

# Strategy to Increase the Capacity of Members of the Pamong Praja Balangan Police Unit in Improving the Quality of Human Resources

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## Abstract

Effective education and training will produce qualified personnel so that they are able to implement, change, and grow in the institution/organization in the workplace. problems faced by the Civil Service Police Unit of Balangan Regency, namely the Problem of Human Resources at the Civil Service Police Unit and Costs. There are still members who have not followed the technical and education guidance and education. This study aims to develop a strategy to increase the capacity of members of the Balangan Satpol PP through improving the quality of its human resources. The method used in this study is a descriptive method with a quantitative approach. The source of the data obtained for this research is internal data obtained from the Head of Satpol PP, all Heads of Division and representatives of members of the Civil Service Police Unit of Balangan Regency. This research is located in Balangan Regency with the object of research is the Civil Service Police Unit of Balangan Regency. The data was collected through observation, interviews and documentation. Data analysis was carried out using the SWOT technique. The results of the analysis show that unit members do not understand their duties and functions. This is evidenced by the absence of a work plan or program of activities prepared by the member team. Technical guidance and basic education are only given to members with ASN status. The existing budget does not accommodate all members; basically the process of technical guidance and basic education is very important. Based on the analysis of internal and external factors, the selection of strategies and the SWOT matrix, it is found that there are opportunities that can work well by utilizing existing strengths. The strategy obtained is that with a large number of members who are still in their productive age, this can be done with the development of technology and information; and good communication between members can be improved by communicating to the Regency Government so that they can get support (can be in the form of a budget) that can be realized.

**Keywords:** Capacity Building of Members, Satpol PP, Quality of Human Resources.

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## A. INTRODUCTION

The Civil Service Police Unit is one of the institutions that exist in each region and is the spearhead of the regional government as the implementer of Enforcement of Regional Regulations and Regional Head Decrees, so that the existence of the Civil Service Police Unit is the key to the success of a region in carrying out orders that violate regional regulations. . This is in line with the mandate of Government Regulation No. 16 of 2018 which states that in carrying out its duties and functions, according to Government Regulation No. 16 of 2018, the Civil Service Police Unit has the authority to take non-judicial enforcement actions against members of the public, apparatus, or legal entities that violate the law. Perda and/or Perkada, take action against community

members, apparatus, or legal entities that disturb public order and public peace, carry out investigations against communities, apparatus, or legal entities suspected of violating Regional Regulations and/or Regional Head Regulations and take action administrative actions against community members, apparatus, or legal entities that violate local regulations and/or local regulations.

In carrying out the enforcement of Regional Regulations, the Civil Service Police Unit acts as the coordinator of Civil Servant Investigators (PPNS) within the Regional Government, can coordinate with the TNI, Polri, Prosecutor's Office, and courts located in provincial/district/city areas," reads Article 8 paragraph (2) of this Government Regulation. This

Government Regulation also confirms that the enforcement of regional regulations and regional head regulations by the Civil Service Police Unit is carried out in accordance with standard operating procedures and codes of ethics. So that the Civil Service Police Unit in enforcing these regulations does not collide with Government Regulations.

In increasing the capacity for members of the Balangan Civil Service Police Unit, it is hoped that it will have a positive impact on the members themselves and for the region, because it will increase the professionalism of the members themselves in implementing performance. Human Resources is the potential contained in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potential contained in them to achieve the welfare of life in a balanced and sustainable order. Apparatus Resources (HR) is one of the capacity building of members in pouring and improving their work ethic.

Improving the Quality of Human Resources (HR) which is not optimal through education and training. Effective education and training will produce qualified personnel so that they are able to implement, change, and grow in the institution/organization in the workplace. Education can produce quality and quality human resources in order to realize regional development. The research objective is to determine the efforts made in the quality of Human Resources in achieving development goals.

From the data we obtained, the Civil Service Police Unit of Balangan Regency has various levels of education, from 100% it is found that 15% have elementary school education/equivalent, 2% have junior high school education/equivalent, 50% have high school education/equivalent and 33% have undergraduate education /S2/Bachelor. And of this number, members who have attended and have not attended Bimtek and Basic Education are as follows: (1) Technical Guidance (bimtek) 75% of PNS Members who take part in Bimtek and 25% of PNS do not follow Bimtek and for Honorary / PTT are not followed in the implementation the technical guidance. (2) Basic Education (Dikdas) 87% of all PNS and Honorary Members have attended Basic Education and 13% of PNS and Honorary Members have not attended Basic Education. From the implementation of basic education carried out in the Province of South Kalimantan and its implementation outside the Province of South Kalimantan.

