Empowerment of Police Personnel in Supporting the Implementation of Electronic Traffic Law Enforcement (ETLE) At the Traffic Directorate of Polda Metro Jaya

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Abstract

Public service given to people is a reflection of professionalism in the state apparatus and a form of compassion and pride in developing the civilization of a nation. This research analyzes the empowerment of Police personnel to support the implementation of Electronic Traffic Law Enforcement (ETLE) in the Directorate of Traffic in Metro Jaya Regional Police. Research used the qualitative methodology with interview and document review. Result of this research shows that ETLE has been conducted well, but there was still mistake in its implementation, in which the analysis was conducted by the ETLE officers, because amount of the officer was not proportional to the ETLE camera, thus causing the mistake in conducting analysis. ETLE implementation can be professional, accountable, and optimal provided that it is supported with human resource in the Indonesian National Police as the main actor in providingsuch service. To realize competent human resource for ETLE personnel, it uses the human resource empowerment strategy for several aspects, namely capability, smoothness, consultation, cooperation, guidance, and support. Empowerment for the traffic personnel involved in ETLE task force must be definitely supported by providing training and simulation continously. Besides, it needs more personnel to match with ETLE cameras that are continuously added. Situation of the work environment that is more open needs to be created to realize competent, accountable personnel.

I. Introduction

Public service is a manifestation of the professionalism of the state apparatus and is a form of love and pride in building the civilization of a nation. Public services will be felt by the public if the public service becomes the pride or core and icon of an institution which is of course carried out sincerely and sincerely (Stivers, 2008). It is better when public services become a place for deviation or cause arbitrariness, causing the public services held to turn into part of social problems in the community.

Service quality and innovation are two elements that can build competitive advantage, because the quality of service as a infrastructure that is adequate in providing services, while innovation is applied because consumers want a renewal in the services perceived by consumers, so the end result of service quality and innovation is the creation of competitive advantage (Kusumadewi and Karyono, 2019). Public service standard is a product service performance contract, agreed by both parties: providers and users (Sukesi and Yunus, 2018).

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In this digital era, the National Police are currently building online policing (e-policing). e-Policing is electronic policing which can be interpreted as online policing, so that the relationship between the National Police and the community can be established 24 hours a day and seven days a week without space and time restrictions to be able to share information and communicate. e-Policing can be called a policing method in the digital era that is able to break through the boundaries of space and time in the hope of providing faster, more precise, accurate, transparent, accountable, informative, and easily accessible police services. e-Policing can also be used as a strategy in eradicating corruption within the National Police, realizing bureaucratic reform and as a creative breakthrough (Edithya, 2019). The application of e-Policing as an effort to eradicate corruption within the National Police is associated with minimizing the encounter between officers and the community in providing Police services because it is carried out with an online system. In addition, as a means of realizing bureaucratic reform by cutting complicated bureaucracy.

The realization of e-Policing in an effort to provide excellent service can be seen from the implementation of Electronic Traffic Law Enforcement (ETLE) carried out by the Traffic Directorate of Polda Metro Jaya. ETLE itself is a traffic law enforcement system based on information technology using electronic devices in the form of cameras or tools that can detect various types of traffic violations and present motor vehicle data automatically. ETLE is also a system that provides services that are oriented towards the convenience and comfort of the community when dealing with legal issues related to traffic violations. The target of providing ETLI services is to individuals in the community who commit traffic violations.

The occurrence of traffic violations is one form of problems that often occur on the highway. This can be seen from the indications that the number of accidents that continue to occur, even tends to increase every year (Ramadhan, 2020). Because basically traffic violations are the main cause of accidents.

With the implementation of ETLE, it indirectly changes the culture of the community in traffic. People are becoming more organized in traffic, this is because everyone feels they are being monitored by ETLE cameras, so they don't want to be involved in traffic violations. This is different from the situation before ETLE was implemented where the community would only be orderly if they saw the police, if there were no police, they would again commit violations.

