

Effectiveness of Community Police Officer (Bhabinkamtibmas) Training Program in “SPN Polda NTT” to Improve Security and Public Order in “Polres Kupang Kota” Jurisdiction: A Case of Indonesia

Sumijati*, M. N. B. C. Neolaka, Ajis Salim Adang Djaha

Master’s Program in Administrative Science, Post Graduate Program, Nusa Cendana Kupang University, East Nusa Tenggara, Indonesia

Abstract

Objective of this study was to describe and analyze effectiveness of community police officer (Bhabinkamtibmas) training program in “SPN Polda NTT” in order to improve security and public order in “Polres Kupang Kota” jurisdiction. The study used qualitative approach and the design was case study. The study was conducted in “Sekolah Polisi Negara (SPN) Polda NTT” and “Polres Kupang Kota” jurisdiction. The focus was effectiveness of community police officer (Bhabinkamtibmas) training program to improve security and public order and the sub-focus were (1) quality of service and (2) satisfaction. The data analysis method was Miles and Huberman (2009)’s analysis. Triangulation was the technique used in validity testing. The finding showed that based on the instructors and the community police officers and public satisfaction, the training program in “SPN Polda NTT” worked effectively to improve security and public order in “Polres Kupang Kota” jurisdiction.

Keywords: training program, community police officer, Indonesia

1. Introduction

Indonesian National Police is a public institution of which responsibility is to protect and provide service to the community as well as enforce the law. In addition, the institution is responsible for security and public order in their jurisdiction.

In order to carry out their tasks and responsibility, police officers should win the public trust. Maintaining public order and security is not sole responsibility of police officers. The public should take active participation and work together with police officers to keep their community safe. Police officer that has direct interaction with the society is “Bhayangkara Bintara Pembina Keamanan dan Ketertiban Masyarakat (Bhabinkamtibmas)” or community police officer. Indonesian National Police should equip the community public officers so that they can gain public trust. A good synergy between the community public officers and the community will enhance security and public order in an area.

Security and public order create safe and peaceful situation, improve working motivation, and reduce or even eliminate threats. Indonesian National Police has roles to enforce law, protect and provide service for the society. Indonesian National Police has a bureau responsible for maintaining public security. This bureau should develop mutual, respectful relationship with the society in order to gain support and acceptance from the society.

Bhabinkamtibmas has an important role to overcome issues taking place in the society. They act as mediator, negotiator and facilitator. Most issues taking place in the society can be solved with discussion in a public forum or based on customary law. Synergy between Bhabinkamtibmas and the public helps bridging the gap between these two.

Kupang is a growing city located in the Eastern part of Indonesia. Kupang government strives to provide infrastructure and develop public service. However, criminal rate in the city is increasing. The following is criminal cases taking place in Polres Kupang Kota jurisdiction between 2011 and 2015.

In 2011, there were 2,147 reported cases and 1,110 solved cases. The number decreased slightly into 2,131 reported cases and 835 solved cases in 2012. In the year 2013, the number decreased again to 2,119 reported cases and 776 solved cases. In 2014, there were 2,161 reported cases and 815 solved cases. The number increased quite significantly to 2,217 reported cases and 1,061 solved cases in 2015. In 2015, Polres Kupang Kota had the highest criminal rate in their jurisdiction with 844 reported cases and 373 solved cases. There were 464 reported cases and 171 solved cases in Kelapa Lima jurisdiction, 345 reported cases and 233 solved cases in Alak jurisdiction, 339 reported cases and 174 solved cases in Oebobo jurisdiction and finally, there were 225 reported cases and 110 solved cases in Maulafa jurisdiction.

Based on the data, it can be concluded that Polres Kupang Kota should improve their performance. Due to these more complex criminal cases, Bhabinkamtibmas should take a more professional preventive measure (pre-emptif) to maintain security and public order. The key to successful national development is a simultaneous, integrated and sustainable cooperation between government apparatus and the society.

