



Optimization of the Restorative Justice System in Supporting Law Enforcement Performance in the Era of the Industrial Revolution 4.0 at the Tanjung Priok Port Police Station

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Abstract

The objective of this research is to assess how the Tanjung Priok Port Police implements the restorative justice system to enhance law enforcement in the context of the Fourth Industrial Revolution (Industry 4.0). The study evaluates various aspects of the system, including implementation, procedures, and synergy. To conduct this analysis, the research draws upon system theory, procedure theory, implementation theory, and the principles of restorative justice. The research methodology employs a descriptive analysis approach, utilizing qualitative methods to gain comprehensive insights. The results indicate that the restorative justice system at the Tanjung Priok Port Police has not been fully optimized in terms of implementation. Therefore, measures for optimization are necessary, such as enhancing the quality of personnel, increasing the budget, improving facilities and infrastructure, implementing comprehensive prevention of case intervention and case brokering, and prioritizing the Kapolri program to enhance law enforcement performance through restorative justice. Regarding procedures, the restorative justice system of the Tanjung Priok Port Police is also suboptimal. Hence, optimization efforts can include engaging experts, practitioners, academics, and community leaders, enhancing public understanding, and developing the role of conventional and online media as external supervisors. The synergy aspect reveals that the implementation of the restorative justice system by the Tanjung Priok Port Police is not yet fully optimized. Therefore, steps to enhance optimization involve improving the composition, ability, and professionalism of the members, particularly in soft skills such as communication, negotiation, and decision-making. Utilizing the support of local governments and stakeholders, as well as establishing MoUs with stakeholders involved in port activities, particularly in addressing work accidents, can prioritize restorative justice.

Keywords: *Industrial Revolution 4.0; Law enforcement; Restorative justice; System*

Introduction

The advent of the Fourth Industrial Revolution, also known as Industry 4.0, has initiated a paradigm shift in human thinking and lifestyle, fueled by advancements in intelligent engineering and the Internet of Things (Sutrisno, 2021). According to German Chancellor Abdullah, Industry 4.0 encompasses a comprehensive transformation of production across various industries, achieved by integrating digital and internet technologies with conventional practices (Lasi et al., 2014). This transformative era poses challenges for various entities, including law enforcement agencies. Concurrently, as information and communication technology rapidly evolves and finds widespread application, the world is grappling with the repercussions of volatility, uncertainty, complexity, and ambiguity (VUCA) in this era. These VUCA factors impact organizations through technological disruptions, environmental instability, fierce competition, and evolving public behavior (Tsyfra et al., 2022).

Gash (2018) propose six new realities as challenges that police institutions must confront in the era of Industry 4.0: (1) adapting to a fully digital world, (2) collaborating with the private sector and civil society for security, (3) promptly responding to changes in all aspects of life, (4) leveraging cyber-physical systems, (5) utilizing diverse information and knowledge sources, and (6) embracing maximum transparency. Thus, Industry 4.0 not only brings promises but also poses risks. One negative aspect of Industry 4.0 is the increasing dynamics and complexity of criminal activities, consequently making the law enforcement process more intricate. According to a survey conducted by the Political Indicators Institute on law enforcement institutions from February 19-23, 2023, the National Police institution received a performance rating of 68.4%. These survey results highlight the ongoing need for comprehensive and continuous improvement in law enforcement performance, including that of the Tanjung Priok Port Police.

In response to the challenges presented by the Fourth Industrial Revolution, the National Police Chief, General Pol. Drs. Listyo Sigit Prabowo, M.Si., has introduced a transformative initiative known as the "Precision Police" program for the National Police institution (Menpan, 2021). This comprehensive framework encompasses organizational, operational, public service, and supervisory transformations. To adapt to the changing landscape of policing, the institution is embracing a predictive policing approach. Additionally, the Police institution is placing significant emphasis on prioritizing restorative justice in their law enforcement efforts. The Chief of Police highlighted that adopting restorative justice represents a progressive approach in line with the evolving dynamics of the legal realm, which is shifting away from positivism. The overarching objective is to ensure a sense of justice for all individuals involved. As per Article 1 Point 27 of the Regulation of the Chief of the Indonesian National Police Number 6 of 2019 regarding Criminal Investigation, "restorative justice must involve the perpetrator, victim, and/or their families, as well as relevant parties, aiming to achieve justice for all parties involved."

