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Career Development Challenges In Strengthening The Performance Of The Polri Baintelkam

Michael Bagus Herwasto Nurwicaksono¹, Chryshnanda Dwilaksana², Payaman Jan Simajuntak³

¹ School of Strategic and Global Studies, Police Science Studies Program, Jakarta, Indonesia

² School of Strategic and Global Studies, Police Science Studies Program, Jakarta, Indonesia

³ School of Strategic and Global Studies, Police Science Studies Program, Jakarta, Indonesia

Corresponding Author: brutus.ado@gmail.com¹

Abstract: *This research aims to address the issue of retention among members of Baintelkam Polri by identifying the problems and factors hindering career development within the organization. Despite the implementation of career coaching, retention issues persist. The research seeks to formulate a more effective strategy for career development within the Indonesian National Police Security Agency. The theoretical frameworks utilized include career management theory, performance theory, career coaching concept, and strategy concept, as well as relevant police regulations. The research adopts a qualitative approach, employing field research. The results of this research show that there are a number of problems and challenges that must be faced in career development for the National Police Security Agency. The main challenge in the internal aspect is maintaining the security and confidentiality of intelligence information amidst dynamic changes in the global environment, with threats such as the latest technology, cyber threats, and high levels of stress due to sensitive tasks. The next challenge comes from external aspects originating from cooperation problems, including with other institutions, as well as technical and information security issues. Strategies in a better career development system to strengthen the performance of the National Police's Security and Intelligence Agency have so far been implemented through career planning, job rotation and the use of technology.*

Keyword: *challenges, coaching, career, Baintelkam, Polri.*

INTRODUCTION

The Baintelkam Polri, also known as the Intelligence and Security Agency of the Indonesian National Police, is a crucial institution tasked with coordinating intelligence and security operations within the Indonesian National Police (Polri). Functioning as an integral component of the National Police, Baintelkam Polri plays a vital role in upholding national security and safeguarding the public against both domestic and foreign dangers. In the execution of its responsibilities, Baintelkam Polri bears the duty of gathering pertinent information pertaining to national security, conducting comprehensive intelligence analyses,

and offering strategic recommendations to the relevant authorities. These endeavors are aimed at bolstering national security policies and aiding in the formulation of appropriate responses to evolving circumstances and threats.

Baintelkam Polri plays a crucial role in fulfilling its responsibilities by engaging in the collection of information, intelligence analysis, and offering strategic recommendations to bolster national security policies. However, in the pursuit of these duties, Baintelkam Polri encounters a range of work-related challenges stemming from various aspects. One such challenge arises from the rapid advancements in information and communication technology, which poses a significant obstacle for Baintelkam Polri. This is primarily due to the fact that technological progress provides cybercriminals and terrorist organizations with new avenues to operate online, necessitating heightened efforts in monitoring, information gathering, and effectively addressing these emerging threats (Rouse, 2019).

Other challenges that can arise within the police organization include the impact of bureaucracy, personal approach, potential, and constraints related to pursuing high-paying positions and a lack of professional depth. Bureaucracy, being the foundation of the organizational structure, often hinders career development (Tri, 2019). (Lengthy processes and complex regulations frequently impede career progression (Surya, 2023). In Baintelkam Polri, a thorough understanding of bureaucratic procedures and the ability to adapt to them are crucial. Overcoming this challenge requires efforts to streamline bureaucratic processes while maintaining quality and adherence to existing rules (Hutabarat et al., 2022). Additionally, personal approach plays a significant role in career development. Building strong interpersonal relationships, effective leadership, and excellent communication skills can greatly enhance one's performance (Fitriani-grum et al., 2020).

Seeing the important role of Baintelkam Polri as an intelligence agency in Indonesia that has a great responsibility in maintaining its integrity and operational ethics, as well as acting as a guardian of national security and interests puts Baintelkam Polri at the forefront in facing the challenges that continue to grow. Therefore, this requires more intensive efforts in fostering members of Baintelkam Polri so that they work with integrity, commitment, and a full sense of responsibility in carrying out their duties.

The importance of this coaching is because every time members of Baintelkam Polri are faced with increasingly complex tasks, such as security threats, including terrorism, narcotics, transnational crimes, and hacking, for this reason, in identifying, analyzing, and responding appropriately to these threats, high abilities and expertise are needed as well as close cooperation with national and international security agencies (Hughes, 2021). In line with this explanation, (Syahputra, 2021), also explained the need for this coaching specifically to hone aspects of personality and interpersonal skills for members of Baintelkam Polri so that they can become highly competitive leaders.

