

EFFECTIVENESS OF E-MANAGEMENT INVESTIGATIONS TO CONTROL PERFORMANCE OF CILACAP RESORT POLICE CRIMINAL INVESTIGATION UNIT PERSONNEL

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Abstract

This study aims to describe and analyze the implementation of the e-management investigation program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel, analyze the effectiveness of the e-management program implementation and the factors that influence the effectiveness of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel. The research method used is descriptive qualitative. The focus of the research is the effectiveness of e-investigation management in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel. The research was conducted in the jurisdiction of the Cilacap Police. Sources of data used are primary and secondary data sources. Data collection methods are interviews, observation and literature study. To determine the validity of the data in this study, the data triangulation technique was used. Using data analysis techniques, namely data reduction, data presentation and drawing conclusions. The results of the research carried out were that the planning aspects of the Cilacap Police Criminal Investigation Unit were less than optimal. Then the organization carried out by the Cilacap Police Criminal Investigation Unit has not been carried out properly. Furthermore, there is no budget support for the investigation e-management program so that it affects the implementation of the investigation e-management program. The conclusion of this research is that the e-investigation management program is still not effective due to various kinds of obstacles and obstacles, especially the problem of budget support. So the author suggests to the Cilacap Police Chief to be able to make an annual budget that is included in the Budget Execution List (DIPA) which is intended for the e-management investigation program.

Keywords: Effectiveness, Management, Means of Management, Investigation Management, E-management of investigation.

Introduction

The Indonesian National Police (hence referred to as Polri) is a government agency charged with ensuring domestic security. The major task of the National Police, as stated in paragraph IV of the Preamble to the 1945 Constitution, is to defend the entire Indonesian nation, which is in conformity with and supports the purposes of the Unitary State of the Republic of Indonesia. As stated in Article 13 of Law No. 2 of 2002 about the Indonesian National Police, the major task of the National Police is to maintain public security and order, enforce the law, and offer protection,

protection, and public services (Samosir & Ediwarman, 2021).

In order to maintain security and order, one form of Polri service to the community is the enforcement of the rule of law. This service is carried out in an effort to increase the professionalism of the Police in the field of criminal investigations, which is carried out by the Criminal Investigation function (also referred to as Reskrim) with the application of management functions in order to achieve the expected objectives, which are complete settlement of cases and efficient and effective investigation in all cases with the standard that has been determined.

In developed countries in the world, information technology is widely applied in the field of Police to make the performance of the Police in their country more effective and efficient and also to make the implementation of tasks carried out by the Police more transparent and accountable (Goldsmith, 2015) which can be monitored by the public. Many programs from the National Police related to public services have been implemented based on information technology such as SIM Online (Online Driver License), SKCK Online (Online Police Certificate of Good Conduct), and panic buttons where all of these programs have been proven to be able to help the community to get excellent service from the Police. However, the National Police recently issued a new innovation that tries to combine the duties and authorities of the Police with information technology in the Criminal Investigation function, namely e-management investigations (Tough & Isnaeni, 1919).

E-management investigation is one of the Police Chief's programs in the field of Criminal Investigation (Reskrim) which has the aim to improve police services to the community in the field of information, in this case information about the handling of a criminal offense reported to the Police (Friedman & Pnomarenko, 2015), so as to facilitate the public in monitoring and supervising the development of a criminal case handled by Polri investigators on the basis of the report. This investigation e-management system will collect many things ranging from investigator data, namely competence, investigator commitment, historical cases that have been handled by an investigator and an assessment index of an investigator's performance; Assessment of the performance of investigators from the Bareskrim level (Criminal Investigation Agency) to the police which has implications for increasing remuneration expectations; measure compliance with the Investigation SOP; Criminal Data, namely DPO (List of People Search), DPB (List of Evidence Search) as well as SKCK data (Police Certificate of Good Conduct), becomes a digital file and in the future will be in the form of E-File Investigation and National Criminal Data. With this investigation e-management program, it is expected that the investigation process carried out by the Criminal Investigation Unit (Sat Reskrim) will always

refer to Police Regulation (Perkap) Number 14 of 2012 concerning The Management of Criminal Investigation which is the guide of investigators in the investigation and investigation process, and can be supervised by all parties.

The investigation e-management program was created on its way to overcome problems that often arise from the community regarding the investigation process carried out by the National Police (Winarno, 2012). Problems arise later at the implementation level because of the factors faced by the Police institution at the regional level. In the jurisdiction of the Cilacap Police, for example, there are many people who do not really understand the use of information technology in the investigation process, so that implementing the e-management of investigation program requires extra effort from investigators and assistant investigators to start disseminating the program to the public, so that people can participate in and directly supervise every process carried out by investigators and assistant investigators from the Cilacap Police Criminal Investigation Unit.

Other problems can also arise from the internal Criminal Investigation Unit of the Cilacap Police as the main actor in the implementation of the investigation e-management program. Starting from the quality of human resources, in this case investigators and assistant investigators of the Cilacap Police Criminal Investigation Unit in understanding every rule related to the implementation of this investigation e-management program, the level of adaptation of investigators and assistant investigators from the Cilacap Police Criminal Investigation Unit to the new technology attached to the implementation of this investigative e-management program, and an understanding that this investigative e-management program is a program that has functions and benefits that can facilitate the Police in carrying out their duties, functions and authorities in the field of criminal investigations (Erlani et al., 2019).

