

EFFECTIVENESS OF POLICE MEMBERS IN SUKABUMI RESORT

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ABSTRACT

The author uses a qualitative and descriptive approach in this article. Data collection through participant surveys, interviews and record keeping. Use tools such as the following: interview guide, field information, and storytelling. Data validation uses triangles (method, source, and time) and is analyzed for data reduction, data presentation, and results. In this study, the aim is to solve/clarify the problems that arise in the performance of duties for police officers at Sukabumi Regency Resort, in order to improve the performance of Sukabumi Regency Resort. The work of the summer police is a very important thing that needs to be done, although the policy making and preparation of the program should be adjusted according to the local policies as well as the discipline of all the officers.

Keywords: *Service, Resort, Sukabumi, Effectiveness*

A. INTRODUCTION

Fine human resources are accompanied by the quality and quantity of human resources themselves, which in this case is the effectiveness of police officers who are required to protect or serve the wider community. The effectiveness of police officers is very important in improving the quality of work in every organization.

The success of members of the police, especially in the field of policing, in carrying out their duties is largely determined by resources that have very adequate quality, understand their functions and roles in the *Polri* (Indonesian Republic Police) institution. In the *Undang-Undang Nomor 2 Tahun 2002* concerning the National Police of the Republic of Indonesia, it is stated that the National Police is an instrument of the State that plays a role in the maintenance of the *Kamtibmas* (Community Security and Order), the *Gakkum* (Law Enforcement), Provides Protection, Protection and Services to the community in the context of maintaining the *Kamdagri* (Homeland Security). In the explanation of Article 21 paragraph 2 of the law, it is stated that the development of members of the Indonesian National Police includes the provision, education, use, maintenance and termination of service. Police development in its management

requires special handling and is different from other resources.

On the other hand, the National Police, especially the Sukabumi Police, face internal constraints, namely the number of members currently in quantity is still lacking in meeting the needs and challenges of tasks in the region. Of the 47 sub-districts in the jurisdiction of Sukabumi Regency, only 29 *Polsek* (sector police) already exist, this is because the National Police budget is still not able to fulfill it. Given the limited budget set for the *Polri* institution and efforts to increase the quota of the *Polri* members, it will only cause the absorption of the personnel expenditure budget to be large and reduce the capital expenditure budget. In an effort to overcome this problem, the strategy adopted is to maintain a balance in the posture of the *Polri* personnel so that there is zero growth in the number of personnel. Therefore, addition of the *Polri* personnel (intake) is carried out only in an effort to fill the *Polri* personnel who have retired or have ended their service period. Therefore, organizational management must be able to maximize the potential of the police in terms of developing, using and maintaining the quality and quantity of resources owned by the police.

An organization must be able to optimize individual and organizational capabilities to achieve the desired goals, but this is not simple in its implementation, it requires a good understanding of the organization and a mature and accurate development strategy so that it can optimize what the organization has Police member effectiveness do as needed work products to achieve organizational goals in the form of organizational resource management and work implementation processes.

This cannot be separated from the role of managerial personnel who seeks to empower members and develop members through planning, organizing, staffing, directing, and controlling with the aim of achieving goals (Husnawati, 2006:2).

On the other hand, the National Police, especially the Sukabumi Police, face internal constraints, namely the number of members currently in quantity is still lacking in meeting the needs and challenges of tasks in the region. Failure to manage the organization will have an impact on the performance of members and can cause conflicts among members related to work and the division of tasks which can then decrease morale and morale, which in turn leads to a decrease in the productivity of community performance, making it ineffective and efficient in achieving organizational goals.

Efforts to improve the quality of the police are the key to the sustainability of the organization and will determine the success of the organization's goals. Optimizing existing personnel so that the expected targets can be achieved is not an easy matter, there needs to be a mature and accurate strategy as well as the establishment of a fair and structured system in the division of tasks, authority, clear and human responsibilities as well as the ability of members and their efforts to achieve their career goals. In the National Police Institution, it is regulated in the *Vademikum* (2005), the Bureau of Career Development of *Polri* HR, page 2 that in developing career personnel, there is a basic policy in positioning, replacing the right *Polri* personnel in the right position, in accordance with the classification of *Polri* personnel and the placement policy, tailored to their

abilities and talents.