Other challenges also come from budgetary constraints, equipment and member retention, which the agency requires to be adequately resourced to carry out its tasks effectively (Cook, 2017). In addition, in the field of intelligence and security, challenges also arise from the aspect of developing and maintaining personnel expertise, so that Baintelkam Polri personnel can continuously improve their knowledge, skills and understanding of current security issues (Haverkort, B., & Kenis, 2018). Issues arise in terms of data confidentiality and sensitivity, which Baintelkam Polri must pay close attention to in order to manage information efficiently, so that the confidentiality and integrity of the information obtained can be avoided from leaks that could be detrimental to intelligence operations (Mulligan et al., 2019). Further challenges also arise from the need to adapt to environmental changes both internally and externally

Further challenges also arise from the issue of potential and orientation towards positions or positions that generate a lot of income can be a major obstacle. If a person chooses a certain position solely because of financial factors rather than suitability for their

talents and interests, this can hinder their career development (Ambarwati & SE, 2020). Baintelkam needs to create an evaluation system that encourages individuals to obtain positions based on their competence and suitability for the task at hand. Not to forget, a lack of love for one's job can also undermine one's professionalism. If an individual does not feel emotionally connected or has a deep interest in their work, the quality of their performance may suffer. Initiatives to address this challenge may include interest and talent development programs, as well as awareness of the importance of matching personal values with job demands (Raghuram, S., Arvey, R. D., & Bouchard Jr, 2019).

Given all these challenges, a strong commitment to the organization of the Baintelkam Polri function is needed, so that they can withstand the onslaught in carrying out their duties to ensure national security, and protect the rights of citizens. However, the problem that has been found in the Baintelkam Polri organization is the problem of retention of Baintelkam Polri members. Many of them tend to leave the Baintelkam Polri function, especially from the rank of officers who graduated from the Police Academy from the results of talent scouting selection with a service period in the function that does not last long.

Based on data from Baintelkam Polri, 2023 reflects that from the annual selection results, an average of 20 officers are accepted each year. However, after a year of service, the surviving members tend to range from 15 to 17 officers, indicating that some members tend to switch to other functions after their 1-year tenure at Baintelkam Polri. Further field observations uncovered the problem of frequent rotational assignments in Baintelkam Polri, for example, the rotational assignments of Baintelkam Polri members to various intelligence units, geographical areas, special units, work units with a specific focus, as well as between field operations and intelligence centers, although aimed at broadening the experience and knowledge of members, can create a number of issues that affect retention, turnover, and job satisfaction of individual members. Career instability often arises due to frequent and unpredictable rotations, making it difficult for members to build specialized skills or delve into a particular field. The difficulty of adapting to new environments, bosses and coworkers each time they are transferred can impair productivity and create stress that is detrimental to job satisfaction. In addition, lack of time to get to grips with the new task environment can affect the quality of performance and confidence of members, while too frequent rotations can lead to loss of developed expertise. Personal satisfaction can also be affected as members may have preferences towards certain types of tasks or work units, and dissatisfaction can affect work motivation. Rotation between geographical areas can also create uncertainty in members' personal and family lives, especially if they move frequently. Finally, the lack of continuity in information collection and analysis due to frequent rotations between field operations and intelligence centers can have a negative impact on overall intelligence effectiveness. Therefore, it is important for Baintelkam Polri to consider and manage the impact of these rotational assignments wisely to maintain member retention and job satisfaction.

Given the problems that exist in Baintelkam Polri and the objectives of the career development system, an update is needed that includes aspects such as more structured career planning, more focused training and development, and the provision of appropriate incentives to members who have reached a certain level of expertise. In addition, it is also important to provide greater flexibility in choosing rotational assignments, allowing members to influence decisions related to their rotations, and taking into account members' personal preferences and needs. By doing so, Baintelkam Polri can mitigate the negative impact of assignment rotation, improve members' job satisfaction, and maintain a high retention rate. With careful efforts in managing the career development system, the organization can continue to function effectively in maintaining national security and serving the public well. To this end, Baintelkam Polri needs to carefully and strategically update its career guidance system. In

addition, the factors that influence members' decisions to stay or leave the organization also play an important role.

According to Doni and Chandra (2020), there are several factors that influence a person's decision to stay or leave an organization. These factors are divided into three main categories, namely intrinsic personal factors which include individual characteristics such as age, gender, work experience, work motivation, family background, marital status, etc., which influence a person's decision regarding the relationship between family responsibilities and individual turnover. Second are institutional or organizational factors that cover various aspects, including employee recruitment and selection, incentives or rewards (compensation), career development, organizational policies, and other factors that affect employee satisfaction and performance. The third is external factors which include geographical factors, competitors, job opportunities outside the organization, and other environmental factors. These factors can affect employees' level of satisfaction and their decision to stay or move to another organization. In addition, job satisfaction is also considered an important factor influencing employee turnover rates. Organizations that can meet employee job satisfaction tend to have lower turnover. Job satisfaction factors include the job itself, promotion opportunities, decent pay, good supervision, and positive coworker relationships. Overall, these factors contribute to an employee's decision to stay or leave the organization.