The availability of supporting facilities and infrastructure owned by the Cilacap Police Criminal Investigation Unit in the implementation of this investigative e-management program can also directly affect the success of the investigation e-management program, which means that if there are

problems with these facilities and infrastructure factors, it can certainly hinder implementing operators of e-management investigation program in carrying out its duties. Problems faced by the Cilacap Police Criminal Investigation Unit, which in this case is still the author's initial assumption in compiling this paper, when associated with Police Science, as stated by Bachtiar (1994) states that Police Science is like most branches of science. new knowledge, formed as a result of combining elements of knowledge originating from various branches of science that have long been part of science, especially legal knowledge. Each new branch of science tends to utilize knowledge from a number of branches of science that have been previously recognized as a separate branch of science, so that it can also be considered as a branch of science that is interdisciplinary, often also called knowledge between fields. Such a situation is different from knowledge which is the result of the study of a problem, or a set of problems, which are studied by experts from various branches of science, each in accordance with the prevalence of its own branch of science. Such knowledge is commonly known as multidisciplinary knowledge, knowledge gained through a number of studies that are actually separate from each other despite focusing on the same attention.

From these problems, the objectives to be achieved from this research are to describe and analyze the implementation of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel, analyze the effectiveness of the e-management program implementation and the factors that influence the effectiveness of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel.

Literature review

E- Management of Investigation

EE-management investigation is an investigation system created by the Police Department based online that aims to control and supervise every work carried out by investigators. This system will also collect many things ranging from investigator data, namely competence, investigator commitment, historical cases that have been handled by an

investigator and an investigator's performance assessment index, assessment of investigators' performance from bareskrim level to Police Sector which has implications for increasing remuneration allowances, measuring an investigator's compliance with the investigation SOP, criminal data, namely DPO (People's Search List), DPB (Evidence Search List) as well as SKCK (Agustoni, 2020) becomes a digital file and in the future will be made into an E-File of investigation and national criminal data.

Management Theory

According to Terry (2008), management is a process or framework that involves guiding or directing a group of people towards organizational goals or real goals (Saputra et al., 2020).

Meanwhile, according to Terry (2008), there are 4 (four) functions of management, namely:

1. Planning

Defining the work that must be done by the group so that they can reach their stated goals is called planning. In planning, the selection of choice alternatives is a decision-making activity. In order to create a pattern from a series of activities in the future, one must have the ability to visualize and look ahead.

2. Organizing

Organizing entails the following steps: (a) grouping related activities; (b) assigning responsibilities to a manager for the purpose of grouping; and (c) establishing authority within groups or organizational units.

3. Implementation (Actuating)

There are a number of actions that managers take in order to carry out their responsibilities, which is known as "action movement" or "implementation." This also entails determining and meeting the needs of people (motivation). As a consequence, this also covers the direction that is given to subordinates.

4. Supervision (Controlling)

Supervision (Control) is the monitoring of whether or not the organization's movement is in accordance with the plan. In addition to supervising the use of resources inside the organization to ensure that

they are used effectively and efficiently without veering away from the plan(OSCE, 2008).

Effectiveness Theory

Effectiveness derives from the term effective, which signifies accomplishment in reaching established goals. Effectiveness is always tied to the relationship between anticipated and actual outcomes. Effectiveness can be viewed from a variety of perspectives and quantified in a variety of ways, and it is inextricably linked to efficiency. According to Steers (in (Abdul, 2004)), effectiveness is “the degree to which an organization achieves the goals it deserves to achieve.”

Means of Management Theory

According to Manullang (2001) to achieve goals, managers must use the "Six M", namely: Man (Human), Money (Budget), Material (Facilities and Infrastructure), Machine (Machine), Method (Method), and Market (Market).

Furthermore, the importance of these management facilities will be described as follows:

- a. Man
Human resources are the most significant or primary way by which each manager achieves predetermined objectives. We can examine several types of activities from the perspective of the process, such as planning, organizing, staffing, directing, and controlling. This activity necessitates the presence of humans. The manager would be unable to fulfil his objectives without the assistance of humans. It's important to remember that the manager is the one who gets things done with the help of others.
- b. Money(Budget)
The second means of management is budget (money). To do various activities requires money, such as wages or salaries of people who have worked, dissecting materials and so on. Money as a means of management must be used in such a way that the goal to be achieved when early with money greater than the money used to achieve the goal. The impropriety of

the management process is more or less determined or influenced by calculations or rigor in using money.

