized by its diverse ethnic, religious, racial, and cultural composition. While this diversity presents opportunities, it also poses potential threats to security and public order. Additionally, crime rates in Mamuju City have shown an upward trend in recent years. The year-end

report of 2022 from Mamuju Police indicates an increase in handled crime cases, with 380 cases handled compared to 369 cases in 2021. Notably, drug-related cases accounted for 25 cases, involving 28.71 grams of methamphetamine and 33,057 units of THD type drugs. Furthermore, there has been an increase in traffic accident cases, with 342 cases recorded in 2022 compared to 277 cases in 2021. Therefore, prioritizing the implementation of predictive policing is crucial to address the high crime rate. This situation presents a challenge for Mamuju Police in effectively implementing community policing to actualize the Precision Police approach.

## **Literature Review**

### **Community Policing (Polmas) Concept**

According to Regulation No. 1 of 2021, Community Policing, also known as Polmas, is a collaborative activity between the National Police and the community aimed at detecting and addressing security and public order issues in the local environment. Polmas involves strategies that involve the community, government, and other stakeholders to deter, prevent, and address security threats and disturbances in partnership with the police (Menpan, 2021). The goal of Polmas is to establish a partnership between the police and the community to handle and resolve potential security and order disturbances, enhance legal awareness, and foster community concern for security issues in their environment (Rifai, 2018).

### **Predictive Policing Model**

The concept of predictive policing focuses on the ability of police personnel to predict and identify situations and conditions that may lead to security disturbances (Dirgala et al., 2023; Perry, 2013). Predictive policing aims to assess the likelihood of someone committing an offense or potential security disturbances by analyzing data and utilizing decision support systems. The main objective is to prioritize prevention through early detection, integrative analysis, and decision-making, ultimately maintaining public security and order (Kaufmann et al., 2019; Mugari & Obioha, 2021).

### **Role Concept**

According to Soekanto (2005), a role is a dynamic process associated with a person's position or status. It involves the norms and rules guiding an individual's behavior in society and their contribution to the social structure. Roles encompass both individual behaviors and the expectations associated with a person's position or role in society.

### **Management Theory**

Management theory, as defined by George R. Terry, encompasses elements such as human resources, financial resources, materials, and methods (George & Rue, 1978). It involves planning, organizing, implementing, and supervising functions to facilitate effective management within an organization (Saputro et al., 2022).

### **Bhabinkamtibmas**

Bhabinkamtibmas refers to police officers responsible for the Pre-emptive function at the village or *kelurahan* level, working in partnership with the community (Haris et al., 2021). Their main tasks and functions, as regulated in Regulation No. 3 of 2015, include conducting visits and interactions with the community, addressing citizens' complaints related to security issues, providing guidance on laws and public order, disseminating information on police policies, promoting community security initiatives,

offering police services, mobilizing positive community activities, coordinating with local officials, and engaging in consultation, mediation, negotiation, facilitation, and motivation to promote public security and resolve crime and social problems (Suryanto, 2017).

### **Research Methods**

The research method utilized a descriptive analysis approach (Sugiyono, 2017). This method allowed for the description and analysis of observed symptoms and facts related to the existing problems. By employing relevant concepts and theories, the collected data was thoroughly examined and analyzed to propose effective solutions.

Data collection for this study involved direct field observations, conducting interviews with relevant stakeholders, and analyzing pertinent documents. These various sources of data provided a comprehensive understanding of the research topic. The collected data was then analyzed, organized, and interpreted to identify key patterns, themes, and insights.

During the data analysis process, the researcher carefully examined the information and drew connections between different pieces of data. This analysis aimed to uncover underlying factors and relationships relevant to the research problem. The interpretations of the data were grounded in the context of the research objectives and supported by the relevant concepts and theories.

To ensure the validity and accuracy of the research findings, the triangulation technique was employed. This technique involved cross-checking information from multiple sources to validate the results and enhance their reliability. By employing this rigorous validation process, the research findings were strengthened and provided a robust foundation for the proposed strategies and recommendations.

Through the application of the descriptive analysis method and following these research steps, this study aimed to provide valuable insights into the implementation of Polmas and its role in achieving Precision Police in the Mamuju Police Station. The findings of this research contributed to the existing knowledge in the field and offered practical recommendations for improving the effectiveness of Polmas in ensuring public security and order.

### **Findings and Discussion**

#### **Condition of Organizational Resources for Implementing Community Policing (Polmas) in Polresta Mamuju**

##### **a. Human Resources**

The Mamuju Police jurisdiction covers an expansive area of 4,954.57 km<sup>2</sup>, with a population of approximately 293,326 people residing in 101 villages and sub-districts. However, a significant concern arises as Mamuju Police currently only has 18 Bhabinkamtibmas officers. Consequently, their assistance is primarily concentrated in urban villages, leaving a limited presence in rural areas.

