

The Analysis of Civil Service Police Unit Performance in Implementation Public Peace and Order in Tanah Bumbu District

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Abstract

This study aimed at analyzing the Civil Service Police Unit and Firefighter in implementing Public Peace and Order (*trantibum*). Obstacle factors that influenced the Civil Service Police Unit and Firefighters' achievement-performance were considered to analyze either. This research exerted a descriptive qualitative approach when data analysis was described verbally to obtain the entire information. Qualitative was used to examine intensely the performance and obstacles in implementing Public Peace and Order accomplished by the Civil Service Police Unit and firefighters in Tanah Bumbu. From this research, the results showed that the work ability of the Civil Service Police Unit in terms of (1) objective, was considered to be good (2) standard, was considered to be good (3) feedback, was assessed quite good (4) tools, was assessed adequate (5) competence, was assessed good (6) motive, was assessed good and (7) opportunity, was assessed quite well. Obstacle factors that might influence the performance of Civil Service Police Unit and Firefighters in Tanah Bumbu District were lack of: (1) facilities and infrastructure, (2) incentive (3) rewards and punishment, (4) commander's motivation (5) teamwork, solidarity and togetherness.

Keywords: analysis, performance, civil service police unit, public peace and order (Trantibum)

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1. Introduction

One of the national development objectives is assisting the implementation of public order and world peace. It is in line with one of some objectives provided in the preamble of the 1945 constitution in paragraph 4 which is stated that the nature of national development is to educate the nation life, to advance the public welfare, to protect the entire native land of Indonesia and to participate in the execution of public order and world peace. The principle of development is a development where balance, harmony, and conformity are found for whole Indonesians (Yuliani & Chairun, 2014; Zulkarnaen, 2014).

The government has published some policies in order to achieve the national development objective in the form of regional autonomy in accordance with the mandate of 1945 Constitution article 18. It is stated that the local government has the authority to manage the region based on the autonomy principle. The essence of giving autonomy is to give more chances for the region to determine and decide its own policies to actualize the public welfare through public service (Mariana, 2010; Suprayetno, 2017).

In terms of local government authority autonomy, it is possible to make some apparatus in the form of regional apparatus which is used to assist the implementation of government. One of the local apparatuses is recognized as the Civil Service Police Unit. The role has an essential part where the Civil Service Police should participate in helping the regional head run the government policies as the front guard in public peace and order aspects. Based on the regulation No.23 in 2014 about Local Government on article 255 paragraph 1, it is mentioned that Civil Service Police Unit is formed to enforce the Regional Regulation Regional Head Regulation to implement public peace and order and to protect the citizens (Suprayetno, 2017; Tamrin & Kurniati, 2021).

Tanah Bumbu as one of the districts in South Kalimantan has set the regional regulations in form of Regent Regulation of Tanah Bumbu Number 33 of 2017 about the Civil Service Police Unit regarding the duties, function, job description, working procedure of the organization elements of Civil Service Police Unit and Firefighters. They play an essential role to assist the regent in organizing and implementing local policies in terms of public peace and order and community protection.

In this era, the regional head holds the complete authority to formulate and implement policy to fulfill the national development objective. The duty of the regional head, which gets harder to meet society's needs, requires the assistance of regional apparatus, especially the Civil Service Police Unit and Firefighters. They are required to do their performance as best as they can.

According to Armstrong and Baron (quoted in Wibowo, 2016), performance is the work output that has a strong correlation with the organization's strategic objective. The performance of an organization might be categorized as the achieved totality of work. Optimum performance is the reflection of work that meets the provided standard to achieve the organization's objectives (Utomo & Widowati, 2017).

An organization's performance depends on human resource competence, either individual or team. The brilliant organization which has the willingness to enhance the performance should make efforts to develop the human resources. Individuals or teams have the responsibility to hold the role for the organization's improvement through skill, attitude, and self-contribution (Syamsul, 2012; Wibowo, 2016).

The Civil Service Police Unit and Firefighters of Tanah Bumbu District consist of 147 members in executing the public order and public peace. The implementation of *tantribum* and *linmas* which is done by the Civil Service Police Unit and Firefighters of Tanah Bumbu is per Minister of Home Affairs Regulation No. 26 of 2020 about the implementation of Public Peace and Order (*Trantibum*) and Community Protection (*Linmas*).

In executing the duties, Public Peace and Order and Community Protection Division are helped by two sections and 100 personnel that are divided into 3 teams that consist of the guard team, patrol regional team, and Paspada Team. According to *SPM* of Public Peace and Order and Community Protection, patrol is executed three times a day by a Patrol Team which reaches the entire district area. To support the activity, the Civil Service Police Unit and Firefighters provide 2 six-wheel cars, 6 four-wheel cars, and 8 motorcycles. With these infrastructure facilities, it is expected that the performance of the Public Peace and Order and Community Protection Division as well as the implementation of the *Tantibum* and *Linmas* in Tanah Bumbu can be implemented effectively and efficiently and meet the level of community satisfaction.

