

Police Human Resources Management in Brebes, Indonesia, to Increase the Disclosure of Child Sexual Violence Cases

Guntur Muhammad Tariq, Chairul Muriman Setyabudi, Yopik Gani

Universitas Indonesia

guntur.tariq@gmail.com, cak_iir@yahoo.co.id, yopikgadi@gmail.com

ABSTRACT

The purpose of this study is to analyze police human resources governance in revealing child sexual violence cases; and to describe the ideal design in handling cases of child sexual violence limited to the Brebes Police. This study uses a qualitative approach. Procedurally in handling reports of sexual violence against children, PPA Unit Investigators conduct analysis using counseling methods through cognitive interviews. The obstacles experienced in handling sexual violence against children start from: First, legal obstacles where there are challenges in implementing the TPKS Law against victims of electronic-based sexual violence. Second, obstacles from law enforcement factors, especially related to the perspective of investigators regarding the formal legal aspects of evidence, especially from victim witness statements, are sometimes considered by investigators not to meet the requirements as evidence. Third, obstacles from the facility factor are in the form of the absence of an Integrated "One Roof" service. Fourth, obstacles from patriarchal culture in the community and the taboo of understanding early sexual education. Finally, the obstacle of the "victim blaming" attitude by the community. The ideal design in handling cases of child sexual violence who experience psychological trauma from the legal side is the need for the formation of a Government Regulation based on Article 46 paragraph (1) concerning the deletion and/or termination of access to electronic information and/or documents.

Keywords: police, human resource governance, child sexual

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

Sexual violence, harassment, and exploitation of adults today not only affect adult women, but also women who are classified as children. This sexual violence also does not only occur in the company environment, offices or in certain places that provide opportunities for people of different sexes to communicate with each other, but can also occur in the family environment. One of the legal norms that was recently passed to accommodate various matters related to criminal acts of sexual violence is Law of the Republic of Indonesia Number 12 of 2022 concerning Criminal Acts of Sexual Violence (hereinafter referred to as the TPKS Law).

Regarding the sexual violence that occurs, what is quite concerning is the increasing tendency of sexual violence that not only affects adult women, but also children, especially girls. These girls are used as objects of commodities or to satisfy the lust of someone who commits rape, molestation or other sexual violence.

The Indonesian National Police as one of the government institutions is required to always carry out its duties optimally. The duties include service, protection, public order and security and protection to the community. This is because the problem of crime in society will continue to exist and always develop along with the life of the community itself. The importance of human resource management (hereinafter referred to as HR) in the police functions as a supporting system that has an important role in improving the performance of case disclosure by police personnel.

Every organization that is oriented towards improving performance must be ready and brave to always improve performance management, not only to become increasingly better in terms of performance quality, but also to continuously build superior values in competing. In this case, organizational performance is closely related to employee performance, effective and efficient employee performance will also have a positive effect on organizational performance. Therefore, an organization that empowers its employees must be able to manage the behavior and results achieved by all its employees.

In relation to the disclosure of cases of sexual violence against children, attention and protection, especially towards the interests of victims of sexual violence against children, absolutely need to be considered in implementing criminal law policies. In this case, the role of human resource management is very much needed to assist the performance of police members in the trial process for cases of sexual violence against children. This is evidenced by its role and function as a performance management and performance appraisal/measurement system present to play its role in helping organizations achieve their productivity goals.

Protection of child victims of sexual violence according to the law based on Article 69 A of Law Number 35 of 2014 amending Law Number 23 of 2002 as referred to in Article 59 letter j concerning special protection for child victims of sexual violence can be done through education on reproductive health, religious values, moral values, and values. Social rehabilitation, psychosocial assistance from treatment to recovery. The vitality of this protection is due to the negative impact of childhood trauma on their growth and development and will occur until they are adults.

Regarding the performance of handling cases of sexual violence against children, what is expected is that when the child is a victim along with the legal representative or the victim's parents when reporting the case to the SPKT and the case is in the PPA Unit, then at that time a series of Psychological First Aid actions should be immediately carried out by members of the PPA unit on the victim. However, the current handling performance in reality is constrained, especially related to the lack of competence of psychology human resources, especially legal psychology in members, and added to the fact that coordination with the Regional Technical Implementation Unit for the Protection of Women and Children (UPTD PPA) Integrated Service Center for the Empowerment of Women and Children (P2TP2A), which sometimes requires administrative processes and personnel preparation, makes the handling of children who experience psychological trauma due to sexual violence less than optimal.