Table 1: Bhabinkamtibmas Data for Polresta Mamuju in 2023

No.	Bhabinkamtibmas Name	Rank	Assisted Village/Sub-district
1.	Sandi Kalatasik	Aipda	Rangas Sub-district
2.	Kaharuddin	Aipda	Binanga Sub-district
3.	Muh Ashar Akmal	Briptu	Rimuku Sub-district

No.	Bhabinkamtibmas Name	Rank	Assisted Village/Sub-district
4.	Adil Syahputra Namal	Brigpol	Karema Sub-district
5.	Gerson T.	Aipda	Tapandullu Village
6.	Anak Agung Ap	Bripka	Tadui Village
7.	Ismail Munadi	Bripka	Bambu Village
8.	Ade Putra Abriyanto	Bripka	Sumare Village
9.	Aswat H	Aipda	Pattidi Village
10.	Hasanuddin, Sh	Bripka	Simboro Sub-district
11.	Muhammad S. Ip	Bripka	Ambo Timur Village
12.	Muh Ade Irsan Putra	Brigpol	Batu Pannu Village
13.	Muhammad Fadhil Wahid	Briptu	Botteng Village
14.	Faizal	Aipda	Mamuyu Sub-district
15.	Muh Asyhari Andri	Brigpol	Karampuang Village
16.	Rifki Dj Al Idrus	Brigpol	Saleetto Village
17.	Andarias	Bripka	Botteng Utara Village
18.	Sabir	Aipda	Ambo Barat Village

From the total number, the understanding of the Bhabinkamtibmas regarding their main duties is also not fully comprehensive. The level of knowledge possessed by the Bhabinkamtibmas in implementing Polmas is illustrated in the following table:

Table 2: Knowledge Data of Bhabinkamtibmas in Mamuju Police Station

No.	Knowledge Area	Well-Understood	Partially Understood	Not Understood
1.	Door to door System	17	1	
2.	Guidance & Counseling	16	2	
3.	E-Polmas	4	14	
4.	Anticipating Radical Ideologies	11	7	
5.	Communication	8	10	
6.	Problem Solving	12	6	
7.	Mastery of Assigned Area	17	1	
8.	Memorizing RT/RW Chairperson Names	15	3	
9.	Identifying High-Risk Areas in Assigned Area	14	4	

On the other hand, regarding skills, the major challenges lie in effective communication or speaking, resource identification, and coordination among stakeholders. Despite these challenges, the average competency level in handling conflicts and conducting mediations is quite commendable.

#### b. Budget

The funding for the community policing operations carried out by Mamuju Police Station is sourced from the budget allocation of the Indonesian National Police (Polri). However, the amount of

budget allocated for community policing activities in Mamuju Police Station is perceived to be insufficient. Moreover, the incentive funds provided are limited to pocket money and have not yielded significant impact.

#### c. Facilities and Infrastructure

The required facilities and infrastructure for the community policing officers, particularly the Bhabinkamtibmas of Mamuju Police Station, to implement community policing in the 2023 fiscal year are still considered inadequate. In fact, most of the Bhabinkamtibmas heavily rely on self-funded facilities and infrastructure, resulting in minimal involvement.

#### d. Method

In the implementation of community policing in the jurisdiction of Mamuju Police Station, various activities were conducted by the Bhabinkamtibmas throughout the year 2022, as shown in below:

Table 3: Community Policing Activities in Mamuju Police Station, 2022

No.	Activity	Total
1.	Door to door System	1,126
2.	Problem Solving	93
3.	Early Detection	13
4.	Innovation	3
5.	Village/Sub-district Activities	26
6.	Community/Association Development	4
7.	Neighborhood Watch Development	27

#### Actualization of Polmas towards Precision Polri

The primary goal of the police's presence within society is to enhance the quality of life for the community. From the perspective of community policing, the presence of Bhabinkamtibmas (police officers assigned to communities) in society can provide a sense of security and comfort (Djamali, 2005). The current performance of Bhabinkamtibmas members at Polresta Mamuju indicates successful implementation, as they have been able to engage with all segments of society, regardless of differences in ethnicity, race, or class, thereby creating an excellent police service.

However, the actualization of Precision Policing, particularly in relation to predictive policing, has not been effectively realized by Bhabinkamtibmas at Mamuju Police Station. The activities carried out by Bhabinkamtibmas cannot be considered truly predictive due to the lack of early detection measures. In fact, only 13 early detection activities were recorded throughout 2022. Bhabinkamtibmas at Polresta Mamuju are still primarily focused on door-to-door activities.