However, in reality, the implementation of Public Peace and Order in Tanah Bumbu does not run effectively and efficiently. It is due to several obstacles technically and non-technically which are considered. Based on the problem, the objective of this research is to analyze the implementation of Public Peace and Order in Tanah Bumbu executed by the Civil Service Unit and Firefighters. Furthermore, the obstacle factors which may influence the performance-achievement of Civil Service Police Unit members and Firefighters in implementing Public Peace and Order of Tanah Bumbu should be analyzed as well.

2. Research Methods

This study uses a descriptive qualitative approach where the data analysis is presented verbally to obtain comprehensive information. The use of a qualitative method in this study is intended to comprehend in-depth the performance and obstacles in the administration of Public Peace and Order by the Civil Service Police Unit and Firefighters Department in Tanah Bumbu District.

The data collection techniques used in this study are as follows: 1) In-depth Interviews; 2) Observation; and 3) Documentation. The data analysis technique used in this research is a qualitative analysis employing descriptive (non-statistical). The qualitative analysis used in this study is the Miles and Huberman model which consists of three flows of activities that occur simultaneously, namely: data reduction, data presentation, and drawing conclusions or verification (Miles & Huberman, 2009).

3. Result and Discussion

After the researchers conducted a study at Civil Service Police Unit and Firefighters Division with the method of observation, documentation, and interviews, the results of the research findings are presented as follows:

The performance indicators used in this study use the performance indicators of Paul Hersey, et al (1996) in his book Wibowo, Performance Management Fifth Edition (2016), which include: 1) objectives, 2) standards, 3) feedback, 4) tools and facilities, 5) competence, 6) motive, and 7) opportunity.

3.1 Objective

The objective is one of the most important performance indicators. Performance is largely determined by the goals to be achieved. The goal is a better condition that will be achieved in the future. Goals have the meaning of showing the direction in which performance should be carried out.

Based on the result of the interview with the Secretary of Civil Service Police Unit and Firefighters, Mr. Muhammad Arif Rahman Hakim said that: "The activities of Civil Service Police Unit and Firefighters of Tanah Bumbu District have been in line with the objectives previously set." (Interview was conducted on 2 November 2021 at 10:00 a.m.).

Researchers also interviewed The Head of Public Peace and Order and Community Protection. Mr. Fitriansyah said that: "Yes, the activity which is done by the Civil Service Police Unit and Firefighters of Tanah Bumbu District has been suited with the goal set in the work plan." (The interview was conducted on 1 November 2021 at 09.30 p.m.).

Researchers also interviewed some members of the Public Peace and Order and Community Protection Division of Civil Service Police and Firefighters of Tanah Bumbu District. They stated that:

"yes, It has been in line with the instruction and purpose based on vision and mission of Civil Service Police Unit and Firefighters of Tanah Bumbu District (Researcher interviewed Mr.Ahmad Muhajir on 1 November at 10:30 A.M).

"Yes, it has been carried out based on the direction and goal which is based on the vision and mission of the

Civil Service Police Unit.” (Researchers interviewed Mr.Hapiludin on 1 November 2021 at 11:30 a.m.).

“Yes, It is in accordance with the direction and purpose of the local government.” (Researcher interviewed Mr.Gusti Herliansyah Atmaja on 1 November 2021 at 12:30 p.m.).

“Yes, the activity done by the Public Peace and Order and Community Protection Division has suited the direction and purpose of the Civil Service Police Unit and Firefighters of Tanah Bumbu District.” (Researcher interviewed Mr.Budi Setiawan on 1 November 2021 at 02:00 p.m.).

“Yes, the activity has been in line with the purpose of Public Peace and Order which makes the public peace and order for people in Tanah Bumbu District come true.” (Researcher interviewed Mr.Danang Zainal Ali Bahri on 1 November 2021 at 03:00 p.m.).

“The activity in implementing public peace and order has run well in accordance with the direction and purpose which meets the vision and mission of the Civil Service Police Unit which is in line with the regional regulations, regional regulation enforcers and regent regulation.” (Researcher interviewed Mr.Renaldy on 2 November at 09:00 a.m.).

“Yes, it has been carried out in accordance with the vision and mission of the Civil Service Police Unit and Firefighters Department of Tanah Bumbu District.” (Researcher interviewed Mr.Riyanto.R on 2 November 2021 at 11:00 a.m.).