2. Literature Review

Effectiveness

Effectiveness is derived from the word effective that means ability to achieve estimated goals. Effectiveness has always been related to relationship between the actual result and targeted goals. It can be seen from various point of views, assessed based on various methods and is closely related to efficiency. In his book entitled *Modern Organizations*, Etzioni defined effectiveness "as a level of organizational success in an effort to achieve goals and objectives" (Etzioni, 1985: 54-55). Based on Etzioni's opinion, effectiveness is a very important concept because it can provide an overview on how organization achieve its goals or objectives.

Measuring Effectiveness

There are several methods that can measure effectiveness. Etzioni (1985: 227) stated that "effectiveness is measured by (a) adapting, (b) integration, (c) motivation, and (d) products." Furthermore, Gibson, et.al (as cited in Makmur Syarif, 2008: 28) postulated that "effectiveness can be measured by (a) productivity, (b) quality, (c) efficiency, (d) flexibility, (e) satisfaction, (f) excellence, and (g) development." According to Gibson, et.al (1989 in Makmur Syarif, 2008: 28) effectiveness can be measured by several indicators, namely (1) productivity which is ability of an organization to produce a number of outputs with certain quality to meet customer demand; (2) quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed particular target; (3) efficiency is a ratio between output and input; (4) flexibility is response towards an organization or changes that occur in an organization; (5) satisfaction is an indicator to show the degree to which an organization can meet need of the community; (6) excellence is ability of an organization and its members to compete with changes; and (7) development is a method to measure of ability of an organization to increase its capacity to meet demand of the community.

In line with the elaboration above, measuring effectiveness is a standard used to achieve particular goals and objectives and shows the extent to which organization as well as its program/activity carry out their functions optimally. David Krech, Ricard S. Cruthfied and Egerton L. Ballachey (as cited in Danim, 2004: 119-120) mentioned several methods to measure effectiveness; they are as follows: (1) outcome/ results (in terms of quantity or physical objects) of an organization, program or activity. Outcome/ result can be seen from ratio between input and output; (2) level of satisfaction, which means measuring effectiveness in terms of quantity (number) or quality; (3) creative products, which means creating positive working environment to foster creativity and ability; and (4) intensity, which is associated to obedience, frequency and high sense of belonging.

Public Service

Kotler (as cited in Lukman, 2000: 8) stated that service is any beneficial activity in a collection or unity that offers satisfaction even though its result is not related to a product. The definition means that service is every activity that brings advantages and causes satisfaction for its recipient; service is not limited to product.

According to Dwiyanto (2005: 141), "public service can be defined as series of activities carried out by the public bureaucracy to meet needs of society." In other words, public service is activities provided by a public institution in order to meet demand of the society.

In addition, Moenir (2006: 26) described "public service as activity carried out by an individual or group of people using material factor as the basis through certain systems, procedures and methods in order to fulfill interests or rights of others. Public service is an activity provided by an individual or group through an established system or procedure in order to meet interests of the community. Public interest should become priority of public service as the objective of public service is to provide service for the society.

Human Resource Management

Different experts have different definitions of human resources, for example (1) Fathoni (2006) stated that "human resource is process of control based on the management function towards data from humans;" (2) Hasibuan (2011) mentioned that "human resource is the science and art of regulating relationships and the role of the workforce so that they can help organization, employee and the society to achieve their goals effectively and efficiently;" (3) according to Mangkunegara (2008), "human resource management consists of planning, organizing, coordinating, implementing and supervising the procurement, development, remuneration, integration, maintenance and separation of labor in order to achieve goals of an organization;" . (4) Based on Siagian (2005), human resource management is the recruitment, selection, development, maintenance, and utilization of human resources to achieve goals of an individual and organization. From these definitions, it can be concluded that human resource management is an activity to increase contribution of human resources in achieving individual and organizational goals.