As a Basic Operational Unit (KOD), it is crucial for the Tanjung Priok Port Police to optimize the implementation of the restorative justice system in their law enforcement endeavors. Restorative justice offers a tangible avenue for providing the community with a swifter, fairer, and more advantageous legal process. It revolves around endeavors to restore crime victims through measures like compensation, reconciliation, and other agreements (Atmasasmita, 2010). This approach aligns with various regulations, including "the Regulation of the National Police of the Republic of Indonesia Number 8 of 2021 regarding Handling Crimes Based on Restorative Justice, the Regulation of the Prosecutor's Office of the Republic of Indonesia Number 15 of 2020 concerning the Termination of Prosecution Based on Restorative Justice, and the Decree of the Director General of the General Justice Agency of the Supreme Court of the Republic of Indonesia Number: 1691/DJU/SK/PS.00/12/2020 regarding Guidelines for the Application of Restorative Justice in the General Justice Environment."

In order to optimize the restorative justice system, the Tanjung Priok Port Police must consider various aspects, including procedures, implementation, and synergy, to ensure real benefits and legal justice. This will support the performance of law enforcement in the era of the Fourth Industrial Revolution. Based on this context, the present study aims to delve deeper into "Optimizing the Restorative Justice System in Supporting Law Enforcement Performance in the Era of the Fourth Industrial Revolution at the Tanjung Priok Port Police."

Literature Review

1. Systems Theory

In his book "Man and his Government," Carl D. Friedrich (1963) proposes a definition of a system as a unit formed by several different and distinct parts that establish fixed functional relationships with each other. These parts are interdependent, and damage to one part affects the entire system. Therefore, such relationships are referred to as systems. System theory, therefore, serves as a model that explains the relationships between subsystems within a larger unit, such as a society, employee group, or government organization.

2. Procedure Theory

Yakub (2012) describes a procedure as the collaboration of interconnected processes aimed at achieving specific goals and activities. On the other hand, Mulyadi (2013) defines a procedure as a set of tasks involving individuals or multiple institutions that ensure the consistent processing of recurring transactions. Based on these perspectives, procedures can be understood as interconnected tasks and activities designed to achieve goals.

3. Implementation Theory

Hasibuan (2014) defines implementation as the process of guiding subordinates to work together effectively in order to achieve goals. Siagian (2008) considers implementation as a series of activities aimed at fostering and motivating subordinates to work diligently towards the achievement of objectives. From these perspectives, implementation can be seen as an effort to inspire individuals to work independently or collectively, driven by their own motivation, to reach planned goals.

4. The Concept of *Restorative Justice*

Restorative justice is a process where the parties involved in a crime, including the perpetrator and victim, collaboratively address the wrongdoing and work towards resolving its future impact (von Hirsch et al., 2003). Wayne R. LaFave (2017) refers to restorative justice as part of the theory of punishment. It emphasizes bringing offenders and victims together, rather than keeping them apart, to discuss the resolution of their problems. Restorative justice aims to facilitate dialogue and reconciliation between the parties involved in a crime.

Research Methods

This research, titled "Optimizing the Restorative Justice System in Supporting Law Enforcement Performance in the Era of the Fourth Industrial Revolution at Tanjung Priok Port Police," employs a descriptive analysis approach. The research aims to describe and analyze the facts and phenomena encountered in the field, specifically related to the existing problems, using relevant theories including system theory, procedure theory, implementation theory, and the concept of restorative justice.

The data for this research collected through a combination of primary and secondary sources. The researcher utilized a combination of primary and secondary data collection methods. The primary data was collected through interviews with key stakeholders involved in the restorative justice system at the Tanjung Priok Port Police. These stakeholders may include police officers, victims, offenders, and community leaders. The interviews were conducted using structured or semi-structured questionnaires to gather relevant information and insights. Secondary data was collected from various sources, such as official reports, regulations, academic papers, and relevant literature. This data provides a broader context and background information on the restorative justice system, law enforcement in the era of the Fourth Industrial Revolution, and related concepts.

The analytical framework for this research involves applying system theory, procedure theory, implementation theory, and the concept of restorative justice to analyze the collected data. The researcher examines the existing restorative justice system at the Tanjung Priok Port Police, considering its implementation, procedures, and synergy with other stakeholders. The theories provide a conceptual lens through which the researcher evaluates the strengths, weaknesses, and potential areas for improvement in the current system. This analysis contributes to proposing recommendations for optimizing the restorative justice system in supporting law enforcement performance in the era of the Fourth Industrial Revolution.