One of the problems related to the implementation of ETLE at the Traffic Directorate of Polda Metro Jaya is related to the limited number of personnel that is not balanced with the addition of ETLI cameras so that there is a chance for errors to occur in analyzing ETLE camera capture. So that existing personnel are empowered to be able to manpower the Electronic Traffic Law Enforcement (ETLE) system, especially from traffic personnel from the Polda Metro Jaya who have the potential to be the driving force interest in information technology is of course a problem as well so that the empowerment of existing members must of course be carried out in order to adapt to the new work system so that the objectives of implementing ETLE as proclaimed by the leadership can be achieved.

Various studies show that organizations that empower personnel well will produce significant improvements in performance (Sutawa, 2015). Organizations that always act to empower human resources will have success in carrying out their duties. The implementation of this empowerment emphasizes the importance of management participation and the provision of rewards that will result in increased employee performance (Meyerson & Dewwttinck, 2012). Empowerment of human resources that is carried out is a form of strategy, comprehensive and significant to the form of activity processes within an organization that is useful for realizing the desired performance results

(Kadarisman, 2012).

The form of human resource empowerment carried out by the Traffic Directorate of Polda Metro Jaya to support the implementation of Electronic Traffic Law Enforcement (ETLE) is carried out in the form of providing training and simulations which are expected to be able to support personnel in carrying out their duties and make personnel have competence which in the end has an impact on giving service. Competent human resources will provide good services and in accordance with the service standards that have been determined by Hayat (2017).) At the Directorate of Traffic Polda Metro Jaya.

II. Research Methods

To understand and answer the problems raised above, a qualitative approach will be used by carrying out data collection methods through interviews with the ETLE task force personnel of the Traffic Directorate of Polda Metro Jaya. Whether it's the personnel on duty in the Back Office who carry out the analysis and verification, the personnel in charge of the confirmation letter. Also personnel on duty at the ETLE Command Post, ticketing officers. In addition to the personnel referred to, interviews were also conducted with the direct supervisor of the personnel assigned to the Sub-Directorate of Law Enforcement, Traffic Directorate of Polda Metro Jaya.

This paper will also analyze the documents relevant to the issues raised in the writing. The references used are also attempted to be as close as possible to the Polri organization while still referring to recognized scientific values. This is important because the Polri organization is a unique organization because it has an organizational culture that is different from other organizations and even from police organizations in other countries.

III. Results and Discussion

3.1 Etle Work Mechanism

As a non-profit institution, Polri's service to the public is a core business in the form of excellent service which will significantly be perceived by the community as a fast, precise, accurate, transparent, accountable, informative, and easily accessible service (Ananda, 2017). In line with this, the implementation of Electronic Traffic Law Enforcement (ETLE) carried out by the Traffic Directorate of Polda Metro Jaya is expected to be a pillar of public service that is fast, precise, accurate, transparent, accountable, informative and easily accessible. ETLE itself is a traffic law enforcement system based on information technology using electronic devices in the form of cameras or tools that can detect various types of traffic violations and present motor vehicle data automatically. ETLE is also a system that provides services that are oriented towards the convenience and comfort of the community when dealing with legal issues related to traffic violations. The target of providing ETLE services is to individuals in the community who commit traffic violations.

Violators are given five days to confirm. Confirmation can be done via the etle-pmj.info website, by barcoding the confirmation letter on page three or coming directly to the ETLE Subdit Gakkum post (Confirmation: filling in motor vehicle data, owner identity and customer identity / SIM / KTP status in the application will change from sent to confirmed), after confirmation and the violator admits, then law enforcement will be carried out on the violator with a ticket and the violator will receive a BRIVA code via SMS no later than 2 X 24 hours, (then the status on the application will change from confirmed to collectible). The writing of the occurrence of a violation on the form of the

ticket is adjusted to the day/date of the occurrence of the traffic violation, for the determination of the trial date is two weeks after the violation is confirmed.