Bhabinkamtibmas (Community Police Officer)

Bhayangkara Pembina Kamtibmas, or Bhabinkamtibmas in short, is Indonesian Police Officers responsible for security and public order. They are assigned in villages and sub-regions. Bhabinkamtibmas is responsible for: (1) providing guidance and training on law enforcement and security and public order, (2) providing security and public order service for the society, (3) maintaining public order based on prevailing norms, (4) mediating and facilitating discussions and public forum of which purpose is to overcome public issues, (5) facilitating positive

public programs, and (6) working together with village/sub-region officers and village supervisory non-commissioned officers (Babinsa) to maintain security and public order in an area.

3. Research Method

The study used qualitative approach and the design was case study. The study was conducted in “Sekolah Polisi Negara (SPN) Polda NTT” and “Polres Kupang Kota” jurisdiction. The focus was effectiveness of community police officer (Bhabinkamtibmas) training program to improve security and public order and the sub-focus were (1) quality of service and (2) satisfaction. The data analysis method was Miles and Huberman (2007)’s analysis. Triangulation was the technique used in validity testing.

4. Findings and Discussion

Indonesian National Police is a public institution of which responsibility is to protect and provide service to the community as well as enforce the law. In addition, the institution is responsible for security and public order in their jurisdiction. Due to increasing number of social issues, more particularly those related to security and public order occurring in their jurisdiction, Polres Kupang Kota took pre-emptive measure and assigned several Bhabinkamtibmas or community police officers in all sub-regions in their jurisdiction.

To improve skills and professionalism of their personnel, Indonesian National Police conducts training on a regular basis. Training is an activity that organization carries out to improve quality of human resources. Indonesian National Police launched quick wins program and one of which is called “Peningkatan Profesionalitas Personel Polri” or Developing Police Officers’ Professionalism. Through their Grand Design, Indonesian National Police Education and Training Bureau conducts development and training program of which objective is not only to prepare their personnel for their tasks, but also to improve their productivity, efficiency and effectiveness.

Effectiveness is outcome of an organization, program or activity that represents whether or not goal (quality, quantity, and time) of the organization, program and activity has been achieved; it also is an indicator describing whether or not an organization achieves its objectives and targets. It means the most important element of effectiveness is outcome or goal.

In general, effectiveness is measured based on based on quality and described in the form of judgment, meaning that good quality will result in high level of effectiveness. There are several indicators that can be used to measure of effectiveness. Gibson, et.al (in Makmur Syarif, 2008: 28) argued that "effectiveness can be measured based on (a) productivity, (b) quality, (c) efficiency, (d) flexibility, (e) satisfaction, (f) excellence, and (g) development." The elements used to measure effectiveness of Bhabinkamtibmas training program in SPN Polda NTT to improve security and public order in Polres Kupang Kota jurisdiction are quality of human resources (instructors and Bhabinkamtibmas members) and public satisfaction.

Based on the data collection, all of the instructors have at least Bachelor degree, particular military rank and training certificate. In addition, they are physically and psychologically healthy. It is in line with the 2015 Indonesian National Police Decree number 14 article 36 (*Sisdik Polri Nomor 14 tahun 2015 pasal 36*) that “requirements for trainers are as follows: have particular academic qualification, academic competence, and training certificate and is physically healthy and psychologically sound.”

In general, the members of Bhabinkamtibmas have good level of knowledge, are skillful, have good attitude, are able to carry out their responsibilities, understand their administrative responsibilities requirements and their tasks to supervise and maintain security and public order. The training allows the Bhabinkamtibmas members to develop their competence. These show that objective of the training program has been achieved (Sikula, 2000 as cited in Priansa 2014: 176). Objective of the training program is to develop competence, knowledge and skills of Bhabinkamtibmas members providing chances for them to develop their capacity. It is expected that the training helps them work more effectively and increases their working motivation as well as responsibility. In addition, the training also helps the members being innovative and creative so that they can adapt to advances of technology.