"Yes, the Public Peace and Order activities have been carried out by increasing environmental security and community protection covering 10 sub-districts, 144 villages, and 5 sub-districts in Tanah Bumbu District." (Interview was conducted on November 2, 2021, at 11:00 a.m.).

From the results of the interviews and the field observations, it can be seen that the members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had maintained Public Peace and Order in accordance with the objectives of the visions and missions, as well as the main tasks. This is in line with Law Number 23 of 2014 concerning Regional Government in article 255 paragraph 1, which states that the Civil Service Police Unit was formed to enforce Local Regulations, maintain public order and peace, and provide community protection.

One of the most important indicators in performance is the objectives. Wibowo (2016) stated that performance is largely determined by the objectives that will be achieved. The objective is a better state that needs to be achieved in the future. The objectives mean showing in which direction a performance should be carried out.

From the explanation above, it can be concluded that the main indicator of performance is the objective. Performance is said to be successful if the desired objectives are achieved. Good performance is needed to achieve the objectives that have been planned before. That is, when viewed from the objective indicators, it can be said that the performance of the members of the Civil Service Police Unit and Firefighters in Tanah Bumbu District in maintaining Public Peace and Order in Tanah Bumbu District was good.

3.2 Standard

Standard has an essential role in determining whether a purpose can be achieved completely or not. It means that without the existence of a standard, it cannot be recognized when the goal is achieved.

Based on the interview, the Secretary of Civil Service Police Unit and Firefighters, Mr. Muhammad Arif Rahman Hakim said that:

“The Public Peace and Order done by the Civil Service Police Unit and Firefighters of Tanah Bumbu, District has been suited with the determined standard previously.” (Interview was conducted on 2 November 2021 at 10:00 a.m.).

Based on an interview, the Head of Public Peace and Order and Community Protection Division, Mr. Fitriansyah said that:

“Yes, it is in accordance with the standards in the implementation of activities carried out by the Civil Service Police Unit and Firefighters of Tanah Bumbu District.” (Interview was conducted on November 1, 2021, at 09:30 a.m.).

Based on interview, several executive members of the Public Peace and Order and Community Protection Division of Civil Service Police Unit, and Firefighters in Tanah Bumbu said that:

"Yes, it has been carried out according to the standard implementation that has been previously determined by the Civil Service Police Unit and Firefighters." (Interview was conducted with Mr. Ahmad Muhajir, November 1, 2021, at 10:30 p.m.).

"It has been carried out with predetermined standards, where all activities are based on the existing procedures for the Civil Service Police Unit and Firefighters." (Interview was conducted with Mr. Hapiludin on November 1 2021 at 11:30 a.m.).

"Yes, the facilities and infrastructure are sufficient and must always be improved such as Electronic Information and Transaction Experts, law and others." (Interview was conducted with Mr. Gusti Herliansyah Atmaja on November 1, 2021, at 12:30 p.m.).

"Yes, the activities carried out in the Public Peace and Order and Community Protection Division are in accordance with the directions and objectives of the Civil Service Police Unit and Firefighters in Tanah Bumbu

district." (Interview with Mr. Budi Setiawan was conducted on November 1, 2021, at 2:00 p.m.).

"Yes, it is in accordance with the minimum service standard for the implementation of the Public Peace and Order by Civil Service Police Unit and Firefighters of Tanah Bumbu district (Interview was conducted with Mr. Danang Zainal Ali Bahri on November 1, 2021, at 3.00 p.m.).

"Yes, in carrying out the Public Peace and Order activities, the Civil Service Police Unit has been guided by the standard operating procedure (*SOP*) where it has been regulated how a member of the Civil Service Police Unit acts or carries out activities." (Interview was conducted with Mr. Renaldy on November 2, 2021, at 09:00 a.m.).

"By carrying out activities in accordance with the vision and mission of the Civil Service Police Unit, there will be order and peace in the community." (Interview was conducted with Mr. Riyanto R, on November 2 2021 at 10:00 A.M).

"Yes, it has been carried out according to standards with the number of patrols carried out 24 hours a total of 3 times a day and the number of escorting regional officials is 10 times per month." (Interview was conducted on November 2 2021 at 11:00 a.m.).

From the results of the interviews and the field observations, it can be seen that the members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had maintained Public Peace and Order in accordance with the specified implementation standards. This is in line with the Performance Report of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District if it was seen from the moment the objectives were achieved, which was following the standards that were mutually agreed beforehand.

Performance standards are important because they tell us when an objective can be accomplished. Wibowo (2016) stated that performance standards are a measurement of whether the desired objectives are achieved. Setting performance standards is very important because they will be a benchmark in carrying out the tasks. This is in line with Wirawan's opinion (2009) who stated that performance standards will provide the direction for the quantity and quality of performance.