After receiving the BRIVA code, the violator can pay a fine through the Mbanking ATM and BRI bank Teller with a maximum fine according to the provisions of Law no. 22 of 2009 regarding road traffic and transportation, after making a payment, the status in the ETLE application will change from billed to paid. If the payment of the ticket fine is made after the decision is issued, the violator will get a billing code or payment code through the website hhtps://tilang.kejaksaan.go,id/ by entering the ticket register number. Then after the ruling issued by State control violators can collect the remaining fines/refunds to BRI bank by printing the decision on the website https://tilang.kejaksaan.go.id/ by entering the ticket registration number. For example, a violation of the use of seat belts is fined a maximum of Rp. 250,000, but the verdict stipulates a fine of Rp. 201,000, the violator can take the remaining fine of Rp. 49,000 at BRI bank.

The implementation of ETLE indirectly changes people's culture in traffic. The community is getting more orderly in traffic, this is because everyone feels monitored by the ETLE camera, so they don't want to be involved in traffic violations. This is different from the situation before ETLE was implemented where the community would only be orderly if they saw the police, if there were no police, they would again commit violations. The limited ability of Polri members to monitor traffic violations for 24 hours is overcome by implementing ETLE so that order and smoothness in traffic will be realized. This is supported by the results of interviews with respondents stating that:

"In terms of human resources, currently the number must be increased. Ideally, the number of cameras should increase, which was two plus ten plus forty-five, there are 57 cameras, there should also be personnel in the back office, especially for the operators there whose job is to verify and analyze so that from camera capture The more ETLE we receive, we will make a confirmation letter"

Meanwhile, based on the results of interviews with respondents stated that:

"The obstacles related to the technical aspect are related to network conditions, then unexpected situations, the fandalism of destroying IT equipment at that time which carried out demonstrations so that it damaged public facilities, including ETLE camera devices and other devices"

In addition, the implementation of ETLE carried out by the Traffic Directorate of the Polda Metro Jaya provides benefits including providing legal certainty, namely the realization of the effectiveness of Gakkum, guaranteeing the principle of transparency and legal certainty which is scientifically proven based on records of evidence of violations. The implementation of ETLE is the contribution of the National Police in supporting the realization of Jakarta as a smart city and in line with bureaucratic reform. Increasing DKI Jakarta's PAD from the motor vehicle tax sector, especially transfer fees because ETLE has an impact on orderly administration of motorized vehicle ownership. Supporting government programs becomes trigger support for other government programs, for example the implementation of odd-even vehicle restrictions, preventing the spread of COVID-19, reducing interactions and the possibility of transmitting the COVID-19 virus from officers to the community or vice versa (Kaddi et al., 2020). traffic which is a ditterent effect of the ETLE system.

ETLE is here to provide easy services for people who commit traffic violations in dealing with problems related to ticketing. The target of providing this service is to individuals in the community who commit traffic violations. Traffic violators whose tickets have been issued no longer need to come to court to attend the trial, and even queue up to pay the fine to the bank because through the ETLE system, they have been connected to

the court to impose a fine decision, besides that they have been connected to the bank for payment of the ticket fine.

3.2 Etle Personnel Empowerment

In its implementation, the implementation of ETLE at the Traffic Directorate of Polda Metro Jaya, one of the obstacles faced was related to the limited number of personnel who were interested and able to operate information technology. So that existing personnel are empowered to be able to manpower the Electronic Traffic Law Enforcement (ETLE) system, especially from traffic personnel from the Polda Metro Jaya as the driving force, this personnel limitation is faced by implementing a strategy of empowering human resources. The empowerment of Polri personnel is expected to be able to adapt to the new work system so that the objectives of implementing ETLE announced by the leadership can be achieved.

Empowerment of human resources is a modern management practice which is related to giving more responsibility, greater resources and authority to employees. This is more than just delegation of authority where the impact is to utilize the creativity and thinking ability of all employees and is not only the responsibility of certain people such as paramanagers. Empowerment is the right means to maximize employee potential and will increase the organization's competitive advantage. Empowerment is supportive of a culture of not blaming, mistakes are seen as opportunities to learn (Mckenna & Beech, 2000).

Likewise, human resource empowerment is a process by which managers employees in a work team to produce something by providing the necessary environment (Daily and Huang, 2001). Personnel empowerment carried out by the Traffic Directorate of Polda Metro Jaya in the implementation of the Electronic Traffic Law Enforcement (ETLE) program is seen from the selection of traffic personnel from the Regident Sub-Directorate and Gakum Sub-Directorate who have the ability and interest in Electronic Traffic Law Enforcement (ETLE). Then the names of these personnel will be joined in the ETLE task force (SATGAS).