Vision: The realization of excellent public order and security services, the establishment of stable law and domestic security and the establishment of proactive police synergies. Mission: a. Carry out early detection and early warning through investigation, security and fundraising activities/operations; b. Provide protection, protection and service in an easy, responsive and non-discriminatory manner; c. Ensuring the success of overcoming domestic security disturbances; d. Developing community policing based on law-abiding communities; e. Enforce the law in a professional, objective, proportional, transparent and accountable manner to ensure legal certainty and a sense of justice; f. Manage in a professional, transparent, accountable and modern manner all *Polri* resources to support the operational tasks of *Polri*; g. Building a synergy system of interdepartmental police and international institutions; h. as well as community components in order to build partnerships and networks (partnership building/networking).

Where building synergies among members of the police is the key to realizing effective and efficient organizational governance. Because building this synergy must go through a learning process and education involving all related parties from past mistakes to be studied in the future.

The Main Duties of the Indonesian National Police/Police in Article 23 of the *Tugas Pokok Kepolisian Negara Republik Indonesia Nomor 2 Tahun 2002* are as follows: 1. Maintaining public security and order, 2. Enforcing the law, 3. Providing protection and services to the community. In this case, it is necessary that the quality aspect in the performance appraisal dimension can be viewed from the number of violations committed, following data on the number of violations of Sukabumi Police personnel:

Table: Data Gartiblin Sukabumi Police Personnel in 2020

| No | Month | Number of Cases | Type of Violation |
|----|----------|-----------------|--|
| 1 | 2 | 3 | 4 |
| 1 | January | 5 | Not doing the job well |
| 2 | February | 5 | 1. abuse of authority 2. does not properly resolve public reports or complaints |
| 3 | March | 3 | reduce the dignity and honor of the Police as well as exercise authority and extortion |
| 4 | April | 0 | |
| 5 | May | 0 | |
| 6 | June | 5 | 1. abuse of authority 2. does not properly resolve public reports or complaints |

| | | | |
|-------|-----------|----|---|
| 7 | July | 6 | 1. not doing the job well 2. does not properly resolve public reports or complaints 3. not obeying the law |
| 8 | August | 10 | 1. abuse of authority 2. do not carry out their duties as well as possible and leave the area of duty without permission from the leadership 3. leave the assignment illegally for 30 (thirty) consecutive working days |
| 1 | 2 | 3 | 4 |
| 9 | September | 0 | |
| 10 | October | 15 | 1. leave the assignment illegally for 30 (thirty) consecutive working days 2. does not properly resolve public reports or complaints |
| 11 | November | 0 | |
| 12 | December | 12 | reduce the dignity and honor of the Police as well as exercise authority and extortion |
| Total | | 61 | |

Base on the Table shows that the disciplinary and management rules applied by the organization have not succeeded in increasing the enthusiasm of members to provide better work which leads to the level of service provided to the community that there are several factors that affect employee service performance. These factors can be divided into two, namely:

1. Internal factors, Internal factors are factors that come from within employees, including interest and motivation in work, knowledge, experience, personality and abilities.
2. External factors, external factors are factors that come from outside, namely from the wider community where the status of the social environment, local culture and or local community habits are very influential.

The process of achieving organizational goals where the performance process of Sukabumi Police members does not only provide services to the community, but must maintain the *Kamtibmas*, protect, and protect the community. Therefore, the organization must be able to understand how best to manage a police resort that comes from the background, expertise, and ability so that they can work according to their expertise so that they will be more effective in achieving the goals achieved.

The process of achieving organizational goals where the performance process of Sukabumi Police members does not only provide services to the community, but must maintain the *Kamtibmas*, protect, and protect the community. Therefore, the organization must be able to understand how best to manage police personnel who come from the background, expertise, and ability so that they can work according to their expertise so that they will be more effective in achieving the goals achieved. Before expressing some opinions about what is meant by effectiveness, it is necessary to first explain the meaning of effectiveness itself, because effectiveness is part of the function of administrative science.