- c. Materials(Facilities and infrastructure)
Humans utilize facilities and infrastructure (materials) in the course of carrying out activities since they are also viewed as a tool or means of management for accomplishing goals. Thus, in the course of carrying out activities, particularly with today's technical advancements, humans no longer serve as assistants to machines as they did prior to the industrial revolution, but rather machines serve as human assistants.
- d. Machine
It is a supporting factor in the execution of activities, with the machine facilitating the execution of tasks and increasing their effectiveness and efficiency. Thus, the machine serves as a tool for achieving a higher level of performance than human power.
- e. Method
The completion of work necessitates the use of specific procedures. A proper method will facilitate the work process. A technique is defined as the process of choosing the best approach to carry out a job or task by taking into account numerous factors such as the objectives, available resources, and the efficient use of time, money, and business operations. Even though the procedure is sound, if the person carrying it out lacks understanding or expertise, the results will be disappointing.
- f. Market
Marketing manufactured goods is unquestionably critical for the continuation of the manufacturing process itself. If the commodities produced are not sold, the manufacturing process will come to a halt. Consequently, market mastery in the sense of disseminating market production results to consumers is a determining factor in the production company.

Framework of Thinking

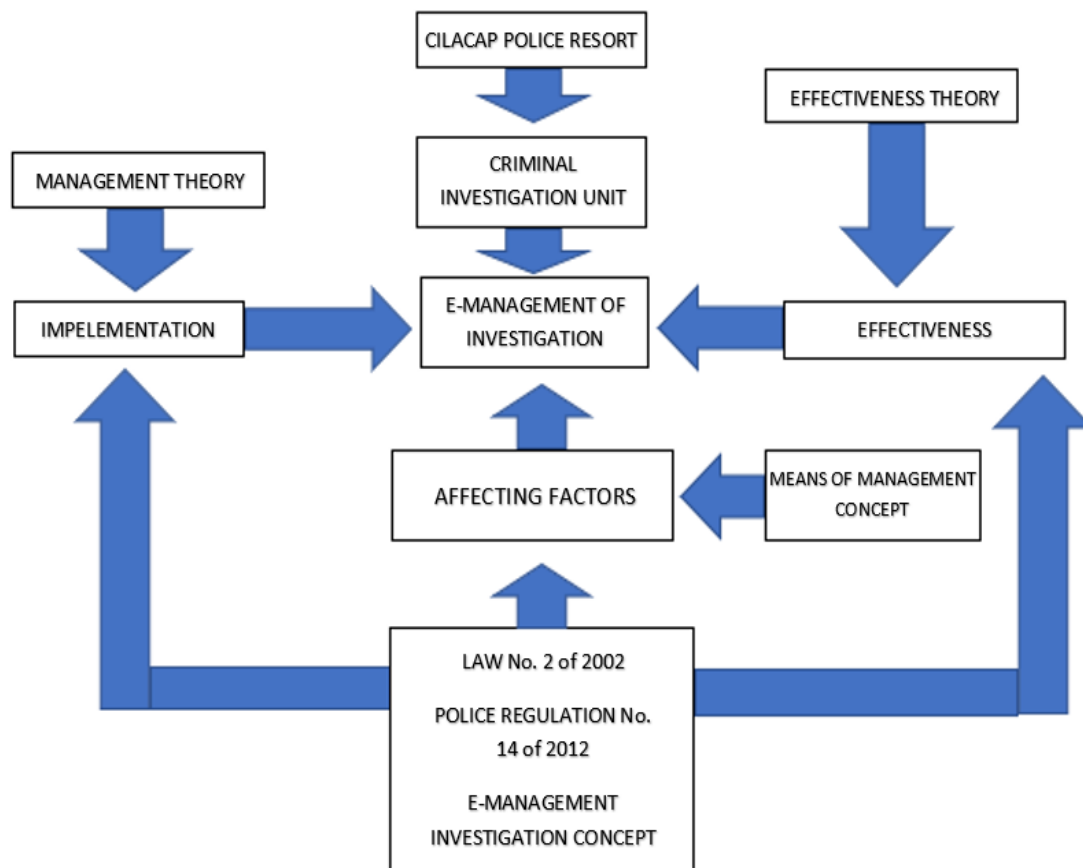


Figure 1 Framework of Thinking

Research methods

This research method is descriptive with a qualitative approach aimed at comprehending social phenomena or phenomena by concentrating on a comprehensive picture of the subject under investigation (Moleong, 2021). The author conducted research from February 20, 2019 to March 1, 2019 in the jurisdiction of the Central Java Police, more especially in the area of the Cilacap Resort Police. The primary data sources for this study were the Cilacap Head, the Cilacap Police Chief of Criminal Investigation, the Cilacap Police KBO Sat Reskrim, the Cilacap Police Chief of Unit Idik 2 of the Cilacap Police Criminal Investigation Unit, and two members of the Cilacap Police Criminal Investigation Unit. Interviews, observation, and a review of the literature are used to obtain data. Data triangulation techniques were utilized to determine the validity of the data in this investigation (Sugiyono, 2010). Utilizing data analysis techniques, specifically data reduction, data presentation, and conclusion drawing.