From the explanation above, it can be concluded that performance standards are very important in an organization because they serve as a reference in carrying out the tasks. The members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had complied with the predetermined performance standards in maintaining Public Peace and Order. It means that from the standard indicators of the performance's perspective, the members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District were considered to be good at maintaining Public Peace and Order.

3.3 Feedback

Objectives, standards, and feedback are interrelated. Feedback reports progress, both quality, and quantity in achieving the goals defined by the standards. Feedback is the input needed to measure performance progress, performance standards, and objective achievement. Based on the interview conducted with Mr. Muhammad Arif Rahman Hakim said that:

"No feedback has been received regarding the Transtibum activities of the Civil Service Police Unit and Firefighters of Tanah Bumbu District" (Interview was conducted on November 2, 2021, 10:00 a.m.).

Based on the interview, Head Division of Public Peace and Order and Community Protection, Mr. Fitriansyah said that:

"Yes, there is feedback in implementing the Public Peace and Order activity and it is expected that the implementation of Public Peace and Order in Tanah Bumbu District will be better in the future." (Interview was conducted on November 1 2021 at 09.30 a.m.).

Based on the interview conducted with some of the executive members of the Public Peace and Order and Community Protection Division in the Civil Service Police Unit and Firefighters of Tanah Bumbu District, said that:

"Yes, after doing some activities of public peace and order, evaluation of implementation achievement is conducted by the Head of Public Peace and Order" (Interview was conducted with Mr. Ahmad Muhajir on 1 November 2021 at 10.30 a.m.).

"Yes, there is, with a statement from the community that the Civil Service Police Unit is present in the community, in terms of escort and security, there is participation and presence of the Civil Service Police Unit at some events attended by regional officials in Tanah Bumbu District." (Interview was conducted with Mr. Hapiludin on November 1 2021 at 11.30 a.m.).

"Yes, there is. By having communication from both parties (leaders and members), there are always improvements in every activity." (Interview was conducted with Mr. Gusti Herliansyah Atmaja, on November 1 2021 at 12.30 p.m.).

"There is a public statement regarding the presence of the Civil Service Police Unit in the community when there is a disturbance in security and order in Tanah Bumbu District." (Interview was conducted with Mr. Budi Setiawan on November 1 2021 at 2.00 p.m.).

"Yes, there is, with the implementation of Public Peace and Order activities, especially patrols, in terms of the

prevention of disturbances of the tratum and violations of local regulations/ regional head regulations (perkada), so that the public peace and order in the community can happen." (Interview was conducted with Mr. Danang Zainal Ali Bahri on November 1 2021 at 3.00 p.m.).

"Yes, people are starting to feel the presence of the Civil Service Police Unit in their midst. Consequently, people are starting to be orderly with region regulations (perda) and regional head regulations (Perkada). In terms of peace, people are starting to live comfortably due to the existence of patrols done around places that usually disturb the community, such as night entertainment venues and some other places that are indicated to be used as a place for the practice of prostitution." (Interview was conducted with Mr. Renaldy, November 2 2021 at 09.00 a.m.).

"Yes, it has been carried out in accordance with the Procedure Operating Standard in the Civil Service Police Unit and Firefighters of Tanah Bumbu District." (Interview was conducted with Mr. Riyanto R, on November 2 2021 at 10:00 a.m.).

"Yes, the community's response is good with the presence of patrol members and the security of regional officials, because with the patrol, the community feels safe and peaceful." (Interview was conducted on November 2, 2021, at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that in the process of maintaining Public Peace and Order, the members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had gotten feedback both from the commander and from the society. The commander regularly evaluated their performance and the improvement could be beneficial for further tasks. The people began to feel the presence of the Civil Service Police Unit in maintaining public order and comfort.

The members of the Civil Service Police Unit and the Firefighters who maintained public peace and order were very happy to receive the feedback given by their commander and the society. This is in line with the opinion of Colletti LM (2000) in his research on the clinical committee in the surgical section on students which stated that a student preferred to get feedback either after the assessment or directly from the assessor.

According to Wibowo (2016), feedback is the input used to measure performance progress, performance standards, and performance achievements. This means that objectives, standards, and feedback are interrelated. Giving feedback is part of motivating the members of the Civil Service Police Unit and the Firefighters in carrying out their duties, especially in maintaining Public Peace and Order. This is in line with what was stated by Rink (in Rahayu and Iwan, 2019) saying that feedback has three main functions, namely notification or information, reinforcement, and motivation.

From the explanation above, it can be concluded that there was feedback given by the commander, the members, as well as the society regarding the maintenance of Public Peace and Order carried out by the Civil Service Police Unit and the Fire Department in Tanah Bumbu District. It can be concluded that the Civil Service Police Unit and the Firefighters had performed well in maintaining Public Peace and Order, both in the eyes of the commander and the society.