Asri (2021) stated that job satisfaction, job security, compensation system and training are factors that influence member retention. Adzka & Perdhana (2017) also explains that there are 6 factors that influence employee retention, including rewards, compensation, leadership, career development, training and development, and job satisfaction. Meanwhile, according to Farid & Luvia (2022), it is explained that the existence of retention of members of this organization is influenced by the balance at work, family and work environment. This is because work balance, family balance, and work environment conditions are key elements in influencing the retention of organizational members. Work balance includes the ability of organizational members to manage work tasks, cope with stress, and maintain productivity without putting aside other aspects of their lives. Meanwhile, family balance relates to efforts to provide sufficient attention and time to the family, with a focus on the quality of time together, support for spouses and children, and the ability to achieve balance in personal life. Work environment factors include organizational policies related to work flexibility, management support for work-life balance, and creating a work atmosphere that supports this balance. The balance between these three aspects is considered a major factor in retaining employees, as it contributes to the level of job satisfaction, productivity, and long-term commitment in the organization. Hernawan & Srimulyani (2021) also explained that the provision of compensation by the organization to its members is able to overcome member retention.

Seeing the many findings above, and seeing the empirical facts in the field regarding the problems of Baintelkam Polri members that can cause retention as stated by several researchers above, in strengthening the organizational performance of Baintelkam Polri, the vital role of career guidance is needed in developing the potential and capabilities of individuals within Baintelkam Polri. This is because career coaching plays an important role in the development and retention of qualified human resources in an organization. It is closely related to performance appraisal because effective career coaching helps employees understand their career goals, pursue professional development, and motivate them to achieve the best results. Through performance appraisal, the organization can identify the potential and development needs of individuals, as well as provide constructive feedback, so as to ensure the professional development and progress of Baintelkam Polri personnel, so that they can make optimal contributions in carrying out intelligence and state security tasks, and also achieve the objectives of performance appraisal as stated in Article 2 of Police Regulation No. 2 of 2018 concerning Performance Appraisal, namely ensuring the objectivity of career

development, development education, promotion and provision of performance allowances to members.

By proactively addressing these challenges, Baintelkam Polri can ensure that career development not only creates performance enhancement, but also creates an environment where its members can develop holistically, making them professionals dedicated to their duties. Therefore, career development for members of Baintelkam Polri is one of the most important aspects in answering the various challenges and problems faced by members of Baintelkam Polri. This is because career coaching can assist Baintelkam Polri members in preparing long-term career plans. They can plan their career steps, choose appropriate training and development, and gain relevant experience, which in turn can help them to achieve key positions in the organization and contribute maximally in maintaining national security. Based on the explanations above, in general, this study aims to analyze the career development challenges that exist within Baintelkam Polri so that they can be used to strengthen the performance of its members.

RESEARCH METHOD

This type of research is qualitative. The data sources used in this type of qualitative research are primary and secondary data sources (Sugiyono, 2020), which are obtained through the way researchers will go to the field. Primary data sources were obtained by researchers by conducting direct research in the field to conduct interviews with the Handak Kanit Dit Kamneg Baintelkam Polri, Panit Handak Dit Kamneg Baintelkam Polri, BOP Dit Kamsus Baintelkam Polri, BOP Dit Kamneg Baintelkam Polri, and BOP Dit Kamsus Baintelkam Polri. This secondary data was obtained by conducting a document study, especially those related to the problems and factors causing Baintelkam Polri's career development in order to provide optimal performance strengthening and strategies for a better career development system in an effort to strengthen Baintelkam Polri's performance. In addition, document studies were also applied to some supporting data related to the object of this research.

The data collection techniques used by researchers in conducting research on career development challenges in strengthening the performance of Baintelkam Polri in the field with a qualitative approach are interviews, observations and document studies. The data analysis technique used to analyze the results of research related to career coaching challenges in strengthening the performance of Baintelkam Polri is carried out through several techniques, which are then processed, and arranged into structural information so that the arrangement is systematic by passing a number of data triangulation techniques, which include reduction, validation and data presentation.

RESEARCH RESULTS AND DISCUSSION

Analysis of Problem Identification and Causal Factors in the Career Development of Baintelkam Polri for Optimal Performance Strengthening

Career coaching refers to a set of guiding actions taken to help employees achieve top performance in their jobs in line with their personal aspirations, ambitions, and expectations, while also taking them into consideration (Arthur et al., 2019). Career coaching is also an integral part of career development efforts and has become an important strategy in HR management (Arthur et al., 2019). Therefore, it is very important for organizations to provide support in career coaching to increase employee satisfaction and productivity, and increase revenue.