From the data of Satpol PP members who take technical guidance or basic education, almost all members take technical guidance and basic training, although there are still members who have not attended technical guidance and basic education. From these data, it can be concluded that there are 2 (two) problems

faced by the Civil Service Police Unit of Balangan Regency, namely the Human Resources Problem at the Civil Service Police Unit Service and Costs.

## B. RESEARCH METHOD

The method used in this study is a descriptive method with a quantitative approach. Quantitative research is research that emphasizes data depth, quantitative research is not too focused on data depth, the important thing is to be able to record as much data as possible from a wide population. Quantitative research has the assumption that the goals and methods of social science are the same as physical/natural by looking for tested or confirmed theories that explain deductive phenomena, are value-free (objective), focused and goal-oriented. The quantitative approach used is the method of collecting data through observation, interviews and documentation. This relates to the research objective to obtain detailed information about members of the Civil Service Police Unit, their activities, especially in improving the quality of their resources.

The source of the data obtained for this research is internal data obtained from the Head of Satpol PP, all Division Heads and representatives of the members of the Civil Service Police Unit of Balangan Regency. This research is located in Balangan Regency with the object of research is the Civil Service Police Unit of Balangan Regency. The reason for choosing this research location is because it is not only a place to work, but also because it is a form of responsibility to contribute to improving the quality of the unit. This research was conducted from April to June 2021.

To adjust the research time during the current Covid 19 pandemic, the authors used data collection techniques through observation, interviews and documentation. This study uses a SWOT analysis technique, which is a descriptive analysis technique to provide an overview of situations and conditions and then group them according to the category of the research method carried out opportunities and Threats (obstacles).

Informants in quantitative research are research informants who understand information about the object of research. The selected informants must have criteria so that the information obtained is useful for the research carried out. There are criteria to determine the research informants said by the experts. The implementation of this research uses the key person technique. This technique of obtaining research informants is used because researchers already understand the initial information about the research object and research informants so that researchers need a key person to start conducting interviews or observations.

## C. RESULTS AND DISCUSSION

### 1. General Condition of Research Site

Balangan Regency is one of the 13 (thirteen) Regencies/Cities in the Province of South Kalimantan, Indonesia, the capital of which is Paringin. Balangan Regency is a division of North Hulu Sungai Regency which was stipulated based on Law Number 2 of 2003 dated February 25, 2003 concerning the Establishment of Tanah Bumbu Regency and Balangan Regency in South Kalimantan Province. Based on the law, Minister of Home Affairs Hari Sabarno inaugurated Balangan Regency on April 8, 2003 which later became an anniversary which is celebrated every year. The motto of Balangan Regency is "Sanggam": "Able to Bagawi Gasan Masyarakat" (Banjar language, means: The ability to carry out work (development) based on sincerity for the community).

Balangan Regency is located in the northern part of South Kalimantan Province on the lines 114°50'31 - 115°50'24 East Longitude and 2°1'31 - 2°35'58 South Latitude. trans Kalimantan and has a great opportunity to develop into a transit city for trips from Banjarmasin to East Kalimantan and Central Kalimantan. Mount Hauk is the highest mountain peak in Balangan Regency with an altitude of 1325 MDPL. Administratively Mount Hauk is located in Ajung Village, Tebing Tinggi District.

Administratively, Balangan Regency is bordered by:

- 1) to the north with Tabalong Regency,
- 2) in the east with Kotabaru and Paser Regencies
- 3) to the south with Hulu Sungai Tengah Regency
- 4) west with North River Hul District

The area of Balangan Regency is 1,819.75 km<sup>2</sup> which consists of 8 sub-districts and 160 villages. The sub-district with the largest area is Halong sub-district with an area of 659.84 km<sup>2</sup>, while the sub-district with the smallest area is Lampihong sub-district with an area of 96.96 km<sup>2</sup>. Topographically, Balangan Regency consists of 179,269 ha of plains. The water area consists of 3,026 ha of swamps and 5,537 ha of rivers. The average air temperature in this area is 26 °C.