According to Prawiosentono (2021:1) about effectiveness is a dynamic condition of a series of processes of carrying out tasks and work functions in accordance with the objectives and program policy suggestions that have been set, with the conceptual definition obtained the dimensions of the study, namely the dimensions of program effectiveness.

Meanwhile, according to Indra Bastian (2005:280) effectiveness is the relationship between output and goals, where effectiveness is measured based on how far the level of output, policies and procedures of the organization achieve the goals that have been set.

Where in achieving the success that has been set previously. Effectiveness does not only talk about output problems, but from starting the process to achieving the goals that have been discussed in it. For example, if an organization is in synchronization with the vision and mission of the local government and Sukabumi resort, and if this goal is achieved, then it is said to be effective. But if only the vision and mission of the Sukabumi resort are prioritized, it means that it is less effective

B. LITERATURE REVIEW

This literature review was conducted to determine the state of environmental sanitation and hygiene quality where the situational research was based on the results of the literature on the regional police, starting from critical appraisal analysis, and environmental analysis of the Sukabumi Resort Police.

There is some literature in the area and outside the research area of the journal from the search results there are several journals as a basic reference:

Table: Critical appraisal analysis

| No | Journal Author and title | Study Results | Similarities and differences |
|----|---|---|-------------------------------|
| 1 | 2 | 3 | 4 |
| 1 | A. Raharjo, A Angkasa "Police Professionalism in Law Enforcement" | Authority and Deviant behavior of the police | Police powers |
| 2 | S. Sutrisno, A Fathoni, MM Minarsih "The effect of motivation and work discipline on employees at the Semarang City Civil Service Police Unit" | Motivation, employee discipline are the benchmarks | Police discipline |
| 3 | Bima Bima, Syafruddin Ritonga, Beby Masitho Batubara "The Role of the Civil Service Police Unit in Controlling Advertisements in Deli Serdang Regency | Tupoksi (Main Duties and Functions) of the police unit` | Local government coordination |

The three literature journals above show varied results on the state of the police unit in Indonesia, of the three journals being a benchmark in the purpose of this study. Based on the critical appraisal, above, there are no journal specifications related to the Sukabumi Resort Police, so there is minimal information about the Sukabumi Resort situation.

C. METHOD

The research that will be carried out is using qualitative research methods. Qualitative research is research that focuses on the most important or important qualities of a product or service trait. The research method used is a qualitative research method according to Sugiyono (2010:16)

As for obtaining updated and accurate data or required information, the authors use library research data collection techniques, which are methods of tracing written or descriptive sources about a thought or phenomenon (Hadi, 2002:5).

The author uses this research method to explore the thoughts contained in primary and secondary books from various literatures such as books, websites or the internet, papers, journals, articles, and reports on the latest social research documents as well as other means of information related to problems. in this research. The reason for using quantitative research is because it is considered appropriate in this study to describe the objectives of this study.

Research indicators on the Effectiveness of Police Members at Sukabumi Resort. In this case, the indicators contained in this study include:

1. Output

- a) The process, in carrying out their duties, employees always have a certain measure of success in order to achieve a better performance.

- b) Purpose, the provision of performance allowances can be seen from the results obtained by the employee. Not only seen from the side of the report but from all aspects of its work.

2. Policy

- a) Actions, employees always obey the rules that have been given to them in accordance with local government regulations.
- b) Directions, leaders are required to direct their subordinates to be disciplined in their work so that services to the community can be optimal.

3. Procedure

- a) Rules, employees must be fully responsible for each job or task that has been determined according to the procedure and understand the factors that prevent orders from being executed.
- b) Implementation, employees always carry out their respective duties in accordance with the main tasks and functions that have been given to them.

Unit of Analysis is a unit or units that are used as the subject of attention in conducting research. To select the informants or resource persons, the researchers used purposive sampling and snowball sampling. Purposive sampling, also known as judicial, selective or subjective sampling, is a tyoe of non-probability sampling technique (Dhivyadeepa 2015:105)

The sampling technique of data sources in qualitative research which is purposive and snowball can be described as follows:

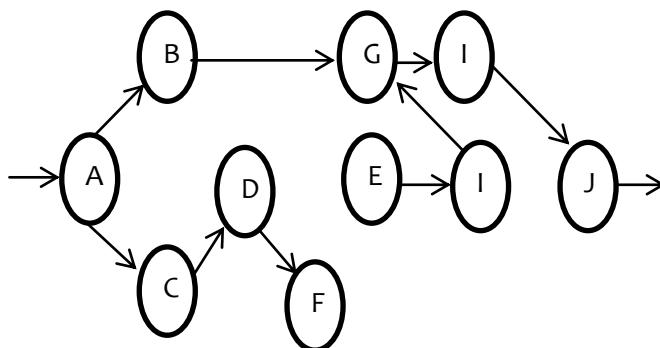


Figure: The process of sampling data sources in qualitative, purposive, and snowball research.

