Strategies to Prevent Illegal Importation of Dangerous Goods as an Effort to Build National Resilience

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Abstract
The Unitary State of the Republic of Indonesia (NKRI) is a country that is mostly archipelago. The era of globalization makes the state continue to evaluate its defense capabilities in the face of threats whose forms and patterns have changed, including the entry of dangerous goods. Customs and Excise is one of the law enforcers at sea, primarily related to supervising customs and excise activities. The purpose of writing this paper is to prevent strategies to prevent the illegal importation of dangerous goods in building national resilience by the role of customs and excise as a community protector by using 4 (four) strategy implementation factors, namely management, organizational structure, organizational culture, and organizational information systems. The author uses qualitative research methods with data collection techniques, such as interviews, observation, and documentation. From the research conducted, it can be concluded that the placement of employees has not included particular expertise, the existence of joint programs to maximize supervisory activities, the use of machines in supervisory activities, the leadership has encouraged organizational culture, the organizational structure is by the regulations, the creation of the AN.TA.RE.J.A application (analyzing, targeting and reporting for joint programs) in supporting supervisory activities.

I. Introduction

The Unitary State of the Republic of Indonesia (NKRI) is a country with most of the islands characterized by the archipelago, has absolute sovereignty over the territory, and has sovereign rights in the administration and use of its sovereign territory as well as in the administration and use of certain other powers for the welfare of the Indonesian people. As a state party to the 1982 United Nations Convention on the Law of the Sea (UNCLOS), Indonesia has complete sovereignty over inland, archipelagic, and territorial sea waters. In addition, Indonesia's sovereignty also includes the seabed and its contents, as well as the airspace above the territorial waters, even to all sources of wealth contained therein. The right of sovereignty is followed by the obligation of the Government of Indonesia to manage properly and sustainably for the welfare of the Indonesian people and national interests. [1]

The predecessors of the Indonesian nation have developed Indonesia's national insight to achieve national goals called wawasan nusantara (Nusantara) and national resilience (tennis) as a dynamic condition of the country that continues to be fostered and developed continuously to be able to overcome all challenges, threats, obstacles, and disturbances that arise. Awareness of perceptions and agreements in developing national power to achieve national goals is expected to create a unified attitude and efforts of the Indonesian people. [2]

The era of globalization makes countries continue to evaluate their defense capabilities in the face of threats whose forms and patterns have changed. Threats are no longer in the form of military aggression from a state as an actor. However, current threats have evolved into unimaginable forms involving other actors outside the state. The entry of radical groups, the ease of drug trafficking into Indonesian territory, fishing theft by foreign ships, and human trafficking are facts that still occur in this country. Transnational threats are elementary to enter Indonesia's sea waters, whose surveillance requires much greater operational costs and workforce than land surveillance. [3]

As a country with a vast maritime territory, Indonesia certainly has many marine-related problems, facing various international crimes that often occur at sea, such as illegal fishing, smuggling of goods, drug trafficking, human trafficking and smuggling of boats), terrorism, and piracy. Indonesia has seven law enforcement agencies with maritime patrol task forces to protect this vast sea area. These law enforcement agencies include the TNI-Navy; POLRI-Maritime Police Office; Ministry of Roads-Director General of Transportation; Ministry of Maritime Affairs and Fisheries-Director General of PSDKP; Ministry of Finance-Director General of Customs; Bakamla and the Illegal Fishing Eradication Task Force (Task Force 115). The seven law enforcement agencies conduct sector-by-sector patrols related to maritime security measures based on their laws and regulations by their mandates.[4]