3.4 Tools or Facilities

The source which can be used to achieve a goal completely is tools or facilities. It is considered as a supporting factor to achieve the goal which has been set. Without the tools or facilities, the specific duty will not be executed well and the goal will not be accomplished completely. Therefore, with no tools or facilities, it will be difficult to finish anything.

Based on the interview conducted with the Secretary of Civil Service Police Unit and Firefighters. Mr. Muhammad Arif Rahman Hakim said that:

"The available resources such as personnel, funding, and infrastructure have not supported well" (It was conducted on 2 November 2021 at 10:00 a.m.).

Based on the interview, executive members of Public Peace and Order of Civil Service Police Unit and Firefighters in Tanah Bumbu District said that:

"The supporting infrastructure to support the public peace and order in Tanah Bumbu District has not been adequate yet (The interview with Mr.Muhajir was conducted on 1 November 2021 at 10:30 a.m.).

"Yes, in 2021 budget is enough to do some activities, but for the infrastructure, it is still not sufficient to support the activity such as escort and security of some officials to a remote area." (The interview with Mr.Hapiludin was conducted on 1 November 2021 at 11:30 a.m.).

"It has been enough but for the imperfection should be improved" (Interview was conducted with Mr.Gusti Herliansyah Atmaja on 1 November 2021 at 12.30 p.m.).

"Not yet, the shortage of personnel and funds often hinders the implementation of the public peace and order program." (Interview was conducted with Mr. Budi Setiawan on November 1 2021 at 2.00 p.m.).

"Yes, it has supported the implementation of the public peace and order program with the availability of facilities and infrastructure and the support of existing personnel." (Interview was conducted with Mr. Danang Zainal Ali Bahri on November 1 2021 at 3.00 p.m.).

"In terms of quality and quantity, members have carried out certain training on how a Civil Service Police Unit acts or deals with the community, while in terms of facilities and infrastructure, Civil Service Police Unit feels that it has been adequate with 2 patrol cars and 1 *Paspanda* car." (Interview was conducted with Mr. Renaldy on November 2 2021 at 09.00 a.m.).

"Not yet, the implementation still lacks personnel and facilities such as the fleet and members' security tools." (Interview was conducted with Mr. Riyanto R, on November 2 2021 at 10:00 am).

"Yes, the number of personnel and infrastructure is very supportive in carrying out activities in the field." (Interview was conducted on November 2 2021 at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that the Civil Service Police Unit and the Firefighters in Tanah Bumbu District were still lacking tools or facilities in maintaining Public Peace and Order. What they needed more were vehicles, individual equipment, budget, and personnel. All of those lacking resulted in the less optimal work performance, although they did not become an obstacle for the members to carry out their duties well. This is in line with the results of research by Ali and Adan (2013) which proved that working conditions supported by complete facilities will increase work productivity.

Wibowo (2016) stated that tools or facilities were resources that could be used to help accomplish the goals. This means that with adequate tools or facilities, the performance can even be better. The same thing was also conveyed by Siagian (2017) who stated that the importance of adequate work facilities and infrastructure needs some attention. The results of Nurhadian's research (2019) stated that adequate work facilities will improve the employee's performance.

From the explanation above, it can be concluded that the tools or facilities to support the work of the Civil Service Police Unit and the Firefighters in Tanah Bumbu Districts in maintaining Public Peace and Order were very important to improve their performance. This means that performance can be optimal as long as there are sufficient tools and facilities.

3.5 Competence

One of the main requirements in performance is competence. Competence is the ability of a person to carry out the work given to him well. A person's competence makes it possible to actualize tasks related to work achieved according to goals.

Based on the result of the interview with the Secretary of Civil Service Police Unit and Firefighter, Mr. Muhammad Arif Rahman Hakim said that:

"The available resources, such as personnel, funds, and infrastructure are available, but they are not fully supported." (Interview was conducted on November 2, 2021 at 10:00 a.m.).

Based on an interview with the Head of the Public Peace and Order and Community Protection Division, Mr. Fitriansyah said that:

"Competence is sufficient because it already has 7 functional officials and 6 *PPNS*." (Interview was conducted on November 1 2021 at 09.30 a.m.).

Based on interviews, several executive members of the Public Peace and Order and Community Protection Division of Civil Service Police Unit and Firefighters of Tanah Bumbu District said that:

"It has been very good, as evidenced by the smooth running of every activity." (Interview was conducted with Mr. Ahmad Muhajir on November 1 2021 at 10.30 a.m.).

"For the competence of implementers in the field, it is quite qualified, both civil servants and non-civil servants, have the same work motivation. However, sometimes the commitment is different, because of the conditions in the field at the time of implementation." (Interview was conducted with Mr. Hapiludin on November 1 2021 at 11.30 a.m.).