The personnel who are members of the ETLE task force (SATGAS) are then empowered with six dimensions, namely the dimension of ability, the dimension of fluency, the dimension of consultation, the dimension of cooperation, the dimension of guiding and the dimension of support (Stewart, 2006). Existing personnel are then selected and screened consisting of. The ability dimension (enabling) is an effort to make personnel capable by ensuring that these personnel have all the resources they need to be fully empowered. Based on the results of the interview, the competency dimension in this case has been given training, namely training on the use of the ETLE application. First, the introduction of practical ETLE applications directly, the training is given by ETLE technicians and programmers who become partners. Training is an important strategy because based on the results of interviews with respondents, it is stated that:

"So far, it has been going well at the beginning, there are still some findings or errors from the operators themselves, the occurrence of human errors because it is still in the training stage, there are still trials, there are still further implementations, but for now, it has entered its fourth year, everything is going well"

Based on the results of interviews with respondents stated that:

"Training has been given, namely training on the use of the ETLE application. First, the introduction of the practical ETLE application, the training was provided by ETLE technicians and programmers who are our partners"

Based on the results of interviews with respondents stated that:

"In the training at the opening, the leadership delivered by the leadership in this case

the Director of traffic related to integrity, honesty, behavioral attitudes, which do not deviate like that"

Meanwhile, based on the results of interviews with respondents stated that:

"The empowerment is in the form of training and then there is a monthly anev by the ETLE task force which evaluates the implementation of ETLE in the last month there will be found what are the obstacles or obstacles for the personnel who oversee ETLE themselves so that from the results of the anev certain steps are taken to future improvements

In the training process, to measure the competence of personnel, it is necessary to have a measure of the ability of the personnel in charge of ETLE. Based on the results of interviews with respondents, it is stated that:

"The results of the ETLE camera verification analysis show that there is a match between the original evidence of the camera infringement and the registration and identification data of the motorized vehicle, first, being able to issue a confirmation letter that matches the identity of the motorized vehicle, with the identity of the violator, then captures the camera in that confirmation. data alignment"

In addition, the training provided personality development and mental attitudes which are expected to affect behavioral maturity from the results of the interviews explained. In the training at the opening, it was delivered by the leadership in this case the Director of traffic related to integrity, honesty, behavioral attitudes, which do not deviate like that.

The dimension of fluency is an effort to eliminate all obstacles, challenges and delays that prevent employees from doing their best work. no need to be busy looking for food or all kinds of commands have been prepared. This is supported by the results of interviews with respondents stating that:

"There is logistical support, there is lunch, there is breakfast, there is incentive money from the ticket itself which is also given to members so that members don't have to be busy looking for food or everything has been prepared by the command"

As for the smooth running of personnel duties, there is a need for standard operating procedures (SOPs) and rules in carrying out tasks. This is supported by the results of interviews with respondents stating that

"This SOP, after being compiled and published, of course, is socialized to all ETLE personnel or operators, both those in the back office and those at the ETLE post in providing services to the public, traffic violators or also using the ETLE application in issuing confirmation letters. there are existing SOPs"

Based on the results of interviews with respondents stated that:

"Each personnel in accordance with their field of work will understand their respective job descriptions because prior to the implementation of ETLE and Pre ETLE this has been conveyed, it has been informed that the duties of each operator function have been described through job descriptions, both in the back office and in the back office. the one at the ETLE post "

The Consultation dimension in the organization is an approach with employees / personnel through opinion polls and exchange of ideas regarding daily problems and strategic problems that occur within the organization. This is supported by the results of interviews with respondents who stated that:

"Of course, that's why there is a team leader and there is also a controlling officer before the implementation of the tasks carried out by APP to personnel related to what problems were found or maybe there was direct direction from the leadership maybe the Director of Traffic or Kasubdit Gakum Kalakhar which was conveyed to the relevant

personnel. with ETLE operations"