Balangan Regency is a division of North Hulu Sungai Regency which was stipulated based on Law Number 2 of 2003 dated February 25, 2003 concerning the Establishment of Tanah Bumbu Regency and Balangan Regency in South Kalimantan Province. It was inaugurated on April 8, 2003 which later became an anniversary which is celebrated every year. After Balangan was established as Regency, Balangan was led by the Regent, the following is a list of the names of the Balangan Regent:

**Table-1: Head of Balangan Regency**

No	Name	Since	Up to	Note
1.	Drs. H. M. Arsyad	8 Apr 2003	16 Apr 2004	Regent's Office
2.	Ir. H Sefek Effendie, ME	16 Apr 2004	13 Mar 2005	Regent's Office
3.	Ir. H. Johannes Sriyono	13 Mar 2005	3 Aug 2005	Regent's Office
4.	Ir. H Sefek Effendie, ME	13 Aug 2005	13 Aug 2010	First Period
5.	Ir. H Sefek Effendie, ME	13 Aug 2010	13 Mar 2015	Second Period
6.	Drs. H. M Hawari	13 Mar 2015	17 Feb 2016	Regent's Office
7.	Drs. H. Ansharuddin, M.Si	17 Feb 2016	27 Feb 2021	First Period
8.	H. Syaifullah	26 Sept 2020	5 Dec 2020	Acting Regent
9.	Abdul Hadi	27 Feb 2021	Now	First Period

**Source:** www.balangkab.go.id

The original inhabitants of Batang Balangan are residents of the Batang Balangan Watershed or *Daerah Aliran Sungai* (DAS) who have been conquered by food minister Aria Magatsari on the orders of the Maharaja of the State of Dipa, namely Ampu Jatmaka who holds the title Maharaja at the Temple. The Banjar people who inhabit the former district are called the Balangan people or the Lampihong people or the Balangan people. This community takes the Banyu Badudus in the former spring/river at the foot of Mount Batu Piring which is considered sacred, which is the place to take the betung batulis as the mahligai pole for Putri Junjung Buih. The Dayak tribe is part of the Meratus Dayak tribe called the Pitap Dayak. In addition, there is also a Lawangan Dayak sub-ethnic called the Deah Dayak tribe and a Maanyan Dayak sub-ethnic called the Halong Hamlet Dayak tribe.

### 2. Balangan District Civil Service Police Unit

The Balangan District Civil Service Police Unit is located at Jalan Jendral Ahmad Yani No. 01 Paringin or more precisely, behind the Balangan District Government office. The Civil Service Police Unit of Balangan Regency is a Type a Civil Service Police Unit, where type A has 4 (four) divisions and 1 (one) secretariat. Where these 4 (four) fields have 2 (two) Section Heads and the Secretariat has 3 (three) Sub Division Heads. The fields in the Civil Service Police Unit are the field of public peace and order, the field of enforcement of regional laws and regulations, the field of apparatus resources and the field of the community protection unit.

Its vision is "to create professional, insightful and personable members of the Civil Service Police

Unit". Meanwhile, its mission is to create a harmonious, conducive and dynamic Balangan. There are creating a safe, comfortable and orderly Balangan. Enforce Regional Regulations and Regional Head Decrees; develop the community towards Regional Regulations and Regional Head Decrees. Coordinate with the Police, TNI and related agencies, improve services and protect the community. Prepare members of the Civil Service Police in a professional manner through education and training (training).

The members of the Civil Service Police Unit of Balangan Regency are 162 (one hundred and sixty two) people, consisting of 116 (one hundred and sixteen) men and 46 (forty six) women. With the status of Civil Servants (PNS) as many as 37 (thirty seven) people and 125 (one hundred and twenty five) people are still not civil servants. The education level of members of the Civil Service Police Unit can be presented in the following table:

**Table-2: Education Level of Civil Service Police Unit**

Level of education	state civil apparatus	Non state civil apparatus
Primary school	-	6
Junior high school	1	2
High school	18	95
3-year diploma	2	3
Bachelor degree	14	19
Master	2	-