Several techniques are used to obtain the data needed for this writing, observation, interviews, documentation studies, data validation, data analysis.

D. EXPLANATION

In buying public services several factors are subtle to be addressed:

1. Individual Factor

Often individual members of the police are indifferent to the responsibilities given, thereby reducing the level of public trust in the police.

2. Community Factor

People often don't have faith in police resorts but choose the trust of community elders/elderly people to solve problems.

3. Leadership Factor

Leaders who are often less open or indifferent to their subordinates often hinder the performance of public services.

This means that every responsibility and action has positive and negative effects on public services.

Researchers get data regarding the provisions of the effectiveness indicators from the results of the study:

1. Output

Where the results of the police output must be considered in terms of employee discipline, employee performance.

2. Policy

The chief of police must be more active in having concepts and principles that serve as guidelines and the basis for plans in the implementation of an action and to minimize the mistakes of the police unit.

3. Destination

Police units must be guided by the vision and mission of the *Polri* itself.

The results of the research output, namely the effectiveness that has been carried out by researchers, concluded that the main factor:

1. Clarity of Purpose

The clarity of purpose must be in accordance with the *Peraturan Kepala Kepolisian Republik Indonesia Nomor 2 Tahun 2018* concerning the Establishment of Police Regulation Article 2 paragraph which has clear objectives to be achieved, and the *Peraturan Pemerintah Republik Indonesia Nomor 02 Tahun 2013* concerning Disciplinary Regulations

2. Strategy Clarity

Where the Sukabumi Police Chief must have a clear idea of implementation, planning and execution in accordance with the Vision and Mission of the Sukabumi Police.

When viewed from the policy of the main factors:

1. Policy formulation

Policy formulation must be seen in terms of being effective and efficient for all members of the police in Sukabumi resorts and the wider community so that they do not focus on one side.

2. Programming.

The preparation of the program must be in accordance with the vision and mission and government regulations regarding local government regulating Resort Units so that there is a synergy between the regulations of the central government and local governments.

3. Provision of facilities and infrastructure

The provision of *SARPAS* must meet implementation standards starting from the internal environment as well as for the external environment so as to facilitate carrying out police duties.

Judging from the main factor objective. Operational effectiveness where the effectiveness of communication and coordination of each member of the police in Sukabumi Resort has an important influence in building an organization in achieving its goals.

It can be seen from the results of table Data Gartiblin Sukabumi Police Personnel in 2020, where the purpose of implementation is often there are irregularities in the implementation in the field which there are still cases in the last 1 (one) year, In this case the implementation of public complaints is often not directly carried out in several special reports or public complaints even though the S.O.P. and main tasks are clear in the implementation strategy. Public services that emphasize the results of services to the Sukabumi resort community must be able to synergize from all parties.

For the realization of good and clean public services, what must be considered is the effectiveness of professional, effective and efficient public services. Optimal service can be seen from the results of the Sukabumi reservoir performance.

E. CONCLUSION

Based on the results of this paper regarding the Effectiveness of Police Members at the Sukabumi Resort, it can be concluded as follows where the behavior of subtle people/individuals is monitored, clarity of purpose is in accordance with police regulations, clarity of strategy includes the vision and mission of Sukabumi Resort, although in policy formulation and preparation the program must be re-adjusted with regional policies coupled with the discipline of all members of the police force.

It is hoped that the results of this research can provide useful contributions in the discipline of Public Administration, especially to find out the resort environment itself and as input for future research.

Thus, the effectiveness of members of the police force at Sukabumi Resort, essentially lies in the individual self of each member of the police force.

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