In addition, in the implementation of the implementation, members are involved in making decisions or policies. This is supported by the results of interviews with respondents who stated that:

"Of course, during the monthly ANE, where the leadership asks for input from all members, especially those represented by the Katim and Padalnya related to the obstacles that have been encountered in the operationalization of ETLE, they are conveyed in the Anev Forum, that's where the leadership will then take the next steps"

Based on the results of interviews with respondents stated that:

"Of course, given the opportunity as I said earlier when carrying out the Anev or maybe there is own supervision from the traffic directorate to the back office and to the ETLE post, members are given the opportunity to be given input for the findings"

Based on the results of interviews during the monthly analysis and evaluation (anev) where the leader asked for input from all members, especially represented by the team leader and controlling officer related to the obstacles that had been found in the operation of ETLE, they were conveyed in the anev forum, where then the leadership would take steps -next step. This is supported by the results of interviews with respondents who stated that:

"Anev itself is carried out every month routinely by the ETLE task force, but if there are certain things that are urgent, a coordination meeting is usually held between back office tasks and the ETLE Command Post or other devices"

Dimensions of Cooperation in the dimension of cooperation discusses the cooperation between leaders and subordinates to achieve the goals of the organization. The intended collaboration is a skill that develops through practice to initiate strategic changes by getting support from subordinates regarding ideas for the advancement of the organization. Meanwhile, to strengthen cooperation between personnel, it is necessary to collaborate between registration and identification personnel (Reg Ident) and enforcement personnel. law (Gakum) in the operation of ETLE. This is supported by the results of interviews with respondents who stated that:

"This cooperation is a temporary back office, right now it is held by members of the regional sub-directorate, here the cooperation is if there are findings from ETLE personnel in the Gakum sub-directorate regarding the problem of the verification results being not good enough so that there are complaints from the community then there is a discrepancy between the data obtained from the captur and the resident data. Those who may pass the verification there are conveyed by the postal officer so that this does not happen again so that they are more thorough so as to minimize complaints from the public or people who are ETLE traffic violators"

Based on the results of the interview, they were given the opportunity to convey the obstacles related to the implementation of ETLE, especially during the analysis and evaluation (Anev) as well as when supervision was carried out from the Traffic Directorate to the back office and to the ETLE post. In addition, the form of cooperation that occurs is the Reg Ident officer who works in the back office with the Gakum officer on duty at the ETLI Post, a form of cooperation that exists regarding the implementation of verification where if there are findings from ETLE personnel in the Gakum sub-directorate regarding the problem of the verification results being not good so that there were complaints from the community then there was a discrepancy between the captured data and Reg Ident data that might have passed the verification there was conveyed by the Gakum officer on duty at the ETLE post so that this did not happen again so that they were more thorough so as to minimize complaints from the community. the community or communities who are ETLE

traffic violators.

The Guiding Dimension is a member fish of influence to others that positively impacts personnel skills by contributing to others such as coaching. In this guiding process, the leadership role is very supportive in the successful implementation of the program. This is supported by the results of interviews with respondents who stated that:

"At the time of implementation, it was started by opening and directing from the leadership before entering the technical material presented by the programmer, there were several direct submissions and directions from the leadership either by the Director of Traffic and the Head of Sub-Directorate of Gakum as the leading coordinator of the traffic law enforcement sector"

In addition, the role of the leader also plays a role in improving the performance of its personnel. This is supported by the results of interviews with respondents who stated that:

"The existence of rewards and punishments, the provision of incentives, to back office personnel or ETLE post personnel means things that motivate so that, then there is also an opportunity for schools, maybe at a higher level, maybe SIP and all kinds, and that is supported by the leadership. Traffic directorate

Based on the results of the interview at the opening of the training, starting with directions from the leadership before entering the technical material delivered by the programmer, there were several direct submissions and directions from the leadership either by the Director of Traffic and the Head of Sub-Directorate of Gakum as the leading coordinator of the traffic law enforcement sector.

The Supporting Dimension is a form of support for the leader or manager to his subordinates to help his subordinates to become good staff and able to work optimally. Based on the results of the interview, the form of leadership support by providing rewards and punishments, the provision of incentives, to back office personnel or ETLE post personnel, it means things that motivate so that, then there is also an opportunity for schools, perhaps at a higher level, perhaps the Police Inspector School. SIP) and all kinds and it is supported by the head of the traffic directorate.