Results and Discussion

1. Analysis of the Implementation of the Investigation E-Management Program in Order to Control the Performance of the Cilacap Police Criminal Investigation Unit Personnel

a. Planning

The investigation plan is intended to carry out the investigation to be transparent and accountable (Kusumawinahayu, 2014). Then after making an investigation plan, the next action is to conduct a case title to see the construction of the case thoroughly. From the case titles carried out, it can be seen the extent of the suspect's involvement in the criminal case, then the status of the process is then raised to an investigation, but if no crime is found, it will be stopped by still providing SP2HP to the complainant. After the crime is found, the investigation process is carried out by taking into account at least 2 pieces of evidence and the testimony of the witnesses being examined. This investigation is guided by Police regulation (Perkap) Number 14 of 2012 concerning Management of Criminal Investigations.

From the results of the research that has been done, there are still shortcomings in terms of planning carried out by the Cilacap

Police Criminal Investigation Unit in planning the investigation of a criminal case, especially when it is associated with the investigation e-management program. This can be seen from the lack of data input carried out by investigators from the Cilacap Police Criminal Investigation Unit related to the planning. Generally, the data input of the investigation e-management program is carried out when the investigation has been or is in progress, but the Cilacap Police Criminal Investigation Unit investigators carry it out when a case has been completed. In addition, the less than optimal planning aspect carried out by the Cilacap Police Criminal Investigation Unit is also seen from the absence of a budget devoted to the investigation e-management program.

b. Organizing

Based on the observations made by the author on the activities of carrying out the investigation process and the results of interviews with several members of the Cilacap Police Criminal Investigation Unit investigators, it seems that there is a fairly good understanding of the procedures that should be carried out normatively. Furthermore, with regard to the process of carrying out the investigation of a criminal act, the Criminal Investigation Unit of the Cilacap Police has now carried out a case title mechanism starting with an early stage case title, a middle stage case title and a final stage case title. This begins with the receipt of the Police Report, then the administration of a Letter of Assignment and an Investigation Order is made and after an investigation is carried out (interviews, interrogation and other necessary investigative techniques) investigators and assistant investigators will convey the results obtained in the investigation process to the complainant or victim in the form of SP2HP with A.1 format, and during the investigation process an initial case title will be carried out and if elements of a crime are found then investigators and assistant investigators will increase the investigation process into an investigation. However, if the incident is not a criminal act, the investigator will notify the complainant or victim by providing SP2HP A.2 accompanied by his/her statement (Sugiyanto et al., 2020).

At this stage the reported party still cannot be said to be a suspect because at least the evidence as stated in Article 184 of the

Criminal Procedure Code has been met first and then a case is held for determination as a suspect. After the results of the case title can be declared elevated to the status of a suspect, then the investigator and auxiliary investigators make a forced effort, namely the summons as a suspect or arrest and in carrying out the examination, the investigator has coordinated with legal counsel or state attorney to accompany the suspect during the examination in case the suspect is not able to provide his own lawyer. Then at the time of the examination of suspects, investigators and investigators aide to the Cilacap Police must uphold the principle of Presumption of Innocence and uphold Human Rights.

From the results of the research conducted, the organization carried out by the Cilacap Police Criminal Investigation Unit in carrying out the investigation e-management program has not been carried out properly. This can be seen from the operators who carry out the task of entering data into the investigation e-management program are still charged with the task of being investigators. As a result, data input in the initial investigation process is often neglected due to two tasks being assigned at once.

c. Implementation (Actuating)

From the results of interviews related to the process of carrying out investigations carried out by investigators and assistant investigators in the Cilacap Police Criminal Investigation Unit, it shows that the process is in accordance with the existing rules in Police regulation Number 14 of 2012 concerning Management of Criminal Investigations, so that the investigations carried out can be said to be good enough. However, the investigation process that has been running quite well in fact does not guarantee linearity with the implementation of the investigation e-management program.

The results of this study indicate that the use of e-management of investigation by the Cilacap Police Criminal Investigation Unit began in 2017. Until now, the implementation of the e-management of investigation program has only been running for about 50% in terms of inputting Police Reports accompanied by other investigative administrative inputs.

This can happen, because to carry out the investigation e-management program, many adjustments must be made by

investigators and assistant investigators to optimize the program in every investigation they carry out. This adjustment is of course closely related to resources, both human resources and material resources that can support the implementation of this investigation e-management program. Furthermore, the implementation of the e-management of investigation program carried out by the Cilacap Police Criminal Investigation Unit has in fact only been implemented for the internal interests of the Criminal Investigation Unit in particular and the Cilacap Police Resort in general.

In connection with the use of the new investigation e-management program intended for the internal interests of the Cilacap Police. For the use of e-management of investigation, it has been socialized to the public, especially people who have an interest in the investigation process of a case, both as the reporter and the reported family.