In terms of the issue of member competence in order to work professionally in the PPA Unit, there is actually a technical prerequisite as regulated in Article 26 of the Child Criminal Justice System Law (hereinafter referred to as the SPPA Law), which in essence states that investigators must be experienced as investigators who have an interest, attention, and dedication, and understand children's problems supported by good competence as taught in technical training on child justice.

Theoretical Framework

Human Resource Management

Management is the achievement of organizational goals in an effective and efficient manner through planning, organizing, directing, and controlling organizational resources (Daft, 2007: 6). Furthermore, Stoner & Freeman (Wibowo, 2010) stated that management is a process of using organizational resources to achieve organizational goals through the functions of planning and decision-making, organizing, leading, and controlling. Management is also said to be a process of planning, organizing, leading and supervising the work of organizational

members and using all available organizational resources to achieve clearly stated organizational goals.

In line with the explanation, human resource management (personnel management) can be interpreted as planning, organizing, directing, and controlling the workforce; coaching; compensation; integration; maintenance; and smoothing of work relations with human resources to achieve individual, organizational, and community goals (Edwin B. Flippo, 2002). And if examined carefully, then based on the definition, there are two functions, namely 1) management functions, which include planning, organizing, directing, and controlling; and 2) operational functions, which include recruitment and selection, training and coaching, compensation and social security, career development, integrity, maintenance of the workforce, and termination of employment.

Governance Concept

The term governance is actually an old term that was reintroduced by the World Bank through its report entitled "Governance and Development" in 1989-1992 (Ali, 2017). The emergence of the term "governance" by democratization and globalization, which have caused developments and changes in people's lives (Chhotray, Stoker, Chhotray, & Stoker, 2009). This development has encouraged people to become more critical, and there are more demands on the government to work more democratically, effectively, and more efficiently. This change has also led to the development of a public administration paradigm that began with Old Public Management (OPA), which was more centralistic, rigid, and less responsive to the needs of the community, which then developed into New Public Management (NPM) and New Public Service (NPS).

Governance is a term that is still debated and understood differently depending on one's disciplinary perspective (Sutiyono, Pramusinto, & Prasojo, 2018). The term governance is often used in various forms, such as good governance, sound governance, good enough governance, democratic governance, and human resource governance. Therefore, the concept and practice of governance will be different if the context is also different (Jamil, Aminuzzaman, & Haque, 2015).

Associated with the governance of human resources of the National Police Investigation Unit, governance is related to the ability of leaders to create and enforce rules, provide services effectively and efficiently, and address problems that occur. Leaders also involve actors outside the government, such as advocates, prosecutors, and so on. The public can provide criticism and input related to the performance of the National Police Investigation Unit and in disclosing a case that is not optimal, which can have an impact on the quality of case resolution. This HR governance is not only related to the process of managing resources but is also related to accountability and strategic activity decision-making.

The first process is the recruitment and education of Polri detective personnel, which is the initial stage of competency development. This process involves the recruitment of talented and committed candidates in following the education program, who will then receive a certificate that allows them to enter the category of competent human resources.

The second process is the recruitment and distribution of case disclosure tasks. In this process, the policies of each leader are different, ranging from implementing an authoritarian system to a democratic approach. The selection of this mechanism is greatly influenced by the ability of human resources with their level of excess or deficiency. In addition, it is also carried out to ensure the completion of responsibilities (Akiba, Iwata, & Yoshida, 2013). In relation to this, the distribution of Polri detective personnel is related to the placement or transfer process carried out in order to ensure optimization in disclosing a case.

The Concept of Sexual Violence

The Law on Sexual Violence (hereinafter referred to as the TPKS Law) is a law that regulates the crime of sexual violence. The existence of this law is expected to protect victims

of sexual violence. In other words, this law is able to provide legal certainty to the community, especially victims of sexual violence.