In accordance with the explanation above, and from the research findings, it is known that career coaching in Baintelkam Polri has a very vital role in ensuring optimal performance strengthening. This can be seen from the career coaching function for Baintelkam Polri, which can be explained as described by Alifa (2022), which has the functions of provision,

education, use and maintenance. The functions of career coaching, such as provisioning, education, use, and maintenance, create a strong foundation for the ability of organizational members to perform complex security intelligence tasks.

Problems and Challenges in the Career Development of Baintelkam Polri, where a number of problems and challenges that must be faced in the career development of its members can be grouped into two, namely:

1. Factor internal

One of the main challenges is maintaining the security and confidentiality of intelligence information amid dynamic changes in the global environment. Factors such as new technologies, cyber threats, and online propaganda represent significant threats to intelligence secrecy. In addition, members of Baintelkam Polri face high levels of stress due to the sensitive and risky tasks they perform in maintaining national security. They also have limitations in talking about their work with outsiders, including immediate family, which can affect their personal quality of life. Heavy work demands, such as complex intelligence tasks, require high commitment and large amounts of time, resulting in heavy workloads and irregular schedules. Threats to the personal security of members and families are also a serious issue that requires a high degree of vigilance in daily life.

Furthermore, in terms of career development, there is an urgent need for specialized training in various aspects of intelligence, including analysis, human resources understanding, monitoring, and interviewing techniques. In addition, the need for continuous training is essential to enable members to perform increasingly complex intelligence tasks. Professional ethical issues, including ethical misconduct, violations of the law, transparency, and integrity, are challenges in properly performing intelligence duties. High workloads include physical and mental stress and irregular schedules, so stress management and team support are essential.

In terms of communication, poor communication skills can result in vagueness in intelligence reports or misunderstanding by stakeholders. Job rotation is an important element of career development, allowing personnel to gain diverse experience and develop an in-depth understanding of different aspects of intelligence. The psychological impact of sensitive intelligence tasks, such as stress and PTSD, also needs to be considered and addressed.

Management aspects, such as the evaluation of performance in intelligence tasks and the importance of qualified leadership and effective management, must be addressed to overcome these challenges. Risk analysis is integral in identifying potential threats and their impact on national security. Social media monitoring is key in keeping abreast of public opinion, social movements, and actions that may pose a threat. The protection of classified data and intelligence is a priority, and failure in this regard can have a major impact on national security. Efficient and effective management of funds and resources is essential for quality intelligence operations, and the increasing use of information and communication technologies requires rapid adaptation and relevant tools and expertise.

2. External factor

Baintelkam Polri in carrying out its duties is sometimes also carried out in collaboration with other institutions, both at the national and international levels, which is important in dealing with cross-border threats. Technical issues and information security, including the security of information systems and technology, are also crucial aspects to prevent cyber-attacks that could jeopardize national security. Successful intelligence work requires independence from political interference and engagement that might affect the integrity of intelligence. Reconciling freedom of expression with the need to maintain national security is

a complex and sensitive issue. Finally, building strong international relationships in the exchange of intelligence and data is an important aspect of maintaining national security.

All these aspects reflect the significant challenges faced by members of Baintelkam Polri in their career development in maintaining national security and intelligence secrecy in an increasingly dynamic and complex era.

According to (Widyanti, 2020), the crucial application of career management theory in analyzing the career development challenges of Baintelkam Polri members has a very important meaning. Career management includes a series of strategies that include career goal development, training, and individual development, which are highly relevant in the context of Baintelkam Polri. In the face of challenges that include security, confidentiality, stress, limited speech, and heavy work demands, developing clear career goals can help members to stay focused and motivated in carrying out their sensitive tasks. Specialized training and ongoing training are key to overcoming the problem of limited knowledge and skills in the intelligence field. Career management provides a framework that enables organizations to identify individual training needs and develop development plans accordingly. In addition, career management also helps address professional ethics issues by providing clear direction on the integrity and code of ethics that Baintelkam Polri members should adhere to. Career management helps in evaluating individual performance and provides an understanding of what is expected and how they can continuously improve. The importance of career management also extends to members' psychological well-being. The psychological impact of sensitive intelligence tasks such as stress and PTSD can be addressed through a career management approach that considers the balance between tasks and members' personal needs. Furthermore, in the face of external challenges such as cooperation with other agencies, success in the career development of Baintelkam Polri members can influence international relations and intelligence exchanges that are important for maintaining national security. As such, the crucial application of career management assists members of Baintelkam Polri in facing and overcoming complex and diverse challenges, as well as ensuring that they can effectively perform their intelligence duties and fulfill the organization's vision and mission in safeguarding national security. Career management assists in the planning, development and management of individuals' careers, which is key in ensuring their success in this critical task.