Discussion

The concept of restorative justice has long been recognized as an alternative approach to resolving criminal cases, driven by various considerations. John Braithwaite (2002) suggests that restorative justice represents a middle ground between justice and welfare models, as well as retribution and rehabilitation. In countries like America and parts of Europe, restorative justice has been applied throughout the different stages of the conventional criminal justice process, including the investigation and prosecution stage, the adjudication stage, and the execution stage involving imprisonment. The United Nations, at the 5th Five Year Congress in Geneva in 1975, also began to acknowledge the importance of compensating crime victims as an alternative to retributive justice (UN, 1915).

In Indonesia, the practice of restorative justice has long been observed in various communities, such as the Balinese, Papuans, Toraja, Central Java, Minang Kabau, Kalimantan, and others that strongly uphold their cultural traditions (Umam et al., 2022; Wangga, 2022). When a criminal offense occurs, these communities engage in meetings or deliberations where community leaders, perpetrators, victims, and their parents come together to reach a consensus and correct the wrongdoing.

Furthermore, the application of restorative justice in Indonesian laws and regulations has also been widely implemented. This includes Law No. 11 of 2012 concerning the juvenile criminal justice system, the Decree of the Director General of the General Courts Agency on Guidelines for the Application of Restorative Justice in the General Courts Environment, Attorney General Regulation No. 15 of 2020 concerning the termination of prosecution based on restorative justice, and Police Regulation No. 8 of 2021 concerning the handling of criminal acts based on restorative justice. The issuance of Police Regulation No. 8 of 2021 represents a step taken by the National Police to prioritize restorative justice in resolving criminal acts. The regulation emphasizes the restoration of all conditions and the balance of protection and interests of victims and perpetrators of criminal acts, moving away from a punitive approach. It introduces a new concept that accommodates the interests of victims, the families of victims, perpetrators, the families of perpetrators, and the community, aiming to find fair solutions through peaceful means and emphasizing the restoration of the original state. Criminal offenses that can be resolved using a restorative justice approach include information and electronic transaction crimes, narcotics offenses, and traffic crimes (Hermann, 2017).

In its implementation, the Tanjung Priok Port Police has also incorporated the use of restorative justice in various criminal cases they handle. The following section outlines the specific aspects of the restorative justice system implemented at the Tanjung Priok Port Police Station.

1. Implementation Aspect of the Restorative Justice System in Supporting Law Enforcement Performance in the Era of the Industrial Revolution 4.0 at the Tanjung Priok Port Police Station

During the 2022 period, the Tanjung Priok Port Police resolved 10 criminal cases using the restorative justice approach, as indicated in Table 1:

Table 1. Data on Traffic Violations in the Jurisdiction of the Tanjung Priok Port Police Station

No	LP	Case	Note
1.	LP/B/02/I/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Assault	SP3 PPA
2.	LP/B/02/I/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Assault	SP3 PPA
3.	LP/B/02/I/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Assault	SP3 PPA
4.	LP/B/02/I/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Assault	SP3 PPA
5.	LP/B/23/II/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Extortion	SP3 PPA
6.	LP/A/122/IV/2021/SPKT.SATRESKRIM/POLRE S PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Work Accident	SP3 Ranmor
7.	LP/B/69/V/2022/SPKT.POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Fraud	SP3 PPA
8.	LP/B/69/V/2022/SPKT.POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Fraud	SP3 PPA
9.	LP/B/185/X/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Extortion	SP3 Tipidum RJ
10.	LP/B/120/VIII/2022/SPKT/POLRES PELABUHAN TANJUNG PRIOK/POLDA METRO JAYA	Motor Vehicle Theft	SP3 Tipidum RJ

Note: LP stands for Laporan Polisi (Police Report), and SPKT stands for Sentra Pelayanan Kepolisian Terpadu (Integrated Police Service Center).

Source: Tanjung Priok Port Police Criminal Investigation Unit (*Satreskrim*)

The table above shows that the Criminal Investigation Unit of Tanjung Priok Port Police has successfully resolved 10 criminal cases through restorative justice in 2022. These cases include beatings, assaults, work accidents, fraud, and motor vehicle theft. Although restorative justice has been implemented, the number of cases resolved through this approach is still very small compared to the total number of cases received by the Tanjung Priok Port Police. In 2022 alone, the total number of crimes

reported to the Tanjung Priok Port Police reached 348 cases. Therefore, comprehensive improvements are needed in both quantity and quality.