In this new law, there are at least 10 important points that need to be understood; the following is an explanation:

1. All sexual harassment behaviors,, including sexual violence The TPKS Law states that all sexual harassment behaviors are included in sexual violence. This is stated in Article 4,, paragraph 2,, which states that anyone who commits non-physical acts in the form of gestures, writing, and/or words to another person related to a person's body parts and related to sexual desire is subject to criminal penalties for non-physical sexual harassment. How to Break Free From 'Doom-Scrolling' Perpetrators who are proven to have committed the violation will be subject to a maximum imprisonment of nine months and/or a maximum fine of IDR 10 million.
2. Providing protection to victims Other contents of the TPKS Law include providing protection to victims,, including victims of revenge porn or the distribution of pornographic content with a module for revenge on the victim. This is stated in Article 4,, Paragraph 1,, which states that there are at least nine criminal acts of sexual violence, including nonphysical sexual harassment, physical sexual harassment, forced contraception, forced sterilization, forced marriage, sexual torture, sexual exploitation, sexual slavery, and electronic-based sexual violence.
3. Impose fines and criminal penalties for forced sexual intercourse. Forced sexual intercourse is also an act of sexual violence. In the TPKS Law, this act can be subject to fines or criminal penalties. Perpetrators of this act of sexual violence will be subject to a maximum of 9 years in prison and/or a fine of IDR 200 million. This is stated in the TPKS Law, article 6.
4. Imprisonment or fine for forced marriage Forced marriage, including the use of marriage between the victim and the perpetrator of rape, is also not a crime. These provisions are stated in the TPKS Law Article 10. The perpetrators of this crime are threatened with a maximum prison sentence of 9 years and/or a maximum fine of Rp200 million.
5. There are additional penalties for perpetrators of sexual violence. In Article 11 of the TPKS Law, it is stated that perpetrators of sexual violence will not only receive imprisonment and fines but are also threatened with additional penalties. The additional penalties referred to are as follows: Revocation of child custody rights or pardon. Announcement of the perpetrator's identity. Confiscation of profits obtained from the crime. Payment of restitution.
6. Criminal threats and fines for corporations that commit TPKS Criminal acts of sexual violence are not only committed by individuals, but can also be committed by corporations. Article 13 of the TPKS Law states that corporations that commit sexual violence will be subject to a fine of around IDR 200 million to IDR 2 billion. Not only that, corporations that commit TPKS are also threatened with additional criminal penalties in the form of restitution payments. Financing of job training. Confiscation of profits obtained from acts of sexual violence. Revocation of certain permits. Closure of all or part of the corporation's business premises or activities. Dissolution of the corporation.
7. Witness/victim statements and one piece of evidence are sufficient to determine the defendant. Usually, to determine the charges against the perpetrator of a crime, witness/victim statements or complete evidence are required. However, in the TPKS Law, one statement and piece of evidence are sufficient to determine the charges against someone. The valid evidence to prove TPKS is witness statements. Expert statements. Letters. Instructions. Defendant's statements. Other evidence,, such as information and/or electronic documents that have been regulated in laws and regulations.
8. Victims have the right to receive restitution and recovery services. Another important point in the TPKS Law is that victims of sexual violence have the right to receive restitution and

recovery services. The restitution in question includes compensation for loss of wealth or income. Compensation for suffering directly related to the crime. Reimbursement of medical and/or psychological care costs. Compensation for other losses suffered by the victim as a result of the crime.

9. Victims have the right to assistance. In addition to having the right to restitution and recovery services, the TPKS Law also explains that victims of sexual violence have the right to assistance. Later, the UPTD PPAD,, or service provider institution,, is required to provide assistance and services needed by the victim and make a police report.
10. Cannot use the restorative justice approach. Restorative justice is a case resolution that emphasizes the conditions for creating justice and balance for the perpetrator and victim. This is useful for avoiding efforts to resolve problems using money. Restorative justice is not allowed so that the perpetrators can be deterred and not repeat their actions.

Previous studies have highlighted the importance of effective human resource management (HRM) in law enforcement, particularly in child sexual violence cases. For instance, research by Munsterberg (1920s) emphasized the integration of psychology into legal processes to improve witness and victim handling. Additionally, Erlinda (2018) pointed out that social learning and early sex education can help mitigate sexual violence by addressing underlying behavioral factors. These studies underscore the critical role HRM plays in enhancing the competency of investigators and the legal handling of such sensitive cases.

The urgency of this study stems from the increasing prevalence of child sexual violence and the evolving demands for specialized police interventions. In Indonesia, the law now mandates a more structured approach to handling these crimes, yet police personnel often lack the necessary psychological and legal training to manage cases effectively. This gap in skills can hinder the protection of victims and the proper application of justice. By examining HRM within the police force, this study aims to identify critical areas for improvement, ensuring better outcomes for child sexual violence victims.

While prior studies have addressed the role of HRM in general police work, there is limited research specifically focusing on its application in child sexual violence cases. Additionally, existing literature primarily looks at HRM from a broad perspective, without delving deeply into how specialized training and psychological expertise can improve case outcomes in this particular field. This study bridges this gap by focusing on the unique challenges faced by the Brebes Police's PPA Unit in handling child sexual violence cases and exploring ways to optimize their HR practices for better victim support and case resolution.