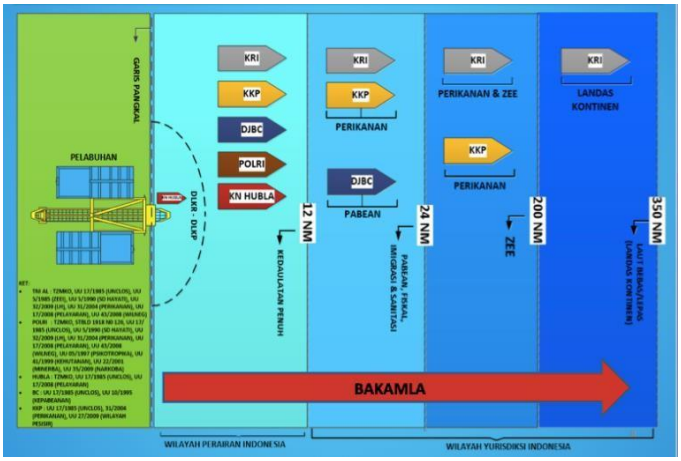


Figure 1 Map of Law Enforcement Authority at Sea
Source: Marine Security Agency, 2016

The national security of the Unitary State of Indonesia (NKRI) and globalization cannot be separated, especially in maritime security. The Directorate General of Customs and Excise (DGCE) is a relevant agency that organizes security, safety, and law enforcement in Indonesian waters and jurisdiction, especially in customs areas and additional zones, by statutory provisions and provisions of international maritime law. According to Customs Law number 17 of 2006 concerning Amendments to Law number 10 of 1995 concerning Customs, it is stated that the customs area is the territory of the Republic of Indonesia, including the land, waters, and airspace above it, as well as specific places in the exclusive economic zone and continental shelf that are subject to customs legislation.

In Indonesia, the Directorate General of Customs (DGCE) joined the WCO membership on April 30, 1957. The Directorate General of Customs and Excise, from now on referred to as Customs, is an echelon I unit in the Ministry of Finance led by the Director General who is directly responsible to the Minister of Finance. Based on the Minister of Finance Regulation Number 118/PMK.01/2021 concerning Organization and Work Procedures of the Ministry of Finance, DGCE has the task of carrying out the formulation and implementation of policies in the fields of supervision, law enforcement, services, and optimization of state revenue in the customs and excise sector by statutory regulations.[5]

One of the functions of customs and excise is as a community protector. Community protection is a community-centered approach to addressing insecurity that integrates human security, development, and state-building paradigms. This approach combines various state and civil society actors from the demand and supply sides of security to collectively identify the root causes of insecurity and develop an organized response to overcome them. [6]

Preventing illegal importation of dangerous goods in building national resilience through the role of customs and excise as a community protector by using 4 (four) strategy implementation factors, namely management, organizational structure, organizational culture, and organizational information systems, which are a combination of strategy implementation found by Gachua & Orwa (2015) and

Brinkschröder (2014).

2. Research Method

The research method is a series of activities in finding the truth of a research study, which begins with a thought that forms a problem formulation so that it gives rise to an initial hypothesis, with the help and perception of previous research, so that research can be processed and analyzed which ultimately forms a conclusion. According to Prof. Dr. Suryana (2012), research or scientific methods are steps in obtaining scientific knowledge. Sugiyono (2012) states that the research method is a scientific step to get data with objectives and benefits. [7]

According to Williams (2008), Qualitative research differs from other research in many ways. Williams mentions three main issues in this context: (1) basic positions (hypotheses) about the nature of reality, the relationship between the researcher and the researched, the possibility of generalization, the chance of establishing causal relationships, and the role of values in the study. (2) the characteristics of qualitative research, and (3) the qualitative research process. [8]

This study aims to describe and analyze the prevention strategies carried out by customs and excise against the importation of dangerous goods; another goal is to describe and analyze the supporting factors and inhibiting factors in the future. Because the author wants to reveal the actual situation by conducting direct observations and interviews, thus the suitable method used in this research is qualitative research methods. In addition, research can use quantitative research methods. However, because quantitative research methods are based on measurement and quantification, the authors use qualitative research methods because they want to reveal what is missed by observation in the presentation of data.