From the implementation aspect, the following factors can be observed:

a. Communication

Restorative justice emphasizes the active participation of all parties involved in a crime, including victims, perpetrators, elements of the district attorney's office, experts, practitioners, academics, village officials, and community leaders. However, there is a lack of intensive communication by the Tanjung Priok Port Police, resulting in problems such as miscommunication and misperception in the application of restorative justice due to the lack of understanding between parties.

b. Resources

The Tanjung Priok Port Police currently has 437 personnel, which is only 51% of the required personnel strength of 856. Another issue is the competence of personnel, with only a few having received specialized training in investigation, and the majority having only completed high school or its equivalent.

In fiscal year 2022, the budget allocated to the Tanjung Priok Port Police amounted to IDR 53.683.171.000. However, the budget specifically allocated to the criminal investigation and investigation program was only IDR 5.791.940.000. The budget allocated to the Criminal Investigation Unit was IDR 2.086.890.000. The lack of a dedicated budget for restorative justice implementation may hinder the optimal enforcement of the law.

The Tanjung Priok Port Police possesses facilities and infrastructure including 125 units of Ranmor R-2, 34 units of Ranmor R-4, 531 firearms, 45,360 rounds of ammunition, 2,034 units of police equipment, and 208 units of electronic equipment. The availability of these supporting facilities and infrastructure will certainly impact the quality of performance of the Tanjung Priok Port Police Criminal Investigation Unit in handling criminal cases through restorative justice.

c. Disposition

Disposition refers to the attitude of acceptance or rejection by the implementer of activities, which strongly influences the success or failure of those activities (Agustinus, 2006). In the case of the Tanjung Priok Port Police Criminal Investigation Unit, the focus has been placed on resolving criminal cases through restorative justice. The police station has conducted counseling and internalization regarding the implementation of Indonesian National Police Regulation Number 8 of 2021 concerning Handling Crimes Based on Restorative Justice. However, the lack of training and specialized knowledge in restorative justice hampers its optimal implementation at the Tanjung Priok Port Police.

d. Bureaucratic Structure

The Tanjung Priok Port Police has established an Operational Procedure System (SOP) related to the implementation of restorative justice based on Indonesian National Police Regulation Number 8 of 2021. This SOP involves the Chief of Police, Criminal Investigation Unit, Drug Unit, Traffic Unit, Binmas Unit, Samapta Unit, and Propam Unit. The Criminal Investigation Unit plays a leading role in law enforcement, including the settlement of cases through restorative justice. Therefore, the bureaucratic structure implemented is structured and systematic.

2.Procedural Aspects of the Restorative Justice System in Supporting Law Enforcement Performance in the Era of the Fourth Industrial Revolution at the Tanjung Priok Port Police

Procedures are a series of logical steps through which all business actions in an organization can be implemented and controlled (Carl Heyel in (Rasto, 2015)). In the implementation of the restorative justice system at the Tanjung Priok Port Police Station, the procedural aspects of implementation and control can be described as follows:

a. Implementation

According to the Regulation of the National Police of the Republic of Indonesia Number 8 of 2021 concerning Handling Crimes Based on Restorative Justice, “restorative justice can be implemented if certain requirements are met, including general (material and formal) requirements and special requirements related to information and electronic transactions (ITE), drugs, and traffic cases.” Based on these requirements, the Tanjung Priok Port Police has implemented restorative justice in cases of fraud, assault, accidents, and beatings. However, the number of cases handled or resolved through restorative justice is still far fewer than the total number of crimes handled by the Tanjung Priok Port Police. In 2022, there were a total of 348 crimes, while restorative justice was only implemented in 10 cases. This indicates that law enforcement in the era of the Fourth Industrial Revolution carried out by the Tanjung Priok Port Police is suboptimal, as the community has not fully benefitted from the value of justice through restorative justice in the law enforcement process.

b. Control

The law enforcement process and the supervision and control process are inherently interconnected. In the context of handling criminal cases through restorative justice, the means of overseeing and regulating the implementation are outlined in Chapter IV of the Indonesian National Police Regulation Number 8 of 2021, which focuses on Restorative Justice-Based Crime Handling. According to this regulation, the supervision and control of criminal offense settlements based on restorative justice involve the active participation of the community development function (Binmas) and the Samapta Polri function. These entities conduct various supervision and assistance activities. Furthermore, at the Polres level, the responsibility for supervising and controlling the settlement of criminal offenses based on restorative justice rests with multiple entities, including the Kapolres element, the Head of Criminal Investigation Unit, and the Polres Propam Section.