From the results of research conducted at the Cilacap Police Criminal Investigation Unit by comparing the interviews that the author conducted with the leadership and several investigators of the Cilacap Police Criminal Investigation Unit, with the results of observations of other comparative data such as data on the recapitulation of handling criminal cases of the Cilacap Police Criminal Investigation Unit, it can be concluded that the implementation process the investigation e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel is still not in accordance with the National Police Chief Regulation Number 14 of 2012 concerning the Management of Criminal Investigations. This can be seen from the number of criminal cases that have been included in the investigation process with the number of cases that have been resolved that are not appropriate. It means,

This analysis certainly shows that there is a discrepancy between the ideal standard expected by the existence of an investigative e-management program and the reality that occurs in the field. In fact, the purpose of the e-management of investigation program internally within the National Police is to make it easier for unit leaders to evaluate and track the performance of their members, in this case the Cilacap Police Criminal Investigation Unit investigator who has been

assigned to resolve a particular criminal case or such case.

d. Supervision (Controlling)

The leadership given by the Head of the Cilacap Police and the Head of Criminal Investigation of the Cilacap Police in supervising each of its members in carrying out an investigation of a case to always input data into the investigation e-management program application. Therefore, the supervision carried out by the leadership can go hand in hand with the investigators so that the assistant investigators who are appointed to be the implementing operators of the e-management of investigation program can carry out their duties properly and also monitor whether the movements of this organization are in accordance with the plan or not. As well as supervising the use of resources within the organization so that they can be used effectively and efficiently without anyone deviating from the plans that have been made previously. This is as said by the Cilacap Police Chief,

"The investigation e-management program was developed in an effort to supervise and control, as well as to enable investigators and assistant investigators, in particular, to do their responsibilities more professionally. Leaders can also monitor members' performance without having to confront the individual. Additionally, through the investigation e-management program, the leadership may examine existing facts immediately, such as the length of the detention time limit, the case about what, and so forth."

2. Analysis of the Effectiveness of the Implementation of the Investigation E-Management Program in Order to Control the Performance of the Cilacap Police Criminal Investigation Unit Personnel

a. Quality

The first aspect that the author finds as an aspect that can be an indicator of the effectiveness of the implementation of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel is the quality of human resources. This aspect is important in seeing the effectiveness of the

implementation of this program, because the human resources of the Cilacap Police Criminal Investigation Unit are the spearhead of the successful implementation of the investigation e-management program. If the quality of human resources owned by the Cilacap Police Criminal Investigation Unit is good enough, the implementation of the e-management of investigation program will also be more effective.

From the information from the Cilacap Police Criminal Investigation Unit, Johan Widodo in the Cilacap Police Criminal Investigation Unit room, it was found that the human resource capabilities of the Cilacap Police Criminal Investigation Unit in carrying out the investigation e-management program rely heavily on investigators and assistant investigators from each of the units involved in the investigation owned by the Criminal Investigation Unit of the Cilacap Police. The data obtained from this informant shows that with regard to the quality of human resources, the Criminal Investigation Unit of the Cilacap Police has tried to improve it, but it is still in the form of technical guidance which is carried out for 1-3 days at the Cilacap Police, and is not in the form of special education and training (*Diklat* or *Dikjur*) regarding e-management of investigation program.

In research that has been carried out by means of in-depth interviews with informants who are leaders and members of investigators from the Cilacap Police Criminal Investigation Unit, this study shows that in terms of quality, investigators and assistant investigators owned by the Cilacap Police Criminal Investigation Unit relating to investigations can be said to be quite qualified. This can be seen from the implementation of the investigation in a case and the information provided regarding the process of carrying out the investigation by the informant, where the investigators and assistant investigators from the Cilacap Police Criminal Investigation Unit have known fluently and carried out the investigation in accordance with the legal basis and applicable rules, in terms of This is Perkap Number 14 of 2012 concerning Management of Criminal Investigations. However, in its implementation there are still many shortcomings in terms of data entry. This deficiency can be clearly seen in the previous interviews with investigators and assistant investigators of the Cilacap Police Criminal

Investigation Unit. The lack of data entry is caused by many factors which are often the cause of delays in data entry by investigators from the Cilacap Police Criminal Investigation Unit.

The fluency given by the informant in explaining each stage and process of the investigation in accordance with Perkap Number 14 of 2012 concerning Management of Criminal Investigations shows that the quality of investigators and assistant investigators of the Cilacap Police Sat Reskrim has met the standards required by the regulation. That is, judging from this quality aspect, investigators from the Cilacap Police Criminal Investigation Unit should ideally be able to carry out the investigation e-management program in terms of operating the investigation e-management program at the Cilacap Police Criminal Investigation Unit.

The quality possessed by investigators and assistant investigators in implementing the e-management of investigation program is also inseparable from the training and technical guidance carried out by the Cilacap Police Criminal Investigation Unit to its members. The trainings and technical guidance carried out based on the results of the research carried out, can in fact provide and improve the understanding of the investigator members who are the implementing operators of the investigative e-management program on the procedures for using the investigation e-management program. Furthermore, This study found that the technical guidance provided to assistant investigators appointed as the operator of the investigative e-management program had not had a significant impact and effect on the operator's ability and understanding of the investigative e-management program in depth. This is because the technical guidance provided to the operators is carried out only for 1-3 days, not in the form of training, discussion, and direction to investigators who are the operators of the program so that they can understand the rules and the e-management of investigation program in depth.