The novelty of this study lies in its focus on integrating legal psychology and human resource governance in the handling of child sexual violence cases by the police. It introduces the concept of "cognitive interviews" in investigating child victims, highlighting their importance in legal processes. Additionally, the study advocates for a one-stop integrated service facility and cross-institutional cooperation to streamline the handling of such sensitive cases. This approach provides a fresh perspective on how specialized HR practices, such as the involvement of psychologists and victim support systems, can enhance police effectiveness.

The purpose of this study is to assess how human resource management in the police force, particularly in the PPA Unit, affects the handling of child sexual violence cases. The findings aim to provide recommendations for improving police performance through better recruitment, training, and psychological support. The benefits of this study are twofold: first, it will contribute to enhancing the competency of police officers in dealing with child victims, and second, it will improve the legal and psychological support systems available to victims, ensuring their recovery and justice.

METHOD

This study uses a qualitative approach, namely to understand certain social situations, events, roles, groups, or interactions (Creswell & Creswell, 2017). Primary data is a source of data obtained directly from the original source (not through intermediary media). Primary data can be in the form of opinions of subjects (people) individually or in groups, results of observations of an object (physical), events or activities, and test results.

Secondary data is a source of research data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties). Secondary data is generally in the form of evidence, records, or historical reports that have been compiled in archives (documentary data) that are published and unpublished.

After data collection is done, the data that has been obtained will be analyzed qualitatively and described by the researcher. Primary data will be processed and analyzed using the theories used in this study, such as, for example, human resource theory, which will be used in analyzing HR governance.

The validity of information and data and qualitative reliability will be used to assess the validity of research findings in this study. Qualitative validity is concerned with examining the accuracy of research results through the application of a particular methodology. On the other hand, qualitative reliability signifies the consistency of the approach used by researchers across projects and by other researchers (Gibbs, 2015).

External validity and internal validity are two different standards of validity. In a particular research context, internal validity is concerned with the extent to which a measurement tool accurately represents the subjects being assessed. In contrast, the efficacy of a measurement tool across research efforts is more closely related to its external validity.

RESULTS AND DISCUSSION

Causes of Sexual Violence Against Children in Brebes, Indonesia.

Internally, increased sexual desire, especially in someone who has experienced puberty, will encourage someone to do certain activities to fulfill their sexual needs. Based on the results of the examination of perpetrators of sexual violence during the filing at the PPA Unit of the Brebes Police, it is known that the perpetrators on average do not have good knowledge with a low educational background but only know that sexual harassment is an act of violence such as rape, molestation, or other sexual violence that can harm someone both physically and mentally. The reason the perpetrator wants to commit sexual harassment against children is due to the emergence of uncontrolled sexual desire, low morals, mental health disorders, the existence of power and opportunity, and lack of understanding and supervision of parents in the use of gadgets and social media. Perpetrators who know the negative impacts of sexual violence against minors, such as breaking the law, are despicable acts, ruining the future of the victim and the perpetrator. Specifically, the perpetrators do not understand the negative impacts that can be caused to victims of sexual violence. In fact, the impact on the victim is not only physical but can also include psychological impacts such as depression, anxiety, and stress disorders, becoming a closed person who has difficulty socializing and is at risk of contracting sexually transmitted diseases. According to the perpetrator, free sex behavior is a normal and common thing to do with the consequence of having to accept the bad impacts of free sex behavior. In line with Erlinda's research (2018), factors causing sexual violence against children are low public awareness of children's rights, low education and knowledge at home, poverty or low knowledge about sex education, the spread of evil behavior between generations, social tension, and weak law enforcement. Erlinda (2018) said that children need to be equipped with sex knowledge so that they and gender, every physical change, and

strengthen self-confidence and responsibility for themselves. As a conclusion,, here it is known that the perpetrator does not have good knowledge with a low educational background, so it is very important to improve sex education from an early age so that it can prevent someone from becoming a victim or a perpetrator.

Then external factors According to the theory put forward by Albert Bandura (2020), regarding the learning process through observation and imitation,, supports the hypothesis that learning through experience. Someone who learns through models in their environment; exposure to models of violations that can also result in imitating acts of sexual behavior violations. The social aspect of the learning process is considered to have a significant influence on sexual behavior because interpersonal conditions and community assessments of what is exploited can result in criminal acts. The development of information technology today cannot be denied as one of the causes of children committing indecent acts against other children due to the influence of pornographic videos that can be easily accessed and even collected on increasingly sophisticated personal cell phones so that they can influence children's behavior to commit deviant acts.