In the process, supervision is carried out directly by the Tanjung Priok Port Police Chief, Head of the Criminal Investigation Section, and Head of the Propam Section. This comprehensive supervision aims to minimize fraud or intervention from various parties, such as other officials, unscrupulous case brokers, or parties with greater authority. The police chief directly conducts this control to safeguard the rights of victims and the responsibilities of perpetrators, ensuring that the mediation of litigants takes place fairly.

3.Synergy Aspects in the Restorative Justice System Supporting Law Enforcement Performance in the Era of the Fourth Industrial Revolution at the Tanjung Priok Port Police

Synergy is a condition that occurs when each element of an organization interacts to create a combined impact that is greater than the sum of its parts. The aspects of synergy in the restorative justice system at the Tanjung Priok Port Police, viewed from the dimensions of interaction and impact, are as follows:

a. Interaction

Restorative justice primarily focuses on transforming punishment into mediation through interactive dialogue. Therefore, in addition to possessing technical competence in the field of investigation, personnel of the Tanjung Priok Port Police Criminal Investigation Unit must also possess strong soft skills in areas such as negotiation, mediation, communication, coordination, and decision-making. These soft skills are crucial because the process of handling criminal offenses through restorative justice involves multiple parties, including victims, perpetrators, elements of the district attorney's office, experts, practitioners, academics, village officials, and community leaders.

However, currently, the soft skills of the personnel in the Tanjung Priok Port Police Criminal Investigation Unit have not received special attention. This is evident from the lack of training or development programs aimed at improving personnel's soft skills, particularly in the field of communication. Therefore, within the jurisdiction of the Tanjung Priok Port Police, the application of restorative justice for crime resolution lacks the necessary optimization to enhance law enforcement performance in the era of the Fourth Industrial Revolution.

b. Impact

Restorative justice presents an alternative approach to addressing criminal acts, where multiple parties collaborate to find a mutually agreeable solution through peaceful methods, with an emphasis on restoring the affected individuals or communities back to their original state. Based on this concept, restorative justice accommodates societal norms and values as a solution while providing legal certainty, expediency, and a sense of justice.

Therefore, the presence of restorative justice is expected to have a significant impact on both the community and the personnel of the Tanjung Priok Port Police. For the community, it offers expediency and justice in resolving criminal offenses. Meanwhile, the Tanjung Priok Port Police is expected to experience a significant impact on law enforcement and public services related to their policing function.

However, the implementation of restorative justice by the Tanjung Priok Port Police currently falls short of its optimal potential. A significant indicator of this suboptimal implementation is the limited number of criminal cases that have been successfully resolved through restorative justice, with only 10 cases resolved in the span of one year. Despite the explicit emphasis from Chief of Police General Drs. Listyo Sigit Prabowo, M.Si on prioritizing restorative justice as a means to uphold principles of justice and benefit the community, progress in this area has been relatively limited. It is worth noting that in 2021, the Regulation of the Indonesian National Police Number 8 of 2021 was enacted specifically to provide support for the implementation of restorative justice in handling crimes.

After careful analysis of various aspects, such as implementation, procedures, and synergy, it becomes apparent that the Tanjung Priok Port Police's handling of criminal acts remains below the desired level of effectiveness. Consequently, it is imperative to implement a range of strategies aimed at optimizing the restorative justice system and enhancing law enforcement performance during the Fourth Industrial Revolution era. By adopting the following strategies, the Tanjung Priok Port Police can foster community trust, gain legitimacy, and evolve into a Precision Police force:

1. Strategy for optimizing the implementation of restorative justice:

- a. Increase the number of personnel in the Tanjung Priok Port Police Criminal Unit to meet the required staffing levels (DSP) and align it with the development and workload faced.
- b. Allocate a sufficient budget to support the criminal investigation process, along with improving facilities and infrastructure.

- c. Take proactive measures to prevent external intervention and the involvement of criminal case brokers within the jurisdiction of the Tanjung Priok Port Police Station.
- d. Implement the priority program of the Chief of Police (Kapolri) to enhance law enforcement performance by promoting restorative justice.