In this study, researchers used purposive sampling to select informants. Purposive sampling is a non-probability sampling that is most effective when one needs to study a particular cultural domain with experts. [9] The researcher chose purposive sampling because the researcher needs informants who have specific expertise or are knowledgeable in the field to be discussed, namely related to customs supervision, to prevent illegal importation of dangerous goods.

Based on PIB comparison data from 2018-2022, it can be illustrated that the Customs and Excise Commission Type A Tanjung Priok is the largest Customs office in Indonesia; more than 45% of Indonesia's importation activities are in Tanjung Priok; based on this the author chose the Customs and Excise Commission Type A Tanjung Priok as a research location.

TABLE 1
COMPARISON OF THE NATIONAL NOTIFICATION OF IMPORT OF GOODS WITH THE CUSTOMS AND EXCISE OFFICE TYPE TANJUNG PRIOK

Year	Indonesia	Tj. Priok	Percentage
2018	1.466.108	667.980	45,56%
2019	1.460.579	671.175	45,95%
2020	1.259.636	579.704	46,02%
2021	1.438.145	669.326	46,54%
2022	1.491.298	704.371	47,23%

Data Collection

Data collection is a systematic and standardized procedure for obtaining the necessary data. Meanwhile, data is information about a research object obtained at the research location. The definition of data is similar to that of information, except that information is more emphasized in terms of service while data is more stressed on material aspects. Data is often said to be similar to facts. Usually, people frequently use these two terms in the same explanation even though each has a different concept. [10]

To collect materials, data, and information needed in this research activity, the researcher collected data with several techniques, as follows:

1. Interview

Interviews have many definitions depending on the context. According to Moleong, an interview is a conversational activity with a specific purpose. The interview must be conducted by two parties, namely the interviewer (interviewer) who asks questions and the interviewee (interviewee) who is interviewed by providing answers to the questions. [11]

In this study, to facilitate the flexibility of researchers in obtaining information, interviews with informants will be conducted using Zoom media, considering that the researcher's domicile is currently in Malang, East Java, while the research location is in Tanjung Priok, DKI Jakarta.

2. Observation

Observation is the collection of data through the use of human senses. In some natural conditions, observation is watching social phenomena in the real world and recording events. According to Matthews and Ross above, observation is a method used in data collection through human sensing. Based on this statement, the human senses become the primary observation tool. Of course, the senses involved are not only the sense of sight, but other senses can also be involved, such as the sense of hearing, smell, taste, and so on. One example of the requirements for behavior in the above observation activities is that it can be seen (using the sense of sight). Can be heard (using the sense of hearing); besides that, the object of observation uses the sense of taste, for example, in observing temperature increases, and so on. [11]

3. Documentation

Documentation is a data collection technique not directly addressed to the research subject. The documents studied can be official documents, such as decision letters and instruction letters, while unofficial documents, such as notes and personal letters, can provide supporting information on an event. In qualitative research, documents complement the use of observation and interview methods. Documentation study is to collect documents and data needed in research problems and then examine them in depth so that they can support and increase the trust and proof of an event. [11]

3. Results and Discussion

With the function of a community protector in protecting the public from the importation of dangerous goods, an effective prevention strategy is needed to achieve optimal results. Not only does it safeguard humans as individuals, but the supervision of hazardous goods also protects the environment from the negative impacts caused, especially the damage to the ecosystem. In the research conducted this time, the

author uses 4 (four) strategy implementations, including management, organizational culture, organizational structure, and organizational information systems, which are described as follows:

1) Management

Management is a universal process in all organized, social, and economic activities. Management is a vital aspect of human economic life, central to the direction and control of business. Effective managerial leadership is essential for productive resources, affecting society's well-being and a country's fate. [12]