Pornographic videos or shows that are increasingly easy to obtain are an important factor in social learning that causes indecent acts or other sexual violence. Today's technological advances increasingly create opportunities to access pornographic videos, either through coffee shops that provide free wifi or at tourist hotspots, which,, from accessing pornographic videos,, can be collected with personal cellphones because of the cheap and easy access to data today. With various shows, of course, a very great curiosity, of course,, pornographic videos will greatly influence their actions. Shows in the media are also full of pornography, where there are many public figures who provide examples of dressing and behaving badly that can influence the minds of others, especially teenagers.

Furthermore, uncomfortable home conditions, especially for children, can change their behavioral patterns, especially if the discomfort is caused by problems between the two parents, such as parents who often fight, which will cause children to feel uncomfortable at home, or even parents who divorce can cause children to feel sad and not know what to do so that they seek escape and often fall into the wrong crowd.

The presence of trauma or violence in children is what can then trigger sexual violence in children. This is also commonly called classical conditioning. The theory proposed by Pavlov in Haslinda (2022) regarding classical conditioning shows that physiological responses are paired with a stimulus. In some sexual behaviors, physiological arousal can be a variable. If sexual arousal is associated with deviant or destructive behavior, a condition arises where sexual violation behavior occurs. Repetition or repetition of this destructive/violating behavior strengthens the initial partner and supports the continuation of a behavior. The factor of repetition,, or repetition of childhood events of violence that are repeated in childhood or because of hatred for the family that is embedded in a person's soul, can stimulate the occurrence of violence, including sexual violence.

Human resource management in handling cases of child sexual violence

The interaction of psychology and law has long been going on, since the 1900s. Significant developments occurred in the 1920s; psychology and law tried to find the form and definition of the role played in their respective disciplines. Munsterberg said that psychology must relate to other sciences. Psychology must speak on a practical level, not just conceptually;; therefore, the application of psychology must touch on the basic aspects of humans using a different approach. One form of approach is oriented towards human life problems (Agung, Wibowo, & Wilujeng, 2016).

In the examination stage, psychology plays a role in determining how the results of psychological research on the ability to improve memory are applied in the process of

examining witnesses or victims. In addition, psychology is also widely used to explain the behavior of suspects or victims, which will later be useful in the trial process.

Scientists from universities, research institutions, and government agencies on several continents have essentially contributed to the growth of empirical knowledge about legal psychology issues. Although it is still young, legal psychology has shown signs of maturity. Psychology and law are also practical sciences. Clinical psychology, practiced in the forensic arena, provides assessment and handling services in a wide range of criminal and civil cases and in law enforcement. Social psychologists apply their knowledge of psychology and law in their profession as trial consultants, assisting prosecutors in jury recruitment and preparation. Clinical and experimental psychologists act as "experts in both criminal and civil cases.

Legal psychology includes empirical studies, namely, psychological research on law, on legal institutions, and on people in contact with the law. Legal psychology is typically a study that refers to the social basis and cognitive theories and principles to apply them to issues in the legal system, such as eyewitness memory, jury decision-making, investigations, and interviews. The term "legal psychology" is distinguished from the term "forensic psychology," where the combination of the two is known as "psychology and law" (Ali, 2009).

The field of knowledge about legal psychology is very important to use to determine the mental condition of perpetrators and victims, especially children, related to sexual violence experienced by victims. In Article 1, number 1 of Law Number 12 of 2022, the crime of sexual violence is defined as any act that meets the elements of a criminal act as regulated in this law and other acts of sexual violence as regulated in the law as long as they are determined in this law. Based on this definition, it can be seen that what is meant by the crime of sexual violence is any form of criminal act, both those regulated in Law Number 12 of 2022 and other crimes that are stated as crimes of sexual violence as regulated in other statutory provisions. The types of crimes of sexual violence are regulated in Chapter II concerning Crimes of Sexual Violence, Article 4, paragraph (1) of Law Number 12 of 2022 concerning Crimes of Sexual Violence. Based on these provisions, the types of crimes of sexual violence are as follows:

- a. Non-physical sexual harassment;
- b. Physical sexual harassment;
- c. Forced contraception;
- d. Forced sterilization;
- e. Forced marriage;
- f. Sexual torture;
- g. Sexual exploitation;
- h. Sexual slavery; and
- i. Electronic-based sexual violence.