2. Strategy for Optimizing the Procedures of Restorative Justice:

- a. Leverage the knowledge and experience of experts, practitioners, academics, and community leaders in implementing restorative justice within the jurisdiction of the Tanjung Priok Port Police. Their expertise can contribute valuable insights and guidance to ensure the effectiveness of the restorative justice process.
- b. Enhance public understanding and awareness regarding the utilization of restorative justice for resolving criminal offenses. It is crucial to disseminate information and educate the public about the benefits and principles of restorative justice, fostering a broader acceptance and support for this approach.
- c. Foster the involvement of both traditional and online media platforms in promoting restorative justice and utilizing them as external overseers of the restorative justice implementation at the Tanjung Priok Port Police Station. This collaborative effort will contribute to transparency and accountability while enhancing public trust in the process.

3. Strategy to Optimize the Synergy Aspect of Restorative Justice:

- a. Improve the composition, capabilities, and professionalism of the members of the Tanjung Priok Port Police Station, particularly in developing their soft skills, especially in communication.
- b. Utilize support from the local government and other relevant stakeholders concerning the implementation of restorative justice carried out by the Tanjung Priok Port Police.
- c. Establish Memorandums of Understanding (MoUs) with relevant stakeholders, especially those involved in port activities, to prioritize the handling of criminal acts within the Tanjung Priok port area through restorative justice, particularly concerning work accidents.

By implementing these strategies, the Tanjung Priok Port Police can enhance the effectiveness of restorative justice and improve law enforcement performance in the era of the Fourth Industrial Revolution, ultimately gaining trust and legitimacy from the community.

Conclusions and Recommendations

1. Conclusion

Based on the problem discussed, the following conclusions can be drawn:

- a. The implementation aspect of the restorative justice system at the Tanjung Priok Port Police, in supporting law enforcement performance during the Fourth Industrial Revolution, is still not optimal. This is indicated by the low number of cases resolved through restorative justice, with only 10 cases in one year. There are issues of miscommunication and misperception in its implementation, and the support in terms of personnel quantity, budget, and facilities and infrastructure is inadequate. However, the disposition and organizational structure are supportive. To optimize the implementation, the Tanjung Priok Port Police can increase the number of personnel meeting the required staffing levels (DSP), allocate more budget for facilities and infrastructure, prevent case intervention practices and the involvement of case brokers, and implement the Chief of Police's priority program to improve law enforcement performance through restorative justice.

- b. The procedural aspect of the restorative justice system, in supporting law enforcement performance during the Fourth Industrial Revolution at the Tanjung Priok Port Police, is still not optimal. The number of criminal offenses resolved through restorative justice is not proportional to the number of cases handled. In 2022, out of 348 cases handled by the Tanjung Priok Port Police, only 10 cases were resolved through restorative justice. The control mechanism, as per Regulation No. 8 of 2021, involves the Chief of Police, Head of Criminal Investigation Section, and Head of Propam Section. To optimize this aspect, the Tanjung Priok Port Police can utilize the expertise of experts, practitioners, academics, and community leaders. They should also provide clear understanding to the public regarding the resolution of criminal acts through restorative justice. Additionally, the participation of conventional and online media can be developed to support restorative justice and act as external supervisors.
- c. The synergy aspect of the restorative justice system, in supporting law enforcement performance during the Fourth Industrial Revolution at the Tanjung Priok Port Police, is still not optimal. The interactions between personnel and the community, as well as related stakeholders, are weak due to the lack of soft skills competencies in negotiation, mediation, communication, coordination, and decision making. The implementation of restorative justice by the Tanjung Priok Port Police has not had a significant impact on the surrounding community. To optimize this aspect, it is recommended to improve the composition, abilities, and professionalism of the Tanjung Priok Port Police members, especially in terms of soft skills in communication. Utilizing support from the local government and other relevant stakeholders in the implementation of restorative justice is also crucial. Establishing Memorandums of Understanding (MoUs) with relevant stakeholders, particularly those involved in port activities, can prioritize the handling of criminal acts in the Tanjung Priok port area, especially those related to work accidents.

2. Recommendations

Based on the conclusions, the following recommendations are made:

- a. Recommend to the Tanjung Priok Port Police Chief to develop a comprehensive and accommodating Standard Operating Procedure (SOP) by promoting the use of information technology in the implementation of restorative justice.
- b. Recommend to the Tanjung Priok Port Police Chief to organize training, workshops, and other related activities focused on restorative justice and the development of soft skills in negotiation, mediation, communication, coordination, and decision making.
- c. Recommend to the Tanjung Priok Port Police Chief to regularly organize workshops involving relevant parties in the implementation of restorative justice, such as the High Prosecutor's Office, the High Court, experts, practitioners, academics, village officials, and other related parties.

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