According to organizational management expert Harington Emerson in Phiffner John F. and Presthus Robert V. (1960), management has five elements (5M): a. Man; b. Money; c. Materials; d. Machines; and e. Methods. Man refers to the human resources (HR) owned by the organization. Money, in this case, funding sources, is one of the essential elements for achieving goals because everything must be calculated rationally. Material is the material used in achieving company goals. The machine is the technology and infrastructure that provides convenience, generates greater profits, and creates work efficiency. Meanwhile, the method determines how to carry out a task by giving various considerations to the target, available facilities, and the use of time, money, and business activities. [13]

a. Man

Man refers to human resources (HR), the combination of intelligence, skills, and expertise that gives an organization its distinct character. HR aims to acquire and retain a skilled, committed, and well-motivated workforce by assessing and meeting future needs, enhancing their inherent capacities, and providing continuous learning and development opportunities. It also involves talent management and acquiring and nurturing talent through HR policies and practices. [14]

Currently, the placement of employees at the Customs and Excise Commission Type A Tanjung Priok, especially the Enforcement and Investigation Division, especially Intelligence Analysts, has yet to include the unique skills required to become an intelligence analyst. Performance management should consider skills rather than results, as traditional approaches often evaluate employees' results or performance against goals to identify their development priorities and learning opportunities. Organizations can encourage skills development by defining qualifications for different roles, communicating these criteria transparently, discussing critical skills during talent reviews, and understanding the essential skills for employees to develop. [15]

Based on the opinion expressed by Cantrell et al. (2022) that performance management should consider skills with qualifications for different roles, not considering specific expertise in the placement of employees in intelligence analysis is contrary to what is stated by Cantrell et al. (2022). Intelligence analysts have an essential role in analyzing imports into Indonesia in information management and the application of risk management in intelligence activities carried out by customs and excise.

b. Money

Money, in this case, the source of funding, is one of the essential elements for achieving

goals because everything must be calculated rationally. Budgeting is a formal management plan that covers all aspects of operations for a specific period. It provides targets, direction, and control over the environment. Budgets can be short-term, medium-term, or long-term, covering any period: budgets aid decision-making, measurement, and coordination of organizational efforts. Master budgeting is a complete expression of planning operations for a specific period, considering external factors. The process includes planning, coordination, direction, analysis, and control. The longer the budgeting period, the less reliable the estimates. [16]

Budgeting is a process of planning and allocating financial resources to achieve organizational goals. For this reason, budgeting is one of the crucial sides that helps an organization manage financial resources efficiently to achieve short-term and long-term goals. Currently, DGCE has centralized the management of personnel expenditure, which is expected to make the planning and budgeting of personnel expenditure more targeted and flexible, more straightforward payment stages, and timely payment of employee rights. The management of employee expenditure will likely increase employee motivation, which will impact improving performance.

In the supervision unit, there are special operational funds for state revenue (DOKPPN) based on Minister of Finance Regulation Number 145 / PMK.05 / 2011 concerning the mechanism for managing DOKPPN where the technical instructions are stipulated in a circular letter from the Director General of Customs and Excise number SE-8 / BC / 2023 concerning Procedures for Application, Use and Accountability, and Reporting of Special Operational Funds for State Revenue. For DOKPPN accountability, proof of expenditure of information activities using receipts is required. On the other hand, the collection of information carried out by the intelligence unit is confidential, so the informants who provide information are also confidential, so proof of expenditure using receipts will be challenging to obtain.

c. Materials

Materials management is critical in any organization, contributing to survival, stability, and growth. Its efficacy directly impacts the economic success of manufacturing companies. Management's primary responsibility is to maximize the yield of critical resources within limited capital. [17]

Materials are used to achieve organizational goals. Organizational goals will guide the organization's journey in determining the activities carried out in the future with adequate support. For this reason, the leader plays a vital role in an organization's sustainability.