In addition, other types of sexual violence crimes are contained in Article 4, paragraph (2) of Law Number 12 of 2022, namely:

- a. Rape;
 - b. Indecent acts;
 - c. Sexual intercourse with a child, indecent acts against a child, and/or sexual exploitation of a child;
 - d. an act of violating decency that goes against the will of the victim;
 - e. pornography involving children or pornography that explicitly contains violence and sexual exploitation;
 - f. forced prostitution;
 - g. the crime of human trafficking aimed at sexual exploitation;
 - h. sexual violence within the household;
 - i. the crime of money laundering where the predicate crime is a crime of sexual violence;
- and

j. other criminal acts that are expressly stated as Criminal Acts of Sexual Violence as regulated in the provisions of laws and regulations.

The regulations for the types of sexual violence crimes above are regulated firmly and clearly with the aim of:

- a. to prevent all forms of sexual violence;
- b. to handle, protect, and recover victims;
- c. to enforce the law and rehabilitate perpetrators;
- d. to create an environment free from sexual violence; and
- e. to ensure the non-recurrence of sexual violence.

Based on the explanation from the PPA Unit member above, it can also be explained that when an officer receives a report, the procedural sequence is...

The handling is as follows:

- a. The victim is received by PPA Unit personnel, preceded by counseling and observation as well as an investigator/officer's assessment of the condition of the victim witness, and then a recommendation (Recommendation Form) is made to the SPKT.
- b. The process of making a police report is carried out by the SPKT officer;
- c. The PPA Unit provides temporary protection by referring to the Witness Victim Protection Service Agency;
- d. If the victim witness is in a state of trauma/stress and experiences physical violence (injuries), the investigator will take rescue action by sending the victim witness to the hospital's Integrated Service Center. Bhayangkara/Regional General Hospital (RSUD) to receive medical-psychological treatment and monitor developments;
- e. If the witness and/or victim needs to rest, the officer will escort them to the restroom
- f. If the victim witness is in a condition where his or her safety is threatened and/or security as a victim witness, the PPA Unit coordinates with the Social Service/Ministry of Social Affairs for protection in shelters or men's homes;
- g. In the event that a victim witness needs to be referred to a PPT or other place, the officer is obliged to accompany him/her to the referral destination and hand him/her over to the relevant officer along with an explanation of the problem;
- h. If the victim witness has completed the police report and needs to be examined, the officer will take the victim witness to the PPT to get a health examination and examination;
- i. After the victim has received services, the PPA Unit officers are required to visit the crime scene to look for witnesses and collect evidence and other evidence related to Violence Against Women and Children;

The initial stage of investigators when meeting with witnesses of sexual violence victims is very important in determining the appropriate initial "treatment" for children. As stated in the procedure, counseling is the initial step that determines how officers can determine their next attitude. The definition of counseling is an interaction between two or more people to discuss the problems faced with the aim of helping the person to overcome their problems better. (Perkap No. 3 of 2008). The discussion referred to in this guideline is a series of assessment actions in the form of exploring legal facts, violence experienced, documents owned, or other evidence to determine indications of criminal acts and articles violated as well as other referral services according to the victim's needs (medical, legal, psychosocial, clergy, psychologists, etc.).

During the examination of the victim witness, the PPA unit investigator counseled the suspect by applying cognitive interview tactics and techniques. Based on research, it is stated that there is a strong indication that cognitive interviews increase memory of accurate information (Costanzo, Brandolini, Idriss Ahmed, Zerboni, & Manzo, 2021).

When conducting counseling in child cases, victims who may still be in an unstable condition cause a lot of convoluted information and sometimes are not in sync or even do not want to have a dialogue at all. The smoothness in drawing an initial assessment or assessment from the victim depends on the investigator's ability and skill in applying investigative tactics and techniques. Sometimes what investigators do to lead suspects to admit their actions without the investigator realizing it is a technique that uses a psychological approach. Regarding how assessment through counseling uses the cognitive interview method conducted by investigators on victims.

The counseling method with cognitive interview is a special approach that is effective in avoiding the most likely deviations that can affect the validity of the subject's assessment. The main cause of many deviations from validity comes from complex phenomena that are currently being studied by researchers in a research instrument, such as the possibility of an informant's answer in a highly expected social discourse or the risk for a respondent who, with his ignorance, gives a misleading response. Cognitive interview helps to combat the possibility of such deviations (Lyberg et al., 1991).