The analysis that emerged was related to the absence of the *Diklat* or *Dikjur* program regarding the investigation e-management program which ultimately led to the issue of budget procurement. As explained in the previous chapter regarding the budget factor, so far the Cilacap Resort Police does not have

a budget allocation that is specifically intended to support and support the implementation of this investigation e-management program. That is, if the Cilacap Police Station, especially in this case the Cilacap Police Criminal Investigation Unit, wants the implementation of the e-management of investigation program in every criminal case it handles to run effectively and efficiently, where one of the supporting factors is the quality of qualified human resources (Adib, 2015). Therefore, based on the findings of this research, the Cilacap Police must immediately allocate a special budget to support the existence of Education and Training or *Dikjur* for members of its investigators who are appointed as operators in implementing the investigation e-management program. Therefore, it is hoped that the Education and Training or *Dikjur* that is given to operators implementing this investigation e-management program, can increase their understanding of the rules of the investigation e-management program as a whole, so that in its implementation it can run as desired.

b. Motivation

Related to the motivation that emerged from the investigator or assistant investigator of the Cilacap Police Criminal Investigation Unit in carrying out this investigation e-management program, information can be found showing that this motivation arose because of the direction from the Cilacap Police Chief and the Cilacap Police Head of Criminal Investigation to take advantage of the investigation e-management program. This is so that leaders within the Cilacap Police can easily evaluate and monitor the performance of their members, which in turn raises motivation for investigators or assistant investigators of the Cilacap Police Criminal Investigation Unit to be serious in implementing this investigation e-management program. The important role that emerged from the leadership of the Cilacap Police, in this case the Head of the Cilacap Police and the Head of Criminal Investigation at the Cilacap Police, be one aspect that can increase the motivation of assistant investigators assigned as implementing operators, to be able to carry out each stage of the investigation e-management program properly. That is, this study further found that in the aspect of motivation that must appear as one of the prerequisites for

implementing an effective and efficient e-management of investigation program, the leadership factor turned out to be quite significant in increasing the motivation of assistant investigators who were appointed as implementing operators in the e-management of investigation program.

In addition, the motivation to implement the e-management of investigation program also arises because investigators and assistant investigators realize that this e-management investigation program can assist and facilitate their performance in conducting investigations of a case. Even though they need more effort, they can feel the results and benefits provided by the e-management of investigation program. These benefits include the ease of tracking or tracing a case that has been or is being carried out. E-management of investigation assists investigators in storing the necessary data. The leadership also feels the benefits within the scope of the Cilacap Police, namely with the e-management of investigation program, leaders can easily evaluate the performance of their members.

In the end, the analysis of this research in relation to the motivational aspect of the Cilacap Police Criminal Investigation Unit in carrying out the investigation e-management program can be drawn into two things, namely the motivation that arises from the leadership and the motivation that arises from the assistant investigator who is appointed as the operator of the program implementer of investigation e-management, where both are related to each other. The motivation that arises from the leaders to direct and supervise their members to carry out the e-management of investigation program properly, can actually arise from the awareness that this program can provide convenience for leaders to monitor and evaluate the performance of their members in resolving criminal cases involving criminal acts or has been handled.

c. Adaptation

The third aspect in seeing the effectiveness of the implementation of the e-management of investigation program is the adaptation aspect carried out by investigators or assistant investigators of the Cilacap Police Criminal Investigation Unit. As a new program launched by the National Police Chief in this case Kabareskrim, e-management of investigation is one of the programs launched

to answer the challenges of the development of information and communication technology. This e-management of investigation program certainly requires various adjustments or adaptations that need to be made by investigators or assistant investigators of the Cilacap Police Criminal Investigation Unit in implementing the program.

From the statements of member of the Special Economic Criminal Unit investigator, Listoni Fitriadi and member of the Special Economic Crime Unit investigator, Arif Murdiono regarding the adaptation carried out by investigators or assistant investigators of the Cilacap Police Criminal Investigation Unit who were appointed as operators in carrying out this investigation e-management program, The author sees that the level of adaptation carried out is quite good, although it has not been supported by qualified training or education and training related to the deepening of the implementation of this investigation e-management program. Adaptation can also be done well because so far investigators and assistant investigators in the Cilacap Police Criminal Investigation Unit have been accustomed to using existing technology such as smartphones, laptops, computers, and internet networks. So, in making adjustments to the investigation e-management program is not too difficult.

From the three aspects in looking at the effectiveness of the implementation of the e-management of investigation program, namely, the quality of human resources, the motivations that arise, and the level of adaptation possessed by each Cilacap Police Sat Reskrim personnel, it can be analyzed that so far from each of the aspects described above, the implementation of the e-management of investigation program is not yet effective and efficient. This is because, in these three aspects, the Cilacap Police Criminal Investigation Unit still encounters many obstacles in the implementation of the e-management of investigation program that has not been carried out optimally. However, with regard to the effectiveness aspects of the implementation of this investigation e-management program, this study shows that there is the potential possessed by Cilacap Police Criminal Investigation Unit to make the implementation of this investigation e-management program more effective and efficient, which of course requires

considerable effort in dealing with obstacles and obstacles that arise.