Furthermore, effective leadership involves revealing personal weaknesses, relying on the ability to read situations, caring for their people, and emphasizing differences. Leaders must demonstrate their shortcomings, show their human side, and build good teamwork. They should also read the situation, understand team dynamics, care for their people, and balance respect for individuals with organizational tasks. Emphasizing differences, such as sincerity, creativity, expertise, resilience, or loyalty, is essential for leadership. [18]

As a government agency, the Customs and Excise Commission Type A Tanjung Priok illustrates that the management element in the form of materials can be translated

with support from the leadership and synergy with other Ministries / Institutions or law enforcement officials (APH). Leadership support and synergy greatly help the duties of customs and excise employees in the field. Indonesia's customs supervision activities are strongly supported by the international world, especially those provided by the parent World Customs Organization (WCO), one of which, in January 2021, the Customs and Excise Training Center became the Regional Training Center (RTC) for the Asia Pacific Region, other APH also has an essential role in assisting supervisory activities through border security with the use of surveillance tools (scanners).

In addition, in supporting supervisory activities in terms of materials, the Customs and Excise Commission Type A Tanjung Priok collaborates with the North Jakarta Regional Office of the Directorate General of Taxes (DGT) in conducting supervisory activities, especially in terms of revenue and also as an early warning of further importation activities, namely the DJBC-DJP joint program where there is a joint analysis and joint investigation which is more on the supervisory side in the context of the community protector function.

d. Machines

Machines are technology and infrastructure that provide convenience, generate greater profits, and create work efficiency. They are also supported by environmental conditions, such as social, cultural, economic, and technological conditions, to help achieve the organization's determined goals. Equipment is a means by which an organization can work or gather.

Furthermore, the machine of an organization can lead to unrealistic expectations of control and a focus on control over design and execution. This approach ignores the creative capacity of curious and spontaneous people. They prefer autonomy and avoid change out of fear and anguish. The machine model fails to address this issue, as uncertainty and unpredictability in an organization's work can lead to anxiety, a focus on avoiding mistakes, and low self-esteem. Instead, organizations should focus on fostering creativity and innovation. [19]

Alternatively, the bureaucratic vision views the organization as a synchronized machine, with procedures and regulations resembling an operator's manual. Centralized decision-making is prevalent, and maintenance operations are focused on ensuring the gear mechanism remains in good condition. Each operation is seen as a part of the machine, and any problems are fixed or replaced. [20]

Machines here are described by the infrastructure and supervision tools owned by the Customs and Excise Commission Type A Tanjung Priok. The machines owned by customs and excise are pretty complete, considering that Tanjung Priok is the largest port in Indonesia; customs has many tools used in conducting customs supervision, ranging from patrol boats, container inspection systems in the form of Hi-co Scan X-ray, mobile scanners in the form of HCVM mobile container scanners, qualified lab equipment, narcotics detection tools, operational vehicles but still need to develop analytical tools and risk management machines. One of them routinely carried out by the Customs and Excise Commission Type A Tanjung Priok is to analyze the container scanner display, an early warning whose purpose is to detect illegal imports entering Indonesia not according to the notification.

e. Methods

Methods are the determination of how to carry out the work of a task by giving various considerations to the objectives, available facilities, and the use of time, as well as money and business activities. Cooperation is an essential part of an organization. The use of appropriate methods is beneficial for achieving future organizational goals. The Customs and Excise Commission Type A Tanjung Priok also uses methods to implement strategies to prevent illegal importation of dangerous goods, focusing on customs supervision activities.

Organizations often need help adapting to change due to a better understanding of reactive change. To implement change effectively, managers must answer three key questions: what to change, when, and how to change. To answer the first question, managers can consult a consulting firm or find the answer themselves. The second question is when to change, and managers should take action to implement the change as soon as possible. An action plan should outline the change process, sequence, responsible people, resources, and results. The third step is how to change, which involves freezing, transitioning from the initial state to the future state, and freezing again. This process ensures that the new methods, behaviors, and attitudes are permanent and achieve the desired results. [21]

Supervisors carried out by the Customs and Excise Commission Type A Tanjung Priok always adhere to standard operating procedures (SOP) and work instructions. Besides that, the Customs and Excise Commission Type A Tanjung Priok has implemented laws and regulations in stages. By applying methods by procedures and rules in stages, it is hoped that it can optimize performance and maintain compliance with established regulations and laws, which are expected to achieve future success in customs supervision activities and strategies to prevent the importation of dangerous goods.