In accordance with the explanation of the importance of career management, the various problems that challenge Baintelkam Polri's career development can then be analyzed with career management theory, so that these problems can be solved so that they can be used to provide support for Baintelkam Polri's career development performance, which can be explained as follows:

a. Stage 1 of career exploration

Members of Baintelkam Polri need to undertake career exploration to understand the tasks and challenges they face. They should keep their knowledge up to date on developments in the intelligence field, the latest technology, and cyber threats. This is in line with the concept of behavioral exploration which includes mental or physical activities to develop an understanding of their work.

Career exploration in the context of Baintelkam Polri also involves an in-depth understanding of the various aspects of intelligence tasks. Members must constantly update their knowledge of the dynamic changes in the global environment, which involves analyzing political, social, economic and security developments at the national and international levels. When it comes to the latest technology, they must keep up to date with the latest developments in the world of information and communication technology, as these technologies can affect the methods of collecting, analyzing and storing intelligence information (Zommers, Z. A., & Gupta, 2020).

In addition, a deep understanding of cyber threats is becoming increasingly important. In this digital age, cyberattacks can threaten national security, and members of Baintelkam Polri must understand attack methods, track cyber threats, and take steps to protect classified data and intelligence.

Career exploration also includes an understanding of online propaganda and its influence on public opinion. Members must be able to monitor the development of public opinion, social movements and actions that may pose a threat. This requires sharp analytical skills and a deep understanding of how online propaganda can influence people's behavior.

By undertaking this comprehensive career exploration, members of Baintelkam Polri will be able to better understand the complexities of their work, deal with emerging challenges, and ensure that they are always prepared to safeguard national security in an effective and responsive manner. It is an important step in their career management that focuses on developing their capabilities, understanding, and fulfilling the increasingly complex intelligence tasks in an ever-changing environment.

b. Stage 2 of career goal development

Members of Baintelkam Polri need to develop their career goals in line with the organization's vision and mission. They should also identify short-term and long-term goals in performing intelligence duties. The development of these career goals is consistent with goal-setting theory, which influences behavior to achieve these goals.

Developing career goals that are aligned with the vision and mission of the organization is a crucial step in the career development of Baintelkam Polri members. By having career goals that are in line with the organization's objectives, members become more focused and motivated to carry out their duties with high dedication. They understand that every step taken in their career development must make a positive contribution to the achievement of the organization's goals, namely maintaining national security.

The importance of identifying short- and long-term goals in intelligence tasks should not be overlooked. Short-term goals may involve achieving specific targets in information collection or analysis, while long-term goals may relate to specific achievements in their careers, such as promotion or specialization in a particular area of intelligence. Using goal-setting theory, members of Baintelkam Polri can make these goals a source of motivation and focus in working diligently and consistently.

However, in order to achieve their career goals, Baintelkam Polri members also need to recognize the important role human resource management (HRM) plays in supporting the achievement of these goals. Organizations need to ensure that their HR management systems support members' career progression, including facilitating relevant training and development, providing constructive feedback, and facilitating promotion opportunities in line with career goal achievement. This is an important part of a holistic career management process and supports individual development and the achievement of organizational goals simultaneously.

By understanding the importance of developing career goals that are aligned with the organization, identifying short- and long-term objectives, and the support of HR management, members of Baintelkam Polri will be able to integrate their career development with organizational goals more effectively and achieve success in carrying out complex intelligence tasks. As part of effective career management, these steps help members direct their efforts towards better national security

c. Stage 3 of the political system

In an organization like Baintelkam Polri, where policies and organizational structures have an effect on the careers of its members, there needs to be a strong understanding of

the internal political system. Members must compete for opportunities and develop their careers through dedication and service.

A deep understanding of the internal political system within an organization like Baintelkam Polri is essential for members looking to advance their careers. This political system includes the internal dynamics and hierarchies that influence decisions and promotions. Members should be able to identify key lines of communication and influence within the organization, so that they can move forward more effectively.

Competing for career opportunities and development requires dedication and devotion. Members must be committed to giving their best in their tasks and demonstrate the ability and desire to grow. This includes trying to understand the needs of the organization and the contribution they can make in achieving organizational goals. Effective leadership in the organization's political system also involves the ability to build strong relationships with peers and superiors, and to gain support and recognition for their performance.

In addition, it is important to create a culture that supports fair rewards and recognition. This will encourage members' dedication in their career development. Organizational policies should be transparent and provide fair opportunities for all members to compete and advance in their careers.

In the context of Baintelkam Polri, a strong understanding of the internal political system and a commitment to compete with dedication will help members to advance their careers and contribute significantly to the organization's mission of maintaining national security. By recognizing the internal dynamics and living up to their dedication, they will be able to achieve a higher level of success in their career development.