3. Analysis of Factors Affecting the Effectiveness of Investigation E-Management Programs in Order to Control the Performance of Cilacap Police Criminal Investigation Unit Personnel

a) Human Factor (Man)

The first factor that affects the effectiveness of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel is the Human Factor (Man), in this case the human resources owned by the Cilacap Police Criminal Investigation Unit. This is as stated by the Head of Criminal Investigation Unit of the Cilacap Police, Onkoseno G. Sukahar in the Criminal Investigation Unit of the Cilacap Police on February 21, 2019,

"The investigation e-management program is still used exclusively for internal Polri, in this case investigators, so investigators must also have a high enough will and responsibility in inputting Police Report data which is handled by the investigator himself so that it becomes an obligation for every police officer. investigators and assistant investigators of the Cilacap Police Criminal Investigation Unit."

In addition, this human resource factor was also stated by the Head of the Cilacap Police, Djoko Julianto in the Police Chief's office on February 21, 2019,

"This investigation e-management program is one of the efforts of the National Police in dealing with the demands for information disclosure and communication to the public. Obviously, it requires the integrity and seriousness of our members in carrying it out. We have to answer this demand by proving that the members of the Criminal Investigation Unit owned by the Cilacap Police have quality and responsibility in carrying out the tasks they are instructed to do."

Based on the interviews with the informants above, it can be seen that the human factor is a factor that strongly supports the implementation of the e-management of investigation program so that it can be carried

out effectively and efficiently. Because this human factor is ultimately related to the quality of human resources, as well as the motivation and adaptation possessed by members of the Cilacap Police Criminal Investigation Unit in carrying out the investigation e-management program. From the results of the study, the quality of the investigators and assistant investigators of the Cilacap Police Criminal Investigation Unit already have quite capable capabilities in conducting investigations in accordance with Perkap Number 14 of 2012 concerning Management of Criminal Investigations. In addition to the quality of investigators and assistant investigators, The human factor that became the findings of this study was the leadership aspect of the Head of the Cilacap Police and the Head of Criminal Investigation at the Cilacap Police. This leadership factor turned out to be very helpful in increasing the motivation of investigators and assistant investigators in implementing the investigation e-management program. This means that in the implementation of this investigation e-management program to be carried out effectively and efficiently it is necessary to mobilize existing human resources within the Cilacap Police Criminal Investigation Unit, starting from the leader to the assistant investigator who becomes the operator of the implementation of the investigation e-management program.

b) Budget Factor (Money)

The next factor that affects the effectiveness of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel is the budget factor. This factor is the main supporting factor that can help increase the effectiveness of the investigation e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel. KBO Criminal Investigation Unit of the Cilacap Police, Johan Widodo stated that there is still no special budget allocated to support the investigation e-management program in handling criminal cases at the Cilacap Police Criminal Investigation Unit.

In addition to human factors, based on interviews with informants in this study, in fact the budget factor is also a crucial factor that can determine the effectiveness of the implementation of this investigative e-management program. From the results of this study, it was found that the budget devoted to use in the implementation of the e-management of investigation program currently does not exist, but the budget for the implementation of the criminal act handling process has been supported by the Budget Execution List (DIPA) of Criminal Investigation Unit F.Y. 2019. There is no special allocation for the implementation the e-management of investigation program directly hinders its implementation. Even the investigation operators expect a special budget for e-management of investigation so that they can carry out the e-management of investigation program properly. The research data regarding this budget factor ultimately condensed into an analysis which showed that, although this program has been launched and has become one of the priority programs of the Head of the National Police and Kabareskrim, especially in the aspect of information disclosure and communication, the implementation of this program has not been fully supported by an adequate budget. This of course must be a concern so that the e-management of investigation program can be carried out properly.

c) Factors of Facilities and Infrastructure (Material)

The budget needed in the process of implementing the e-management of investigation program is, in fact it is related to the facilities and infrastructure that support the use of the investigative e-management program conducted by members of the Cilacap Police Criminal Investigation Unit. Infrastructure factors such as training are factors that greatly affect the effectiveness of the implementation of the e-management of investigation program. This is because the training carried out to operators from assistant investigators of the Cilacap Police Criminal Investigation Unit, of course, can improve the capabilities and capabilities of operators implementing e-management of investigation.

From the results of the research conducted, it was found that as a supporting infrastructure for the implementation of this

investigation e-management program, the Cilacap Police Criminal Investigation Unit has conducted training related to this investigation e-management to investigators and their assistant investigators. Based on information from informants, the training carried out related to the investigation e-management program has been carried out 2 (two) times in 2018. The training carried out in fact can influence and improve the quality of investigators and assistant investigators in understanding the rules that must be carried out in carry out an e-management of investigation program. In addition, the training carried out was only in the form of technical guidance which was carried out only for about 1-3 days and had not been in the form of *Dikjur* or special training regarding e-management of investigation.

d) Factor of Machine (Machine)

With regard to the facilities and infrastructure needed in this investigation e-management program, of course, it also requires a machine which in this case is translated as the need for various equipment and adequate internet networks. From the statement of a member of the Special Economic Crime Unit investigator, Arif Murdiono regarding the machine factor which in this study is translated as a technological facility and device factor that can support the implementation of the investigation e-management program at the Cilacap Police Criminal Investigation Unit in carrying out data input into the investigation e-management program using facilities already owned by the Cilacap Police Criminal Investigation Unit. Therefore, it can be stated that so far the Cilacap Police Criminal Investigation Unit does not yet have a new tool that can really support the effectiveness of the implementation of the e-management of investigation program.