Furthermore, there are still weaknesses in the competency levels of Bhabinkamtibmas members. Moreover, the position and duties of Bhabinkamtibmas have not been fully embraced or interpreted as a profession that must be executed professionally, according to the Policing model that outlines the duties and authorities of Bhabinkamtibmas. However, Bhabinkamtibmas at Polresta Mamuju are actively evolving with the times. This is evident through the innovations introduced in 2022, which have positively impacted the effectiveness of community policing.



### The Role of Bhabinkamtibmas in Developing the Polmas Model

The role of Bhabinkamtibmas (police officers assigned to communities) at Polresta Mamuju in developing community policing in the jurisdiction of Polresta Mamuju is as follows:

#### a. Territory-based

- 1) Actively contribute to the formation of partnership forums in the jurisdiction of Polresta Mamuju.
- 2) Have been able to regularly provide assistance and support to the operational activities of FKPM (Forum Komunikasi Pimpinan Kecamatan) or District Leadership Communication Forum.
- 3) Still need improvement in receiving complaints and information from the community, which is the initial step in early detection.
- 4) Have not been able to facilitate discussions or meetings on security and public order issues effectively.
- 5) Still not fully optimized in establishing intensive two-way communication with various community potentials.

#### b. Interest-based

- 1) Possess good knowledge and mastery of their assigned areas, enabling them to engage with potential community leaders.
- 2) Have been able to act as problem solvers in every issue that arises in the community.
- 3) Play a less significant role in conducting communication approaches and social interactions with communities in influential environments involving prominent figures, officials, or large businesspeople.
- 4) As for the majority of Bhabinkamtibmas, they have understood the high-risk locations in their assigned areas.

#### c. Problem Impact-based

- 1) Actively participate in activities that have the potential to disrupt public order and security.
- 2) Still lack strong interpersonal skills and effective communication in building relationships.
- 3) Not all possess the courage and self-confidence to mediate, negotiate, or handle conflicts.
- 4) Limited number of Bhabinkamtibmas who understand Pulbaket (local potentials) and conduct resource identification in the community.
- 5) Lack of coordination among stakeholders to find and produce conflict resolution jointly as a functional unit.

### Strategies for Actualizing Predictive Polmas

Organizational transformation is a function that maps the position of each point from its initial state to a new position. In implementing organizational transformation, the thinking of David Osborne and Ted Gaebler in *"Reinventing Government"* (Osborne & Gaebler, 1993) is an effort to instill an entrepreneurial spirit in the public sector. This book has inspired the transformation of organizations within the Indonesian National Police (Polri). In their book, this thinking exemplifies how American police have been able to entrepreneurialize their institution. Several critical aspects that can be adopted in the transformation of the police force include: a catalytic police force that directs rather than rows, a community-owned police force that empowers rather than serves, a competitive police force that injects competition into service provision, a mission-driven police force that transforms from rule-driven to mission-driven, a results-oriented police force that funds outcomes rather than inputs, a customer-oriented

police force that meets customer needs instead of bureaucracy, an entrepreneurial police force that generates rather than spends, an anticipatory police force that prevents rather than treats, and a decentralized and market-oriented police force.

The 10 steps offered by David Osborne and Ted Gaebler (Osborne & Gaebler, 1993) present a new discourse or breakthrough for bureaucracy (including the police force) to be consistently creative, innovative, and empowering, revitalizing the existing potential and opportunities. It ignites the spirit to provide the best for the community, not for bureaucracy or the interests of the authorities or officials. When the police force transforms its institution, what is offered in the book "*Reinventing Government*" can serve as a model to be implemented in carrying out police duties.

Therefore, the steps that can be taken by Polresta Mamuju in implementing Polmas (community policing) in the effort to actualize the transformation towards Precision Polri, particularly in implementing predictive policing, include:

- a. Consistently strive to improve the image of Polresta Mamuju.
- b. Optimize the model of predictive policing in various preemptive and preventive efforts carried out by Polresta Mamuju.
- c. Prepare human resources, specifically Bhabinkamtibmas, both in terms of quantity and quality, with good competencies.
- d. Improve the budgeting system to implement performance-based predictive Polmas.
- e. Enhance performance by prioritizing preventive measures and continuously striving to reduce the fear of the community regarding public order disturbances.
- f. Foster creativity and innovation in the implementation of policing to ensure that the community truly feels protected, cared for, and well-served (prompt, accurate, accountable, and informative).
- g. Establish systems and communication networks, as well as educational and informative media, that reach the community level.
- h. Modernize the facilities and infrastructure of Polresta Mamuju, including police posts, to support the implementation of Polri's tasks in preemptive, preventive, repressive, and rehabilitative aspects.
- i. Address the impacts of modernization, technology, and globalization that contribute to the increase in crimes by establishing E-Policing.
- j. Build partnership strategies to engage other stakeholders who support Polri's role.