"You must always learn and improve. Leadership support is always expected." (Interview was conducted with Mr. Gusti Herliansyah Atmaja on November 1, 2021 at 12.30 p.m.).

"The competence, motivation, and commitment could be seen during the implementation of the duties in the field as well as from the teamwork so that the problems could be solved." (Interview was conducted with Mr. Budi Setiawan on 1 November 2021 at 02.00 p.m.).

"The competence, motivation, and work commitment have already been good, it can be seen from the implementation of the task in the field. With a solid team, every problem can be solved." (Interview was conducted with Mr. Danang Zainal Ali Bahri on 1 November 2021 at 03.00 p.m.).

"The competence, motivation, and work commitment in implementing the activities have been very good, as evidenced by the success of the Civil Service Police Unit in maintaining peace and public order, thanks to several competency training and work commitments of each of the Civil Service Police Unit personnel." (Interview was conducted with Mr. Renaldy on 2 November 2021 at 09.00 a.m.).

"In terms of the competence, motivation, and work commitment, the implementation of both civil servants and non-civil servants' membership has been very good, as evidenced by the activities that ran successfully." (Interview was conducted with Mr. Riyanto R on 2 November 2021 at 10.00 a.m.).

"Anggita, who was assigned in the field, had the ability needed to fulfill her main responsibilities and the motivation and commitment to maintain peace and order in society." (Interview was conducted on 2 November 2021 at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that the competence of the members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District activities was quite good, which can be seen from the success of the activities that have been carried out. Besides that, the high motivation and work commitment of both Civil Servants and Non Civil Servants also resulted in the successful accomplishment of Public Peace and Order.

In general, competence is the ability that is most needed in a job. An employee will improve his/her performance if he/she has high competence. This is in line with what was conveyed by Wibowo (2016), competence is the main requirement in performance. Competence allows a person to realize the work-related tasks needed to achieve goals. This is supported by the results of research by Cahyaningrat, et al (2016) which stated that competence has a positive effect on the employee's performances.

Furthermore, Wibowo (2016) said that people must do more than just learn about something; people must be able to do their jobs well. The government and private agencies certainly need human resources who have the ability or competence to support their performances.

From the explanation above, it can be concluded that the performance of the executive members of the Civil Service Police Unit and the Firefighters was good because they had good competence as well. This means that the competence possessed by the executive members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had a positive impact on their good performance.

3.6 Motive

According to Wibowo (2016), the motive is one of two indicators that has a very important role. Motive is a reason or stimulus for someone to do something. Work leaders facilitate motivation to their members with incentives in the form of money, recognition, setting challenging goals, setting affordable standards, asking for feedback, giving freedom to do work including the working time, providing necessary resources, and eliminating actions that lead to disincentives. In the interview, the Secretary of the Civil Service Police Unit and Firefighters, Mr. Muhammad Arif Rahman Hakim said that: "Rewards and incentives for members." (Interview was conducted on 2 November 2021 at 10:00 a.m.).

Based on an interview, the Head Division of the Public Peace and Order and Community Protection, Mr. Fitriansyah said that: "The motivations given include: giving wages for each activity; giving rewards for the activity organizers who have good performances. (Interview was conducted on 1 November 2021 at 09.30 a.m.).

Based on the interviews, some of the executive members of the Public Peace and Order and Community Protection Division in the Civil Service Police Unit and Firefighters of Tanah Bumbu District said that:

"The commander has supported the activities by participating in them as well as adding budgeting funds and activity fees." (Interview was conducted with Mr. Ahmad Muhajir on 1 November 2021 at 10.30 a.m.).

"The motivation and support are always given by the commander to the activities held, as evidenced by his participation in each activity." (Interview was conducted with Mr. Hapiludin on 1 November 2021 at 11.30 a.m.).

"The motivation, both material and non-material, is highly expected and needed by the members so that the activities can be successful. Currently, we are highly motivated by the commander." (Interview was conducted with Mr. Gusti Herliansyah Atmaja on 1 November 2021 at 12.30 p.m.).

"The motivation and support given by the commander are in the form of rewards." (Interview was conducted with Mr. Budi Setiawan on 1 November 2021 at 02.00 p.m.).

"The motivation and support for the members of the Public Peace and Order division are in the form of rewards and punishments, so the activities can be carried out properly. They can also discipline the members." (Interview was conducted with Mr. Danang Zainal Ali Bahri on 1 November 2021 at 03.00 p.m.).

"The commander has fully supported the Public Peace and Order division's activities as evidenced by his participation in certain activities such as regional patrols so that it could indirectly motivate the members to be disciplined and committed to work. He also gave the members some advice and rewards to encourage them." (Interview was conducted with Mr. Renaldy on 2 November 2021 at 09.00 a.m.).