Better Career Development System Strategy to Strengthen Baintelkam Polri Performance

According to the research findings, it has been established that the career development system implemented to enhance the performance of Baintelkam Polri has been executed through three different approaches:

1. Career planning

The research findings revealed that there are several problems found in this career planning, which can be identified as follows:

a. Lack of training diversification

The lack of variety in the training provided to members of Baintelkam Polri can lead to a lack of knowledge and skills required for different aspects of intelligence operations. Diversification of training is important to ensure members have an in-depth understanding of the various relevant issues

b. Lack of detailed career planning

Without a clear and detailed career plan, members may not have a good understanding of the steps to take to achieve their career goals. This can lead to uncertainty and a lack of motivation in carrying out their tasks.

c. Lack of specialized skill development

It is important to develop specialized skills relevant to intelligence tasks. Without adequate training, members may lack these specialized skills, which may affect their performance in intelligence missions

d. Lack of evaluation

Proper evaluation is essential for measuring members' progress and performance. Without good evaluation, it is difficult to identify areas where improvement is needed and measure the effectiveness of the training that has been provided

e. Training limitations

Limitations in the type of training provided, such as advanced intelligence analysis, technical reconnaissance techniques, intelligence information management, cyber security, national security certification, interagency interaction training, and ethics and legal training, may result in members lacking the relevant knowledge and skills for complex intelligence tasks.

The impact of these weaknesses includes the risk of lack of analytical skills, vulnerability to cyber-attacks, loss of national security standards, and the risk of ethical and legal violations. It is therefore important to prioritize this specific training to ensure that members of Baintelkam Polri have the necessary skills and knowledge to effectively carry out their duties to safeguard national security. The implementation of more comprehensive career planning and diversification of training are steps that need to be taken to address these issues.

In light of the above career planning problems and the solutions described above, the following describes the appropriate career planning steps that can be applied as a strategy for a better career development system to strengthen the performance of Baintelkam Polri, which includes all comprehensive components, from the identification of individual goals to the implementation of career plans with skill development and periodic evaluation. The steps that can be used as a strategy for better career planning are described below:

1. Identify individual career goals

Start with individual counseling sessions with each member of Baintelkam Polri to identify their career goals. In this session, it is necessary to discuss the individual's aspirations, interests, and skills, and help members set short- and long-term goals in their careers, including the role or position they want to achieve.

2. Skills and competency analysis

Evaluate individual skills and competencies. Identify their strengths and weaknesses. The next step is to determine whether there are specific skills required to achieve the member's career goals and whether they need to be developed.

3. Detailed planning

Together with the member, create a detailed career plan that includes concrete steps to be taken to achieve career goals. The next step is to recommend the type of training, work experience, and specific tasks that will help in developing the required skills.

4. Training and development

Provide training tailored to individual needs. This includes specialized training in intelligence fields such as intelligence analysis, cyber security, intelligence information management, and ethics and law. Facilitate participation in external training courses and other development activities.

5. Continuous mentoring and counseling

Pairing members with mentors who are experienced in intelligence operations. The aim is for the mentor to provide valuable guidance, experience, and insight. The next step is to hold regular counseling sessions to monitor progress and address any issues that arise.

6. Periodic evaluation

Conduct periodic evaluations of members' progress in achieving their career goals. This should include their performance in intelligence operations tasks as well as the development of skills.

7. Make adjustments and corrections

Based on the evaluation results, the next step is to make adjustments and corrections to the career plan. This could mean changing goals, adjusting training, or providing additional suggestions for skill development.

8. Provide support and resources

Ensure that members have access to the necessary resources to achieve their career goals, including sufficient budget for training and development.

9. Promote code of ethics and legal compliance

Educate members on the code of conduct and legal regulations relevant to intelligence work and ensure compliance with them.

10. Continuous change and adaptation

The career planning system must constantly change and adapt to changes in the intelligence environment and national security

11. Member engagement and participation

Ensure that members are actively involved in their career planning process and feel ownership of the plan.

By following these steps, Baintelkam Polri can create an Improved Career Development System for Performance Enhancement that helps members reach their full potential in performing intelligence duties and safeguarding national security

2. Career Rotation

The research found that there are a number of weaknesses in the work rotation process carried out among members of Baintelkam Polri. Some of these weaknesses include:

a. Lack of preparation

Job rotations often happen suddenly without adequate preparation. This can result in members being unprepared for changes in the work environment and new responsibilities, which can affect their performance.