### ***Conclusions and Recommendations***

Based on the research findings and discussions conducted, several conclusions can be drawn:

- a. The organizational resources of Polresta Mamuju in implementing community policing are not optimal. There is a significant disparity between the number of Bhabinkamtibmas and the number of villages, with only 18 Bhabinkamtibmas for 101 villages. The knowledge and competency of Bhabinkamtibmas in community policing, particularly in early detection and intensive communication, are insufficient. The budget allocated for community policing activities is not maximized, and the current methods mainly focus on a door-to-door system, lacking sufficient emphasis on early detection and problem-solving.
- b. The actualization of Precision Polri, particularly in terms of predictive policing, has not been effectively realized by Bhabinkamtibmas in Polresta Mamuju. The activities conducted by Bhabinkamtibmas cannot be considered truly predictive, as there is a minimal number of early detection initiatives. In the entire year of 2022, only 13 early detection activities were recorded. Bhabinkamtibmas in Polresta Mamuju still primarily rely on the door-to-door system.



- c. The role of Bhabinkamtibmas in developing community policing within the jurisdiction of Polresta Mamuju is suboptimal in terms of geographical coverage, interests, and addressing problems. Bhabinkamtibmas are lacking in receiving complaints and information from the community, which is a crucial step in early detection. They have limited engagement in intensive communication and interaction with various community potentials. Furthermore, their involvement in communication and social interaction within specific interest-based environments, involving prominent figures, officials, or large business owners, is insufficient. Not all Bhabinkamtibmas possess the necessary confidence and courage to mediate, negotiate, or handle conflicts. Additionally, there is a lack of Bhabinkamtibmas who understand Pulbaket (community potential) and can effectively identify the existing resources within the community.
- d. In order to actualize predictive policing, Polresta Mamuju should consider implementing the following strategies:
- 1) Consistently strive to improve the image and reputation of Polresta Mamuju.
  - 2) Optimize the model of predictive policing through various preemptive and preventive efforts undertaken by Polresta Mamuju.
  - 3) Ensure the recruitment and training of high-quality human resources, particularly Bhabinkamtibmas, with the necessary competencies.
  - 4) Improve the budgeting system to facilitate the effective implementation of community policing.
  - 5) Enhance overall performance by prioritizing preventive actions.
  - 6) Foster creativity and innovation in the execution of policing activities.
  - 7) Establish effective systems and communication networks, along with educational and informative media that reach the community at the grassroots level.
  - 8) Modernize the facilities and infrastructure of Polresta Mamuju to support the execution of policing duties, including preemptive, preventive, repressive, and rehabilitative actions.
  - 9) Address the impacts of modernization, technology, and globalization that contribute to the rise in criminal activities by implementing E-Policing measures.
  - 10) Develop strategic partnerships to engage and involve other stakeholders who support the role of Polri.

Based on the conclusions drawn, the following recommendations are provided:

- 1) It is recommended that the Police Chief of Mamuju prioritize the recruitment and placement of members, particularly focusing on Bhabinkamtibmas. This is crucial for the successful execution of community policing tasks, especially in implementing predictive policing. By ensuring the selection of competent and suitable individuals, the objectives of predictive policing can be achieved effectively.
- 2) The Police Chief of Mamuju should establish an ongoing cooperation with the Regional Government, supported by a Memorandum of Understanding (MoU). This collaboration should primarily focus on strengthening the Community Empowerment Forum (FKPM) in terms of personnel competence and policing activities. By forging a strong partnership with the community, the police force can enhance its relationship with the public, fostering trust and cooperation.
- 3) The Head of the Community Policing Unit (Kasat Binmas) should propose a coaching program to the Chief of Police, aiming to improve the human resources within the police force. This program should include participation in training programs such as the National Academy of Police (NAC) or Emotional and Spiritual Quotient (ESQ) training for all Bhabinkamtibmas members. The training curriculum should be designed to support the transformation towards a Precision Police approach, specifically emphasizing the predictive policing model. This initiative will play a

significant role in shifting mindsets and cultural patterns within the police force, leading to a more proactive and community-oriented approach.

- 4) To enhance the effectiveness and efficiency of community policing, the Head of the Community Policing Unit (Kasat Binmas) and his staff should explore innovative ways to leverage information technology. One such approach is the utilization of e-policing in the application of predictive policing. By harnessing the power of information technology, the police force can streamline their operations, improve data analysis, and enhance their ability to respond to community needs promptly.

By implementing these recommendations, the Mamuju Police Department can strengthen its community policing efforts, establish a robust partnership with the local government and community, and leverage technology to improve the overall effectiveness of their operations.

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