Based on the results of interviews with respondents stated that:

"There are routine activities in each sub-sat ker required by the leadership in the Regiden Sub-Directorate and Gakum Sub-Directorate. There are regular recitations and there is also a tausiyah. The point is to build their awareness to be honest so that they have high integrity to carry out their duties so as to reduce irregularities"

In addition, to support the program's success, it also needs to be supported by a budget. This is supported by the results of interviews with respondents who stated that:

"Budget support related to ETLE operations itself means starting from network leases, receiving post-giro services for ATK procurement, then payment for electricity, ETLE equipment and applications, all of which are supported by the National Police DIPA so that these members are not preoccupied or charged with all operational costs. It has been accommodated by the National Police DIPA. In addition, there is spiritual support provided to personnel from interviews. There are routine activities in each Sub Sat Ker required by the leadership in the Registrar Sub-Directorate and Gakum Sub-Directorate. them to act honestly so that they have high integrity to carry out their duties so as to reduce irregularities"

In an effort to reduce the occurrence of errors in conducting analysis and verification, the Traffic Directorate of Polda Metro Jaya has implemented a personnel empowerment strategy. Personnel have been fully involved in the implementation of ETLE. This can be seen from being given full responsibility to ETLE personnel to decide whether an event

caught on camera by ETLE as a traffic violation or not is a great authority given to ETLE personnel. Of course, this is not only a delegation of authority, but creativity and thinking skills are needed for the personnel involved in the ETLE task force (SATGAS). It is also intended to maximize the potential of personnel in order to increase the competitive advantage of the organization. By empowering personnel, it is expected not only to support a blame culture, but mistakes are considered opportunities for learning. (McKenna & Beech, 2000).

Empowerment of Police personnel involved in the ETLE task force (SAT GAS) must of course be supported by providing continuous training and simulations. Training is not only given prior to the launch of the ETLE system by ETLE technicians and programmers, but must be carried out continuously so that every personnel involved in the ETLE SatGas can have better competence in operating the ETLE system. As well as training that is carried out on an ongoing basis, it is intended to regenerate new personnel who are appointed to man the ETLE system.

In addition, it is also necessary to add personnel to compensate for the increase in the number of ETLE cameras. The ETLE camera for 1x24 captures the suspected traffic violation event. The results of the capture of the ETLE camera are then analyzed by personnel in charge of the back office, personnel who work in the back office alternately for 1 x 24 to analyze the results of the capture of the ETLE camera so that there is a high chance of errors in analyzing. So to overcome this, of course, additional personnel are needed in the back office in order to minimize the chance of human error in conducting the analysis. Additional personnel can be taken from existing traffic members with of course the existing members are carried out on an ongoing basis by ETLE technicians and programmers so that they have competence in operating the ETLE system.

The police force has adopted a semi-military organizational model characterized by a rigid rank hierarchy of authority, impersonality and an authoritarian command system. This model is intended to encourage strict and unquestioned discipline for speed of mobilization in emergency and crisis situations (Sandier et al., 1974). In the implementation of ETLI personnel empowerment in decision and policy making efforts is carried out by means of monthly analysis and evaluation where the leader asks for input from all members, especially those represented by the team leader (KATIM) and controlling officers related to the obstacles encountered in operationalization. ETLE. The involvement of personnel in the effort to implement ETLE so that it can run well must of course be supported by a more open work environment to reduce the influence of semi-military organizations in empowering personnel. Empowerment of Polri personnel to produce competent and accountable personnel which of course can produce quality performance can be realized through the granting of autonomy and freedom to Polri personnel to make their own decisions and the ability to take responsibility for the actions they have taken.

Each Polri personnel is expected to be able to develop themselves in an effort to improve the workings of these personnel in order to realize the achievement of the objectives of implementing ETLE. By reducing the semi-military organizational model, it is hoped that the personnel empowerment process can adapt to the new ETLE work system, so that the potential of personnel can be increased and ultimately increase the organization's competitive advantage.