**Source:** Profile of the District Civil Service Police Unit. Balangan

### 3. Findings of Problems in the Field

The purpose of increasing the capacity of Satpol PP members is to obtain better and quality Satpol PP members in carrying out their respective duties and functions. The program of activities that have been prepared and which will be implemented is indeed not optimal, as from the results of the initial interview with the Head of the Civil Service Police Unit of Balangan Regency who stated that:

*“secara kuantitas anggota satuan kami cukup banyak jumlahnya, apalagi ditambah dengan anggota satuan perlindungan masyarakat (satlinmas) yang ada disetiap desa, tetapi secara kualitas memang kapasitasnya belum bisa maksimal dan merata, salah satunya memang tidak ada anggaran rutin untuk peningkatan kapasitas setiap Tahun untuk semua anggota satuan”.*

In addition, he also explained that there have been no activities that support capacity building this year, due to the lack of a budget in the Unit. As we know this condition is closely related to the corona virus outbreak that is happening in our place. Interviews were also conducted with the Head of the Public Order and Peace Division in the Civil Service Police Unit of Balangan Regency who also stated that:

*“Anggota satuan kita tersedia banyak secara kuantitas, yang terdiri dari yang statusnya ASN dan bukan ASN. Namun mayoritas belum mendapatkan pelatihan dasar dan pelatihan lanjutan untuk peningkatan kapasitas anggota. Berharap ada anggaran untuk pelaksanaan kegiatan ini”.*

The Head of the Regional Law Enforcement Division was also the target of the interview and stated that:

*“Dalam pelaksanaan tugas dan fungsi kami di bidang penegakan peraturan dan perundang-undangan, anggota kami masih bisa melaksanakan tugas tersebut*

*dengan baik, karena merupakan kegiatan rutin. Dikarenakan juga untuk melaksanakan kegiatan rutin ini kami bekerja sama dengan pihak lain”.*



**Fig-1: Interview with Informant**

The Head of Apparatus Resources, also gave responses to the interview questions given:

*“Anggota satuan terdiri dari yang berstatus ASN dan Non ASN, dengan tingkat pendidikan yang juga bervariasi. Anggaran yang ada dibidang ini hanya mengakomodir pelaksanaan peningkatan kapasitas untuk anggota yang berstatus ASN”.*

Interviews were also conducted with the Head of the Community Protection Unit in the Civil Service Police Unit of Balangan Regency who also stated that:

*“Anggota satuan perlindungan masyarakat tersebar disetiap desa, dengan tingkat pendidikan yang beragam, dari tingkatan SD sampai SMA. Hal ini juga mempengaruhi kinerja dalam pelaksanaan tugas dan fungsi”.*

Interviews were conducted with representatives of the unit members who were sampled, from the interviews it was explained that:

*“kami sebagai anggota satuan merasa bahwa jarang diberikan pelatihan maupun bimbingan teknis, ketiadaan anggaran menjadi salah satu faktornya. Apalagi untuk anggota yang berstatus non ASN maka sangat jarang ada pembekalan lanjutan yang diikuti. Untuk menjalankan tugas dan fungsi kami hanya diberikan arahan dari atasan pada saat akan melaksanakan kegiatan. Harapannya kami bisa diberikan peningkatan kapasitas sesuai dengan bidang dari masing-masing anggota yang akan bertugas”.*

In general, the quality of the Balangan Regency Satpol PP members is still average, this is because there are several problems that sometimes become an inhibiting factor in the implementation of the duties and functions of each member. Based on the results of interviews that have been conducted in the field, it can be concluded that the problems of Members who have never attended technical guidance and basic education are:

- a. The number of unit members is quite large: In general, the unit members on duty are quite large and meet the needs of personnel, with various educational levels and are relatively of productive age.
- b. Do not understand the duties and functions: One of the success factors of the activity program in this case is its human resources. The results of the analysis show that unit members do not understand their duties and functions. Seen in the absence of a work plan or program of activities prepared by the team members.
- c. Technical guidance and basic education are only given to members with ASN status: Technical guidance and basic education are an important part, because here you will be provided with provisions in the form of an initial understanding of anything related to the roles and duties of Members. Technical guidance and basic education are short-term educational processes that use systematic and organized procedures. Members feel that they do not have sufficient provisions to carry out their duties and functions.
- d. The existing budget does not accommodate all members: Basically the process of technical guidance and basic education in this case members is very important, so a program of capacity building activities for members is needed in the form of training or study tours so that the ability or capacity of members can be further increased.
- e. Do not feel it is important to carry out technical guidance and basic training: Due to the routine activities that have been scheduled, they feel that technical guidance and basic training are not considered too important to carry out.