From the results of the research that has been done by the author, it was found that in carrying out the current data input process, the Criminal Investigation Unit of the Cilacap Police uses a computer or laptop for each investigator and assistant investigator. To support the implementation of the e-management of investigation program which requires an internet network, the Cilacap Police Criminal Investigation Unit is currently equipped with an internet or Wifi network.

However, later, it was also found that due to budget constraints, the computers and laptops used by investigators and assistant investigators of the Cilacap Police Criminal Investigation Unit were still using the old ones. This has an impact on the use of e-management of investigation program applications which often require repair or maintenance, so that it can interfere with data entry. It means, the obstacles that arise in budget factors actually have an impact on sarna factors and infrastructure owned by sat reskrim Cilacap Police.

e) Factor Method (Methods)

The next factor found in this study as a factor that can affect the effectiveness of the investigative e-management program in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel is the method used in implementing the program. This method is important, because of course the e-management of investigation program has its own operational standards that must be adhered to by the implementer, in this case the operator who is a member of the Cilacap Police Criminal Investigation Unit (Mcdonald, 2010).

From the results of the research conducted, the authors found that in the process of implementing the investigation e-management program, investigators and assistant investigators of the Cilacap Police Criminal Investigation Unit already knew the rules that must be implemented in relation to the investigative e-management program. The main basis of the rules for the e-management of investigation program is Police regulation (Perkap) No. 12 of 2012 concerning the Management of Criminal Investigations. However, the different is the data entry process which was originally done manually, with the existence of an e-management program this investigation must be carried out through an application program that has been provided. The understanding of investigators and assistant investigators on these rules is in fact very helpful for them in carrying out the investigation e-management program.

f) Market Factors (Market)

In accordance with the initial objective of launching an e-management of investigation program by the Indonesian National Police, in response to the demands for information and

communication disclosure, it can be concluded that the actual targets that this program wants to target are the internal police in particular, and the general public. These two targets have their respective interests in the implementation of this investigation e-management program. However, based on the results of research that has been done, it was found that so far the targets of the investigation e-management program are investigators and auxiliary investigators themselves, because the investigation e-management program only explores the Police Report and how the development of the Police Report itself, while for the public in this case the whistleblower and from the reported cannot use the investigation e-management program but there is a discourse on how the police report itself develops, while for the public in this case the whistleblower and from the reported person has not been able to use the investigation e-management program but there is a discourse on how the police report itself develops. Based on the investigation e-management program, the Notification of Progress of Investigation Results (SP2HP) Online program will be established which is integrated with the investigation e-management program.

According to the findings of this study, the market or targets covered by the implementation of the e-management of investigation program are confined to internal police targets. Meanwhile, the external goal, namely the community, remains unaffected. This is based on information received from informants and data gathered owing to the inadequacy of the investigation e-management program's application for public dissemination. Additionally, budget limitations are one of the reasons for the lack of widespread socialization to the community, so that the public is aware of and can take advantage from the investigation e-management program.

Conclusion

Based on the description of the results of research and discussions that have been carried out regarding the effectiveness of investigative e-management in order to control the performance of the Cilacap Police Criminal Investigation Unit personnel using related theories and concepts, the following conclusions are obtained:

1. Implementation of the Investigation E-Management Program in Order to Control

the Performance of the Cilacap Police Criminal Investigation Unit Personnel.

The purpose of the e-management of investigation program is the interests and benefits for the Polri institution and the wider community. However, it turns out that only the interests and benefits can be fulfilled for the Polri institution, but for the wider community they have not been able to feel the real benefits of the presence of this investigative e-management program.

2. The Effectiveness of the Implementation of the Investigation E-Management Program in Order to Control the Performance of the Cilacap Police Criminal Investigation Unit Personnel.

According to the findings of the research, the quality of human resources owned by the Cilacap Police's Criminal Investigation Unit is fairly good, in conformity with Police Regulation 14 of 2012 on the Management of Criminal Investigation.

Nevertheless, comprehension of the investigation e-management program is still considered lacking, particularly the occurrence of double tasks, in which an assistant of investigator performing the task of the case file who is also charged must manually enter the case file's data into the investigation e-management program's application, resulting in less efficient work, despite the fact that this program should be able to reduce the burden of investigative work.

3. Factors Affecting the Effectiveness of the Investigation E-Management Program in Order to Control the Performance of the Cilacap Police Criminal Investigation Unit Personnel.

The human resource factor is still an obstacle because there is no special *Dikjur* or Training for operators implementing the investigation e-management program. The budget factor is also a further source of obstacles because there is no budget allocation specifically for the investigative e-management program from the planning section of the National Police Headquarters, so that it can hinder the procurement of facilities and infrastructure that can support the investigation e-management program.

The machine factor is also a further obstacle because currently the investigation e-management program is still in the stage of improvement and development, even the appearance of the investigation e-management program application is still changing from the previous year so that the operator implementing the e-management program must continue to adapt to changes that occur, especially in terms of data entry.

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