Based on interviews in the field, it is known that assistance for children, in this case victims of sexual violence, is a mandate of the TPKS Law, which is specifically regulated in Article 26, which states that:

- (1) Victims may be accompanied by a companion at all levels of examination in the judicial process.
- (2) Victim Companions include:
 - a. LPSK officers;
 - b. UPTD PPA officers;
 - c. health workers;
 - d. psychologist;
 - e. social worker;
 - f. social welfare workers;
 - g. psychiatrist;
 - h. Legal assistance, including advocates and paralegals;
 - i. officers of Community-Based Service Provider Institutions; and
 - j. Other companions.
- (3) Victim companions must meet the following requirements:
 - a. have competence in handling victims from a human rights perspective and gender sensitivity; and
 - b. has attended training in handling sexual violence cases.
- (4) Companions must be of the same gender as the victim.

In cases of sexual violence that result in trauma in children, the police, especially the Brebes Police, make more referrals to the Brebes PPA Integrated Regional Service Unit (UPTD). UPTD is an organization that carries out certain operational technical activities and/or supporting technical activities at the regional office or agency.

The reason for choosing UPTD PPA Brebes is because of the competence of human resources and qualified assessment services from UPTD PPA. From the author's observations on May 17, 2023, at UPTD PPA Brebes, it is known that the function of UPTD PPA is to implement the receipt of public complaints, implement victim outreach, implement management of cases of violence against women and children, implement temporary shelter handling, implement mediation, implement assistance and recovery, and implement monitoring, evaluation, and reporting. In terms of human resource competence, at least the indicators of professional performance competency characteristics have been met, namely motive, traits, self-concept, knowledge, and skills. In this study, the author conducted observations and semi-structured interviews to determine the quality of UPTD PPA human

resource competence with Psychologist, specializes in handling child psychological trauma. The results of the author's interviews and observations are presented as follows:

- a) Motive: According to the source's statement, it is known that what he did was purely from the heart, not just because of work demands.
- b) Traits: Regarding how the resource person responds to various problems, it is known that the complexity of the problem of sexual violence, especially how patient the resource person is in continuing to provide counseling and the resource person's caution in digging up information.
- c) Self-concept: With the author's questions related to how the informant views himself, related to his suitability for being placed in a job related to children's issues.
- d) Knowledge: This indicator is certainly related to competencies related to the knowledge possessed as a support for work.
- e) Skills: Related to the skills of the resource person in approaching victims who are experiencing trauma after an incident of sexual violence,

Based on the explanation above, it can be seen that in terms of competency, the human resources of the PPA unit have been fulfilled optimally starting from motive, traits, self-concept, knowledge, and skills. So that the purpose of coordination can be achieved,, as the concept conveyed by Egeland (2010), which states that coordination in handling sexual violence cases is carried out to build a more solid working mechanism to resolve sexual violence issues and overcome emergency situations that occur to victims,,ll help ensure more responsible and responsive actions to a more stable stage.

Regarding the assessment report from the UPTD PPA to investigators, it contains reports related to what traumas arise after sexual violence against children or related to their psychological dynamics. As conveyed by Sulistyarningsih (2002), impacts that arise from sexual violence are likely to be depression, phobias, nightmares, and suspicioion of others for quite a long time. There are also those who feel limited in relating to others, having sex,, and being being accompanied by fear of pregnancy due to rape. For rape victims who experience very severe psychological trauma, there is a possibility of feeling a strong urge to commit suicide.

Research conducted by MS Magazine in Warsaw (2013) showed that 30% of women who were identified as having been raped intended to commit suicide, 31% sought psychotherapy, 22% took self-defense courses, and 82% could not forget. After the assessment process was completed and trauma healing had been carried out along with the report submitted by the UPTD PPA Investigator so that the child was recommended to be examined, then in the examination of the sexual violence case, the investigator of the PPA Unit of the Brebes Police immediately conducted a further investigation on the victim by treating the victim as a friend who was able to be a sharing friend so that they could share stories without the investigator having to strengthen the questions as interview material to find out the chronology of the crime committed by the perpetrator. Regarding the assessment results from the UPTD PPA linked to the criminal procedure system, in the realm of investigation, the UPTD PPA psychologist can be used as an expert witness,, where in court the results of his assessment will become "documentary evidence,," while what he explains becomes evidence of "expert testimony..".