2) Organizational culture

Organizational culture is a system of values that all organization members believe, which is continuously learned, applied, and developed. It serves as an adhesive system and can be used as a reference for behavior in the organization to achieve predetermined company goals. In addition, organizational culture is also considered the spirit of the organization because the philosophy, mission, and vision are essential forces for it to compete. [22]

Organizational culture is a shared perception shared by members of an organization, which forms a shared system of meaning. Despite their shared nature, organizational cultures still need subcultures. Large organizations often have a dominant culture and many subcultures reflecting common problems, situations, or experiences. Departmental designations and geographic separation usually define these subcultures. Without a dominant culture and many subcultures, the value of organizational culture as a predictive variable would be significantly reduced, as there would be no uniform interpretation of appropriate or inappropriate behavior. [23]

Understanding the organizational environment is critical to implementing cultural norms, values, and beliefs. Hiring employees with appropriate beliefs and values is essential. The organization must inspire socialization and incorporate individual goals to sustain the culture. Management should develop an interconnected culture through

single-mindedness, core values, and cultural standards. Top management should assess cultural elements to strengthen the culture. A positive organizational culture will result in better performance. [24]

As stated by Ibidunni et al. (2013), the organization must inspire socialization and include individual goals to maintain and strengthen the organizational culture of both the Ministry of Finance and the Directorate General of Customs and Excise (DGCE), especially the Customs and Excise Commission Type A Tanjung Priok which is the research location, for strengthening organizational culture is carried out by holding regular activities sharing session activities as well as coaching, mentoring, and counseling to maintain and improve the moral quality and competence of employees. In addition, I always uphold these values when implementing daily tasks.

3) Organizational structure

Organizations include structures that divide work into different tasks and achieve coordination among them. However, coordination is a more complicated matter that involves various means, such as coordination mechanisms. Five coordination mechanisms describe the fundamental ways organizations coordinate their work: mutual adjustment, direct supervision, standardization of work processes, standardization of work results, and standardization of worker skills. Mutual adjustment is used in the most straightforward organizations, but it is also used in complex organizations. This venture's success depends on specialists' ability to adapt to each other. [25]

Organizations can be structured into simple, functional, matrix, hybrid, network, and bureaucratic types. Simple structures are flexible and less complicated, while functional structures are used for highly complex organizations. Matrix structures combine functional and multidivisional structures, allowing efficient management and decision-making. Hybrid structures combine the advantages of different structures, while network structures distribute assets among partners, creating a free market system. Machine bureaucracy focuses on standardizing work methods and ensuring coordination and supervision across various institutions. [26]

The Customs and Excise Commission Type A Tanjung Priok has also conducted a workload analysis, a strategic bureaucratic reform program within the Ministry of Finance. This analysis is used as a reference in making policies in organizational structuring, preparing employee needs plans, employee structuring, assessing job performance and unit performance, and determining structural positions.

In the future, what is needed is to maximize the existing organizational structure through the duties and functions of customs and excise; considering that the Ministry of Finance carries out a minus growth policy, it is necessary to encourage the use of technology and enterprise architecture (EA) and digital transformation. Furthermore, for the Internal Compliance Division, an organizational structure in charge of compliance with the code of ethics and employee discipline, it is necessary to ensure that the work carried out is by existing laws and regulations. The placement of employees in strategic positions requires comprehensive consideration to create the condition of the right man in the right place.