"The commander has supported the activities, like participating in every activity and adding budget funds." (Interview was conducted with Mr. Riyanto R on 2 November 2021 at 10:00 a.m.).

"Cheering up and uplifting the corps spirit to carry out activities in the field." (Interview was conducted on 2 November 2021 at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that the members of the executive members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had received high motivation from the commander. The motivation given included the presence of the commander in every field enforcement and rewards for those who were involved in the activities. These really motivated the members to be involved in every activity, especially in maintaining Public Peace and Order. This is in line with Wibowo

(2016) who stated that leaders facilitate motivation to their subordinates with incentives in the form of money, recognize them, set challenging goals, set affordable standards, and ask for feedback.

According to Wibowo (2016), the motive is a reason or stimulus for someone to do something. Stoener in Noroatmodjo (2009) stated that motivation is something that causes and supports a person's actions or behavior. The same idea was conveyed by Hasibuan (2010) stating that motivation is the driving force that creates one's work enthusiasm to achieve optimal performance.

From the explanation above, it can be concluded that the members' motive in maintaining public peace and order was due to the great motivation given by the commander with his presence in every field activity, as well as the incentives and performance recognition.

3.7 Opportunity

At work, someone needs to get the opportunity to show his/her work performance. Two factors contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. Based on the interview with the Secretary of Civil Service Police Unit and Firefighters, Mr. Muhammad Arif Rahman Hakim said that: "The members are given the opportunities to show their work performance, and will be rewarded according to it." (Interview was conducted on 2 November 2021 at 10:00 a.m.).

Based on the interview, the Head of the Public Peace and Order and Community Protection Division, Mr. Fitriansyah said that: "Yes, the executive members are given the opportunity to show their work performance, like regularly participating in activities according to the SOP and giving a positive impact for themselves." (Interview was conducted on 1 November 2021 at 09.30 a.m.).

In the interviews, several executive members of the Public Peace and Order and Community Protection Division of Tanah Bumbu District said that:

"Yes, the commander gave awards to the members who excelled." (Interview was conducted with Mr. Ahmad Muhajir on 1 November 2021 at 10.30 a.m.).

"This has always been carried out, the commander always gives rewards to the members on duty." (Interview was conducted with Mr. Hapiludin on 1 November 2021 at 11.30 a.m.).

"Yes, according to the existing regulations." (Interview was conducted with Mr. Gusti Herliansyah Atmaja on 1 November 2021 at 12.30 p.m.).

"The commander provides opportunities for the members to show their work achievements for the progress of the corps." (Interview was conducted with Mr. Budi Setiawan on 1 November 2021 at 02.00 p.m.).

"The commander provides an opportunity by holding weekly events so that the members can give their opinions." (Interview was conducted with Mr. Danang Zainal Ali Bahri on 1 November 2021 at 03.00 p.m.).

"The commander has rewarded his members for their achievements at work so they can be proud of their work." (Interview was conducted with Mr. Renaldy on 2 November 2021 at 09.00 a.m.).

"Yes, the commander has provided his members the opportunities to show their achievements. He will give rewards for those who excel at their work." (Interview was conducted with Mr. Riyanto R on 2 November 2021 at 10:00 am).

"Yes, every executive member has the right to show their work performance which later will be appreciated by the commander." (Interview was conducted on 2 November 2021 at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that the executive members of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District had the same opportunity to show their work performance. The commander had provided opportunities for his members to improve their work performance by giving rewards if they did a good job. Providing opportunities to show achievements and career development can improve the members' performances. The same thing was conveyed in the results of research by Fadila, et al (2020) which stated that career opportunities have a positive and significant effect on performance through motivation. This means that motivation will increase the positive value of work in improving and increasing work spirit which will be reflected in a good performance.

Gasparz (2012) stated that career development is a process by which a person sets current and future career goals, then assesses the level of existing skills, knowledge, and experience, and implements appropriate actions to achieve the desired goals. According to Rivai (2011), one of the factors that influences career development is work performance.

From the explanation above, it can be concluded that the same opportunity for every member to show their work performances can improve the final performances. This means that high performance can be achieved if the commander allows his members to work well and develop their careers.

3.8 Inhibiting Factor

Several factors were found to be the obstacles in achieving the performance of the Public Peace and Order at the Civil Service Police Unit and Fire Department in Tanah Bumbu District. Based on the interviews with the Secretary of the Public Peace and Order and Fire Department of Tanah Bumbu District, Mr. Muhammad Arif

Rahman Hakim said that: "Several factors influencing the work achievement of the Public Peace and Order and Firefighters include their perspectives on the main tasks and functions, supporting facilities, incentives, rewards, and punishments." (Interview was conducted on 2 November 2021 at 10:00 a.m.).