CONCLUSION

The human resource management of the Brebes Police Department, Indonesia, is closely linked to governance, which involves the leadership's ability to create and enforce rules, provide services efficiently, and resolve emerging issues while collaborating with external actors such as advocates and prosecutors. Public criticism and input play a role in evaluating police performance, particularly in handling cases effectively. HR governance extends beyond resource management to encompass accountability and strategic decision-making. The

recruitment and education of Polri detective personnel serve as the foundation for competency development, ensuring candidates undergo rigorous selection and training before certification. The allocation of case-handling responsibilities varies by leadership style, from authoritarian to democratic, depending on available HR capabilities. In cases of child sexual violence, the PPA Unit Investigators employ cognitive interviews to assess victims' psychological stability and determine whether they require further investigation or trauma healing through UPTD PPA. Victims often experience PTSD and depression, necessitating expert psychological assessments, which serve as documentary and expert testimony in court. An ideal framework for handling such cases includes government regulations to operationalize key provisions of the TPKS Law, enhanced law enforcement mechanisms, and improved evidence collection. Strengthening legal guidelines, SOPs, and Perkap, along with specialized technical training, is essential for optimizing police performance. Collaboration through MoUs with UPTD PPA and community service providers ensures comprehensive victim support. Additionally, establishing police psychologists for assessment, clinical intervention, operational support, and organizational consultation is crucial. A "one-stop" integrated service facility, with UPTD PPA officers stationed at the PPA Unit, is also recommended to enhance victim assistance and streamline law enforcement efforts.

REFERENCES

- Agung, Satriyo Nugroho, Wibowo, Arining, & Wilujeng, Trisno Tunggal Rahayu. (2016). A semantic analysis of denotative meaning in Kidung Doa song by Sunan Kalijaga. *Jurnal Ilmiah Bahasa dan Sastra*, 3(1), 1–20.
- Akiba, Takuya, Iwata, Yoichi, & Yoshida, Yuichi. (2013). Fast exact shortest-path distance queries on large networks by pruned landmark labeling. *Proceedings of the 2013 ACM SIGMOD International Conference on Management of Data*, 349–360.
- Bandura, Albert. (2020). Exercise of human agency through collective efficacy. *Current directions in psychological science*, 9(3), 75–78.
- Chhotray, Vasudha, Stoker, Gerry, Chhotray, Vasudha, & Stoker, Gerry. (2009). *Governance: From theory to practice*. Springer.
- Costanzo, Stefano, Brandolini, Filippo, Idriss Ahmed, Habab, Zerboni, Andrea, & Manzo, Andrea. (2021). Creating the funerary landscape of Eastern Sudan. *PLoS One*, 16(7), e0253511.
- Creswell, John W., & Creswell, J. David. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Edwin B. Flippo. (2002). *Personel Management (Manajemen Personalia)*, Edisi VII Jilid II, *Terjemahan Alponso S. Brebes*: Erlangga.
- Egeland, Grace M., Pacey, Angela, Cao, Zirong, & Sobol, Isaac. (2010). Food insecurity among Inuit preschoolers: Nunavut Inuit child health survey, 2007–2008. *Cmaj*, 182(3), 243–248.
- Gibbs, Graham R. (2015). *Learning and qualitative data analysis with information technology: the role of exploration*. University of Huddersfield.
- Haslinda, Haslinda. (2022). *The Influence of Customer Review, Influencer and Brand Awareness on Purchase Decision of Ms Glow Product In Wajo Regency*. Universitas Hasanuddin.
- Jamil, Ishtiaq, Aminuzzaman, Salahuddin M., & Haque, Sk Tawfique M. (2015). *Governance in South, Southeast, and East Asia: Trends, Issues and Challenges* (Vol 15). Springer.
- Lyberg, Lars E., Kasprzyk, Daniel, Biemer, P. P., Groves, R. M., Lyberg, L. E., Mathiowetz, N. A., & Sudman, S. (1991). *Measurement errors in surveys*. John Wiley and Sons: New York.

- Richie, Alexandra. (2013). *Warsaw 1944: Hitler, Himmler, and the Warsaw Uprising*. Macmillan.
- Sulistyaningsih, Ekandari, & Faturachman, M. A. (2002). Dampak sosial psikologis perkosaan. *Buletin Psikologi*, 10(1).
- Sutiyono, Wahyu, Pramusinto, Agus, & Prasajo, Eko. (2018). Introduction to the mini special issue: understanding governance in Indonesia. *Policy Studies*, Vol 39, bll 581–588. Taylor & Francis.