4) Organizational information systems

Information systems are interconnected components that collect, process, store, and distribute information to support decision-making, coordination, control, analysis, and visualization. A theory that addresses these issues is called a paradigm for information systems discipline. It provides meaning about the role of information in organizations, identifies system impacts, and inspires the development of methodologies for designing and implementing systems. [27]

Technology and information play an essential role in implementing surveillance strategies. Information technology is currently developing very rapidly. It combines data processing techniques and telecommunications to efficiently transfer, store, and communicate information. Advances in telecommunications enable high-speed data transfer, instantaneous database access, electronic document processing, and expert systems development for better information retrieval. [28]

Information technology refers to computer software and hardware solutions that support organizational management, operations, and strategy. It includes hardware, software, and telecommunications tools for collecting, processing, and disseminating information. It also provides information systems, the Internet, and related technologies, including computer software, networks, and hardware. Information technology also includes computer applications, hardware packages, and enterprise resource planning that positively affect cooperation's productivity. [29]

Information technology is integral to our daily lives, providing essential information and support. These technologies advance information on computers, programming applications, and equipment. Electronic information retrieval systems are critical to the structure of information. However, we often overlook the threats and dangers associated with unsafe technologies and practices. While technology has enabled us to achieve stronger personalities, it raises concerns about misuse and potential logical contradictions. [30]

The information system in customs and excise supervision activities developed by the Customs and Excise Commission Type A Tanjung Priok in joint program activities is the AN.TA.RE.J.A application (analyzing, targeting, and reporting for joint programs), which is a form of collaboration between the Customs and Excise Commission Type A Tanjung Priok and the Regional Office of the Directorate General of Taxes (DGT) North Jakarta, the application functions as utilization of the development of technology and information in reducing data sharing which is done manually, besides that it helps target applications that can display potential maps using artificial intelligence (AI) technology.

Customs and Excise Commission Type A Tanjung Priok must be able to utilize technological advances to strengthen supervisory activities. One is developing big data using Artificial Intelligence (AI) and Machine Learning in data processing and information analysis activities. In addition, it is necessary to form a special team with personnel with data analytics capabilities using modern platforms such as Tableau and Python and optimize the current system. Based on observations, until now, the risk management carried out by intelligence analysts has only been done manually through the analysis of human accuracy and has not used artificial intelligence (AI) or machine

learning. With the development of technology, it is hoped that Intelligence Analysts in the Enforcement and Investigation Division at the Customs and Excise Commission Type A Tanjung Priok can also develop applications by utilizing artificial intelligence (AI) and machine learning.

4. Conclusion

The strategy has a long-term goal of risk mitigation in conducting customs supervision to support the function of customs and excise as a community protector in building National Resilience. The function of the Directorate General of Customs and Excise as a community protector is the function of customs and excise in protecting the public from entering dangerous goods. It is vital in various aspects of IPOLEKSOSBUDHANKAM (Ideology, Politics, Economy, Social Culture, and Security Defense). 4 (four) Factors influence the effectiveness of strategy implementation, including management, organizational structure, organizational culture, and organizational information systems, with the following description:

1. Management

a. Man

Currently, the placement of employees at the Customs and Excise Commission Type A Tanjung Priok, especially the Enforcement and Investigation Division, especially Intelligence Analysts, has not included the unique skills required to become an intelligence analyst. The study by Cantrell et al. (2022) shows managers should focus on differentiating their work with tasks, prioritizing development, and identifying learning objectives. Organizations can encourage this by defining different qualities, communicating these criteria transparently, discussing critical tasks, and understanding the importance of differentiating tasks. Furthermore, placing employees in Intelligence Analysts for the future requires particular competencies to produce reliable and competent intelligence analysts.

b. Money

The centralization of personnel expenditure management is expected to make personnel expenditure planning and budgeting more targeted and flexible, simplify payment stages, and pay employee rights on time. For supervisory activities, it has been supported by DOKPPN, which is a fund provided to support activities within the Ministry of Finance to carry out the function of managing the State Budget (APBN) and policies that are urgent, important, or special in the field of customs and excise. For DOKPPN accountability, proof of expenditure of information activities using receipts is required. On the other hand, information gathering conducted by the intelligence unit is confidential, so the informant who provides the information is also confidential, so proof of expenditure using receipts will be challenging to obtain.