#### **4. Strategy to Increase the Capacity of Satpol PP Members**

SWOT analysis is a very important part of the strategic management planning process (Picktom,

2016). This analysis is designed to be used in the early stages of decision making and as strategic planning in various types of applications. Determining the right strategy in the implementation of empowerment, including the empowerment program for unit members, is an important factor in the success of the program. One method to determine the strategy is to use SWOT analysis. SWOT analysis is a way of analyzing internal and external factors into strategic steps in optimizing a more profitable business (Rangkuti, 2015).

Strengths are the potential resources, skills or other advantages possessed. Some of the results of interviews regarding the strengths in increasing the capacity of Satpol PP members are the large number of members, the availability of human resources who are still of productive age, and communication between members can run well. Weaknesses are limitations in resources, skills and capabilities that seriously impede performance. The following are the results of interviews related to weaknesses in capacity building for members of the Balangan District Satpol PP, namely that the budget is only for members with ASN/PNS status, the education levels of members vary, and in general there is no work plan to increase the capacity of all members. Opportunities are opportunities and possibilities that are available and can be used to encourage. The following are some opportunities to increase the capacity of Satpol PP members including very good district government support, increasing community participation in public peace and order, as well as technology and information development. Threats are conditions or problems that come from outside and can cause serious difficulties, obstacles and challenges. Threats that exist in the field are trapped in daily routine activities, do not feel it is important to do technical guidance and basic training, and negative stigma from the community towards members of the Satpol PP.

Based on the analysis of internal and external factors, the selection of strategies and the SWOT matrix, the opportunities that exist can run well by utilizing existing strengths, so that the strategy obtained is with a large number of members who are still in their productive age. Information; and Good communication between members can be improved by communicating to the Regency Government so that they can get support (can be in the form of a budget) that can be realized.

The above strategy is expected to be implemented by the Balangan Regency Government through the Civil Service Police Unit in an effort to increase the capacity of Balangan Regency Satpol PP members. In interviews with informants, it has been discussed about the problem of strengths and opportunities where what is desired is that existing strengths become a power that can be relied upon to make changes, existing opportunities can strengthen existing strengths so that all influences are constructive

can be maximized by combining strengths and opportunities so as to maximize performance in an effort to increase the capacity of members of the Balangan Regency Satpol PP

This is in accordance with what was stated by Difficulyani (2014: 83) that in the learning process empowerment is the stage of awareness and behavior formation towards conscious and caring behavior so that they feel they need to increase their capacity. This stage illustrates that the empowering party is trying to create preconditions, in order to facilitate the ongoing effective empowerment activities. What is intervened in the community is actually more about its effective ability to achieve the expected conative awareness. Full awareness will open up more people's desire and awareness about the current conditions, and thus will be able to stimulate their awareness of the need to improve conditions to create a better future.

#### D. CONCLUSION

The problem with the resources of members who have never attended technical guidance and basic education is that they do not understand their duties and functions; one of the success factors of the activity program in this case is human resources. The results of the analysis show that unit members do not understand their duties and functions. This is evidenced by the absence of a work plan or program of activities prepared by the member team. Technical guidance and basic education are only given to members with ASN status. Technical guidance and basic education are an important part, because here you will be provided with an initial understanding of anything related to the roles and duties of Members. Technical guidance and basic education are short-term educational processes that use systematic and organized procedures. Members feel that they do not have sufficient provisions to carry out their duties and functions.

The existing budget does not accommodate all members, basically the process of technical guidance and basic education in this case members is very

important, so a program of capacity building activities for members is needed in the form of training or study tours so that the ability or capacity of members can be further increased. Based on the analysis of internal and external factors, the selection of strategies and the SWOT matrix, the opportunities that exist can run well by utilizing existing strengths, so that the strategy obtained is with a large number of members who are still in their productive age, information and good communication between members can be improved by communicating to the Regency Government so that they can get support (can be in the form of a budget) that can be realized.

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