Incompatibility with personal needs job rotations that do not consider individual needs and preferences can lead to dissatisfaction and lack of motivation. This can negatively impact member performance and retention.

b. Lack of performance evaluation

Failure to conduct performance evaluations before and after job rotation can lead to difficulties in assessing the positive or negative impact of rotation. Without adequate evaluation, it is difficult to know whether the rotation was beneficial

c. Interference with the efficiency of intelligence tasks

Poorly coordinated rotations can compromise the efficiency of intelligence tasks. Members new to the unit or region may need time to settle in, which can impede the flow of information and the execution of intelligence tasks.

d. Member retention

Unplanned and inadequate rotations can contribute to member retention issues. If members are dissatisfied with their rotation, they may be inclined to seek opportunities elsewhere.

e. Lack of clear criteria

Without clear criteria to determine who will be rotated where, the rotation process can be subjective and lack transparency

f. Lack of training

Members who are rotated to new areas or units may require specialized training to cope with the new challenges they face. Lack of training may hinder their ability to succeed in their new role.

g. Not maximizing member development

Job rotation should also serve as an opportunity for member development. Without proper planning, member development potential may not be achieved.

To address these weaknesses, improvements in the job rotation process are needed. This includes better preparation, consideration of individual needs, systematic performance evaluations, better coordination between units or regions, and adequate

training to support members who are rotated into new roles. In addition, it is necessary to introduce clear and objective criteria for job rotation that are more fair and transparent. With these measures, job rotation can become a more effective tool in member development and achieving organizational goals.

Appropriate job rotation within the Better Career Development System for Performance Strengthening of Baintelkam Polri should be based on principles that support member development and organizational effectiveness. The following are steps that can be taken to implement effective job rotation:

- a. Identify rotation needs
Identify units, areas, or job roles that require job rotation and ensure that the rotation supports the organization's objectives in carrying out intelligence task
- b. Pre-rotation performance evaluation
Conduct individual performance evaluations prior to rotation to ensure that they are ready for rotation. This involves assessing members' skills, experience and achievements.
- c. Adjustment of rotation criteria
Define clear criteria for rotations, including performance, experience, and career goals and ensure that rotations meet individual and organizational needs.
- d. Pre-rotation preparation
Provide appropriate training and preparation to members who will be rotated. This includes any specialized training needed for their new role.
- e. Rotation implementation
Implement the rotation in accordance with the plan. Ensure that members have a clear understanding of their new roles and responsibilities.
- f. Performance evaluation during rotation
Conduct periodic evaluations of member performance during rotations. This helps in monitoring progress and identifying problems that may arise.
- g. Post-rotation evaluation
Once the rotation is complete, conduct a post-rotation evaluation to assess the impact of the rotation on the member's performance and consider whether there have been any positive changes in skills, knowledge and experience.
- h. Advanced development
After the rotation, provide members with opportunities for continued development. This may include additional training, special assignments, or development projects.
- i. Open communication and feedback
Ensure open communication with members throughout the rotation process. Support feedback from members for continuous improvement.
- j. Member engagement
Obtaining input and views of Baintelkam Polri members on their rotation experience. This may assist in the improvement of the rotation process and a better understanding of members' needs.
- k. Flexibility and adaptability
Establishing flexibility in the rotation process, allowing for adjustments in case of changing circumstances or urgent needs.
- l. Coaching and mentoring support
Facilitate coaching and mentoring support for members undergoing rotation. Mentors can provide guidance and support during role changes.
These measures should be integrated into a better career development system for strengthening the performance of Baintelkam Polri. With a planned and development-oriented approach, job rotation can be an effective strategy in improving performance, career development, and intelligence task efficiency.

3. Technology utilization

From the research findings, it is known that there are several weaknesses in the utilization of technology at Baintelkam Polri in the Baintelkam Polri Career Development System to strengthen member performance, which can be identified as follows:

a. Lack of training

One of the main weaknesses is the lack of training, which is a challenge. Members need a deeper understanding and skills to maximize the potential of intelligence technology. Lack of training can hinder the effective use of existing technology

b. Lack of system integration

Limitations in systems integration between different types of intelligence technologies can hinder information sharing and cooperation between intelligence units. This can result in fragmented data and lack of coordination.

c. Data security and privacy

In a classified intelligence environment, data security and privacy are critical. Data security breaches can threaten intelligence operations and reveal highly sensitive information. Data protection is a key issue.

d. Technology performance evaluation

It is important to conduct periodic technology performance evaluations to ensure that the technology remains relevant and effective. Without proper evaluation, technology can become obsolete or less efficient.

e. Limited resources

Limited resources such as budget, personnel, and infrastructure affect the ability to use technology to its full potential. In complex intelligence operations, sufficient resources are key.