Based on the interview with the Head of the Public Peace and Order and Community Protection Division, Mr. Fitriansyah said that: "The factors that affect the members' performances are as follows: Internal Factors (adequate infrastructure, sufficient personnel), External Factors (the availability of the regulations for cross-sectoral cooperation that runs according to the standard." (Interview was conducted on 1 November 2021 at 09.30 a.m.).

Based on the interviews, several executive members of the Public Peace and Order and Community Protection Division at the Civil Service Police Unit and Fire Department in Tanah Bumbu District said that:

"The factors that affected the work of the Public Peace and Order were the quality and quantity of personnel, funds, facilities, and infrastructure." (Interview was conducted with Mr. Ahmad Muhajir on 1 November 2021 at 10.30 a.m.).

"The factors that affected the performances were the limited budget for fuel and the lack of qualified vehicles for escorting the local officials in remote areas." (Interview was conducted with Mr. Hapiludin on 1 November 2021 at 11.30 a.m.).

"The material factors such as facilities and infrastructure (vehicles, fuel costs, food, and drink), and non-material factors such as the commander's support and motivation." (Interview was conducted with Mr. Gusti Herliansyah Atmaja on 1 November 2021 at 12.30 p.m.).

"Lack of funds and personnel." (Interview was conducted with Mr. Budi Setiawan on 1 November 2021, at 02.00 p.m.).

"One of the factors was the Covid-19 pandemic, which made the operational budget need to be shifted on something else, resulting in problems." (Interview was conducted with Mr. Danang Zainal Ali Bahri on 1 November 2021 at 03.00 p.m.).

"The fuel factor and the discipline of each member can encourage a sense of solidarity and team strength in carrying out activities." (Interview was conducted with Mr. Renald on 2 November 2021 at 09.00 a.m.).

"Trust among the members, solidarity, and kinship, as well as infrastructure." (Interview was conducted with Mr. Riyanto R on 2 November 2021, 10.00 a.m.).

"The infrastructure, members' welfare, and leadership factors." (Interview was conducted on 2 November 2021 at 11.00 a.m.).

From the results of the interviews and the field observations, it can be seen that the inhibiting factors for achieving the performance of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District in maintaining public service and order include: 1) the mindset towards the main tasks and functions, 2) the facilities and infrastructure, 3) incentives/funds, 4) rewards and punishment, 5) the quantity and quality of the personnel, 6) the commander's motivation, 7) cooperation, solidarity, and togetherness. This is in line with the research done by Laloma (2013) which stated that improving the employee's welfare is one of the aspects of the leaders' motivation in improving the performance of the subordinates. This is supported by the results of Alysakinah's research (2019) stating that the inhibiting factors for performance include: age, lack of motivation, lack of training and development, consultation, and facilities.

4. Conclusion

Based on the results of the research and discussion above, it can be concluded that.

The results showed that the performance of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District in terms of (1) The objectives, the work ability of the members was considered to be good, and the objectives were achieved. (2) The standard, the work ability of the members was considered to be good because they worked according to the specified standards. (3) Feedback, in the form of input from both the commander and the society, the work ability of the members was considered quite good because the feedback was given through routine evaluations. Society also started to feel the existence of the Civil Service Police Unit. (4) The tools or facilities, the working ability of the members was considered quite good with the adequate tools or facilities. (5) Competence, the work ability of the members of the Satpol PP and Tanah Bumbu District Firefighters was considered to have gone well because of their qualified competence in carrying out their duties. (6) The motives, the work ability of the members was considered to be good because of the high motivation given by the commander and the fellow members. (7) Opportunities, the work ability of the members was considered quite good because the commander provided opportunities and career development to his members.

The factors that hinder the performance of the Civil Service Police Unit and the Firefighters in Tanah Bumbu District include: Lack of facilities and infrastructure, especially the mobile ones such as four-wheeled patrol cars, four-wheeled security forces cars, and operational motorcycles, Lack of incentives/funds, due to limited budget approved by local government, Lack of rewards and punishments, which was related to the feedback given. The feedback given by superiors was limited to rewards in the form of a letter of assignment.

The diligent members would be given more letters of assignment than those who were less diligent, and The quantity and quality of the personnel were still lacking. In terms of quantity, there were 154 members in the Civil Service Police Unit and the Firefighters in Tanah Bumbu District. Out of the 90 members, 25 of them were civil servants, 65 were temporary or contract workers, and only 7 were civil servants with official functional qualifications. Meanwhile, the personnel still lacked competence, especially basic education and training, since there were more contract employees in the Civil Service Police Unit than there were the civil servants.

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