ETLE as a form of public service provided by the Police will be easily seen or felt by the public, when this public service becomes something to be proud of being the core and icon of an institution which of course in its implementation is carried out with excellence and sincerity. On the other hand, when public services become an arena for irregularities or

power struggles so that they become arbitrary, it is actually just a matter of time before they explode. Chryshnanda (2018).

In other words, the ETLE system as a form of public service provided by the National Police is greatly influenced by who provides services. A good system is of course managed or carried out by competent and accountable human resources so that it can produce quality performance. Quality performance will produce quality output, quality output in a service is marked by community satisfaction and the quality of performance is carried out as evidenced by the values of accountability.

IV. Conclusion

Based on the discussion above, it can be concluded that the implementation of ETLE which is one of the public services provided by the Police to the community is a form of embodiment of the professionalism of the performance of the Traffic Directorate of Polda Metro Jaya. find errors in analyzing and verifying this is due to limited personnel who do not match the number of existing ETLE cameras so that there is a chance for the officer's human error factor to arise. In order to minimize the chance for errors to occur in conducting analysis and verification, the National Police personnel assigned to ETLE must be supported by a strategy for empowering human resources. With an emphasis on the dimension of ability, dimension of fluency, dimension of consultation, dimension of cooperation, dimension of guiding and dimension of support.

Empowerment of Police personnel involved in the ETLE Gas Unit must of course be supported by providing continuous training and simulations. Training is not only given prior to the launch of the ETLE system by ETLE technicians and programmers, but must be carried out continuously so that every personnel involved in the ETLE task force (SATGAS) can have better competence in operating the ETLE system. And training that is carried out on an ongoing basis is intended to regenerate the new personnel appointed to oversee the ETLE system.

In addition, it is also necessary to add personnel to compensate for the increase in the number of ETLE cameras. The ETLE camera for 1x24 captures the suspected traffic violation event. The results of the capture of the ETLE camera are then analyzed by personnel in charge of the back office, personnel who work in the back office alternately for 1 x 24 hours to analyze the results of the capture of the ETLE camera so that there is a high chance of errors in the analysis. To overcome this, of course, additional personnel are needed in the back office in order to minimize the chance of human error in conducting the analysis. Additional personnel can be taken from existing traffic members with of course the existing members are carried out on an ongoing basis by ETLE technicians and programmers so that they have competence in operating the ETLE system.

The police force has adopted a semi-military organizational model characterized by a rigid rank hierarchy of authority, impersonality and an authoritarian command system. This model is intended to encourage strict and unquestioned discipline for speed of mobilization in emergency and crisis situations (Sandier et al., 1974). In the implementation of ETLI, personnel empowerment in decision and policy making efforts is carried out by means of monthly analysis and evaluation where the leader asks for input from all members, especially those represented by the team leader and controlling officer related to the obstacles encountered in the operation of ETLE. The involvement of personnel in the effort to implement ETLE so that it can run well must of course be supported by a more open work environment to reduce the influence of semi-military organizations in empowering personnel. Empowerment of Polri personnel to produce

competent and accountable personnel which of course can produce quality performance can be realized through the granting of autonomy and freedom to Polri personnel to make their own decisions and this ability to take responsibility for the actions they have taken.

Each Polri personnel is expected to be able to develop themselves in an effort to improve the workings of these personnel in order to realize the achievement of the objectives of implementing ETLE. By reducing the semi-military organizational model, it is hoped that the personnel empowerment process can adapt to the new ETLI work system, so that the potential of personnel can be increased and ultimately increase the organization's competitive advantage. The benefits of ETLE as a form of public service provided by the Police will be felt by the community if in its implementation it is carried out wholeheartedly by every Police personnel involved, so that this ETLE system will eventually become an icon of the Police organization.

In other words, the ETLE system as a form of public service provided by the National Police is greatly influenced by who provides services. A good system is of course managed or carried out by competent and accountable human resources so that it can produce quality performance. Quality performance will produce quality output, quality output in a service is marked by community satisfaction and the quality of performance is carried out as evidenced by the values of accountability.

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