c. Materials

Effective leadership involves revealing personal weaknesses, relying on the ability to read situations, caring for people, emp, and hazing differences. For this reason, organizational leadership is needed to determine an organization's goals and synergy with ministries/agencies or law enforcement officials (APH). Leadership support and synergy help the duties of customs and excise employees in the field, such as in

Indonesia's customs supervision activities. In supporting supervision activities, there is a joint program to maximize supervision activities between the Customs and Excise Commission Type A Tanjung Priok and the North Jakarta Regional Office of the Directorate General of Taxes (DJP).

d. Machines

The monitoring tools owned by the Customs and Excise Commission Type A Tanjung Priok are complete, starting from patrol boats and inspection systems for container goods. Complete surveillance tools greatly assist Intelligence Analysts in collecting information as an early warning. The utilization of machines in surveillance activities has been carried out, for example, by analyzing the appearance of container scanners that have received many findings.

e. Methods

The Customs and Excise Commission Type A Tanjung Priok uses methods to implement strategies to reduce the importation of dangerous illegal goods. Organizations must adapt to change due to a lack of knowledge about reactive change. To implement effective change, managers must answer three questions: what needs to change, what needs to change, and how to change it. Evaluating effectiveness helps organizations optimize their structure, improve business processes, and enhance coordination. The Customs and Excise Commission Type A Tanjung Priok uses standard operating procedures (SOP) and work instructions to optimize performance. Besides that, the Customs and Excise Commission Type A Tanjung Priok has implemented laws and regulations in stages expected to maximize performance and maintain compliance with established regulations and rules. So that in the future, it will be able to achieve success in supervisory activities.

2. Organizational culture

The Directorate General of Customs (DGCE) has recognized the importance of organizational culture in promoting norms, values, and norms. Organizations should draw inspiration from socialism and individual rights to adopt a culture, and management should develop a culture closely linked to cultural values, principles, and standards. A positive organizational culture will result in better performance and improve the quality and competence of employees; what is needed in the future is the strengthening of organizational culture carried out by holding routine activities, including sharing sessions as well as coaching, mentoring, and counseling which help maintain and improve the moral quality and competence of employees, besides that employees, are expected to consistently uphold these values in carrying out their daily tasks.

3. Organizational structure

The organizational structure at the Customs and Excise Commission Type A Tanjung Priok refers to Minister of Finance Regulation Number 183 / PMK / 01/2020 concerning Organization and Work Procedures of Vertical Agencies of the Directorate General of Customs and Excise; the Customs and Excise Commission has the task of carrying out customs and excise services and supervision in its area of authority based on applicable laws and regulations. For now, the organizational structure at the Customs and Excise Commission Type A Tanjung Priok is by the division of duties and functions; in the future, what is needed is to maximize the existing organizational

structure according to duties and functions, considering that the Ministry of Finance carries out a minus growth policy, it is necessary to use technology to maximize responsibilities and functions.

Customs and Excise Commission Type A Tanjung Priok has also conducted a workload analysis (ABK) for a strategic reform program within the Ministry of Finance. The aim is to improve organizational structure, employee needs, job performance, and structural transition. The internal control structure aims to ensure ethical and disciplined work, with comprehensive planning to ensure the right people are in the correct positions.

4. Organizational information systems

Information technology plays a vital role in the implementation of supervisory strategies. It refers to computer software and hardware solutions that support organizational management, operations, and strategy. Information technology is integral to everyday life, providing essential information and support. Information systems in customs and excise supervision activities are developed by the Customs and Excise Commission Type A Tanjung Priok in joint program activities. AN.TA.RE.J.A (analyzing, targeting, and reporting for joint programs) utilizes the development of technology and information to reduce data sharing that is done manually. AI aims to benefit humans, and AI will be applied to programs or robots that can assist human activities. The Customs and Excise Commission Type A Tanjung Priok must utilize technological advances to strengthen supervisory activities. One of them is Artificial Intelligence (AI) and Machine Learning, in addition to forming a unique team with data analytics capabilities in data processing and information analysis activities.

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