Furthermore, the data show that the level of public satisfaction is high. The public reported that the Bhabinkamtibmas members are able to maintain security and public order in their areas. It is in line with Gibson, et.al (1989 as cited in Makmur Syarif, 2008) that "satisfaction is a measure to show the degree to which an organization can meet need of the society." The community appreciates the Bhabinkamtibmas members and their work and as the result, members of the community are encouraged to obey rules. These will gradually develop a self-control system, the key to security and public order. Safe and orderly community results in positive business climate, well-implemented public services and increase in public initiative. In short, Bhabinkamtibmas helps developing the ideological, political, social and cultural sectors, the elements to support the Five Pillars. This also evidence that the government can carry out public services well.

5. Conclusion

Based on quality of the instructors and Bhabinkamtibmas members and public satisfaction, the Bhabinkamtibmas training program in SPN Polda NTT to improve security and public order in Polres Kupang Kota jurisdiction runs effectively.

First, all of the instructors have at least Bachelor degree, particular military rank and training certificate, are physically healthy and psychologically sound. As an addition, the members of Bhabinkamtibmas have good level of knowledge, are skillful, have good attitude, are able to carry out their responsibilities, understand their administrative responsibilities requirements and their tasks to supervise and maintain security and public order.

Secondly, the Bhabinkamtibmas members are well-respected by members of the community. Their work encourages members of the community to obey rules. These will gradually develop a self-control system, the key to security and public order. Safe and orderly community results in positive business climate, well-implemented public services and increase in public initiative. In short, Bhabinkamtibmas helps developing the ideological, political, social and cultural sectors, the elements to support the Five Pillars. This also evidence that the government can carry out public services well.

Based on the study entitled effectiveness of Bhabinkamtibmas training program in SPN Polda NTT to improve security and public order in Polres Kupang Kota jurisdiction, a couple recommendations the researchers gave are as follows:

1. Indonesian National Police should increase number of Bhabinkamtibmas members in sub-region as pre-emptif measure. Instead of solving the issues, objective of the pre-emptif measure is to prevent social issues. Besides that, the pre-emptif measure is conducted to increase public trust towards police officers and Bhabinkamtibmas members;
2. Indonesian National Police should provide facilities Bhabinkamtibmas needs in every sub-region.

References

- Etzioni, Amitai, 1985. *Organisasi-Organisasi Modern (Terjemahan oleh Suryatin)*. Jakarta: UI Press.
- Danim, Sudarwan, 2004. *Motivasi Kepemimpinan dan Efektivitas Kelompok*. Jakarta: Rineka Cipta.
- Lukman, Sampara, 2000. *Manajemen Kualitas Pelayanan*. Jakarta: STIA LAN.
- Dwiyanto, Agus, 2005. *Mewujudkan Good Governance melalui Pelayanan Publik*. Yogyakarta: UGM Press
- Moenir, 2006. *Manajemen Umum di Indonesia*. Jakarta: Bumi Aksara.
- Priansa, Donni Juni, 2014. *Perencanaan dan Pengembangan SDM*. Bandung: Alfabeta.
- Fathoni, Abdurahmat. 2006. *Manajemen Sumber Daya Manusia*. Rineka Cipta, Bandung.
- Hasibuan, Malayu S.P. 2011. *MANAJEMEN: Dasar, Pengertian, dan Masalah*. PT Aksara, Jakarta.
- Mangkunegara, A. A. Anwar Prabu. 2008. *Manajemen Sumber Daya Manusia Cetakan Kelima*, PT Remaja Rosdakarya, Bandung.
- Siagian, P. Sondang. 2005. *Fungsi-fungsi Manajemen*. Penerbit Bumi Aksara, Jakarta.
- Miles, Matthew B dan Amichael Huberman. 2007. *Analisis Data Kualitatif Buku Sumber tentang Metode-Metode Baru*. Terjemahan Tjetjep Rohendi Rohisi. Jakarta: Universitas Indonesia.
- Makmur, Syarif. 2008. *Pemberdayaan Sumber Daya Manusia dan Efektifitas organisasi : Kajian Penyelenggaraan Pemerintahan Desa*. Jakarta: PT. RajaGrafindo Persada