Utilizing technology as a strategy in the Better Career Development System for Strengthening the Performance of Baintelkam Polri requires appropriate steps. The following are some steps that can be taken to effectively utilize technology in the context of career coaching:

a. Identify technology needs

Determine specific technology needs to support career coaching and member development. This may include the required hardware and software, as well as the supporting infrastructure

b. Providing access to digital resources

Ensure members have easy access to digital resources such as online libraries, learning portals and training platforms. This allows them to access high-quality training materials and learning resources

c. Custom application development

Develop customized applications or platforms that suit the needs of Baintelkam Polri. This could include career progression tracking tools, career planning, or specialized collaboration platforms for members.

d. Training in the use of technology

Provide training focused on the use of technology that will be used in career coaching. This includes training in intelligence software, data analysis, cybersecurity, and other relevant tools.

e. Technology utilization support

Designate a team or staff responsible for technology support in career coaching. They can provide guidance, support, and troubleshooting related to technology

f. Data-driven career coaching

Leverage data analytics to support career coaching. By collecting member performance and development data, you can provide more informed and evidence-based career recommendations

g. Collaboration and digital communication

Encourage digital collaboration and communication between members, mentors, and leaders. This can be done through online collaboration platforms or communication tools such as video conferencing.

h. Data security and compliance

Ensure that member data related to career coaching is properly safeguarded and implement strict data security measures and comply with applicable privacy regulations.

i. Periodic evaluation

Periodically evaluate the technology used to ensure that it remains relevant and effective in supporting career coaching and make updates and improvements as needed.

j. Member engagement and support

Support member engagement in technology utilization and ensure that they are comfortable and have the resources to utilize the technology.

By following these steps, Baintelkam Polri can utilize technology as a strategy in its Better Career Development System. Technology can assist in skills development, career planning, and performance measurement of members, all of which contribute to strengthening the organization's performance and effectiveness in carrying out critical intelligence tasks.

CONCLUSION

Based on the results of the above discussion, it can be concluded as follows:

1. Within Baintelkam Polri, there are a number of issues and challenges to be faced in the career development of its members. The main internal challenge is maintaining the security and confidentiality of intelligence information amidst dynamic changes in the global environment, with threats such as new technologies, cyber threats, and high stress levels due to sensitive tasks. In terms of career development, specialized training, professional ethics, stress management, and team support are essential. Poor communication skills can result in obscurity, and job rotation is necessary to gain diverse experience. Management aspects, risk analysis, data protection and resource management are also important. Further external challenges stemming from cooperation issues, including with other agencies, as well as technical and information security issues, must be considered. All reflect the significant challenges of maintaining national security and intelligence secrecy, and require a holistic approach that includes training, stress management, leadership development, and risk management.
2. Strategies for a better career development system to strengthen the performance of Baintelkam Polri have been implemented with career planning, job rotation, and technology utilization, which can be explained as follows:
 - a. In career planning, a series of measures should be taken, including improved career planning, diversified training, periodic evaluations, development of specialized skills, cooperation with other agencies, application of ethics and law, and strong change management. With these measures, Baintelkam Polri can improve the quality of intelligence operations and reduce the risks associated with the lack of adequate training and development. Through comprehensive career planning, Baintelkam Polri can help its members reach their full potential in carrying out intelligence duties to safeguard national security.
 - b. There should be improvements in preparation, individual consideration, performance evaluation, coordination, training, criteria, and open communication in the job

rotation process. With these corrective measures, Baintelkam Polri can ensure that job rotation becomes an effective instrument in member development and better meets organizational objectives in carrying out intelligence tasks.

- c. Technology utilization By taking corrective measures that include intensive training, better system integration, data security, regular evaluation, and wise resource management, Baintelkam Polri can maximize the benefits of technology in supporting members' career development and maintaining national security. This is important because technology is a powerful tool to support better career development and strengthen organizational performance

Suggestions

Based on the results of the discussion above, there are a number of suggestions that can be made to overcome the challenges in career development and implement better strategies in the Baintelkam Polri Career Development System, including:

1. Baintelkam Polri needs to prioritize intensive member training and development. This should include specialized training, stress management and professional ethics development. Investing in better communication skills will also help avoid ambiguities in internal and external communications.
2. Baintelkam Polri should improve risk analysis and risk management especially in terms of data security and intelligence information protection. This is particularly important given the increasing level of cyber threats. It should develop more stringent policies and practices in this regard.
3. In the use of technology, focus on better integration of systems to support better information sharing and cooperation. Assign a team or staff responsible for technology support for members and ensure regular evaluations are conducted to ensure technology remains effective.
4. Establish partnerships with other institutions, such as government agencies, universities and technology companies. This can help in gaining access to the latest knowledge and resources in intelligence technology as well as better cooperation.
5. Baintelkam Polri should optimize the management of resources including budget, personnel, and infrastructure so that the use of technology can be optimized according to operational priorities. This will help overcome resource limitations.
6. Implement a holistic approach to career development, which includes better career planning, improved job rotation, and wise use of technology. Ensure that the use of technology and organizational changes support national security and intelligence secrecy.

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