

Strategy For Improving the Competencies of Civil Service Police Unit Employees in South Tangerang City, Indonesia

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Abstract. Tangerang City Civil Service Police Unit (SATPOL PP) employees must have sufficient competence to carry out their daily work. This is in line with the increasing demands of society for the quality of work results and because of the increasing complexity of organizational tasks and functions. This research focuses on strategy for improving the competencies of civil service police Unit Employees in South Tangerang City, Indonesia, and aims to obtain a description of the conditions for implementing employee competency development, as well as mapping out strategies for increasing the fulfillment of the employee competencies. This research uses a descriptive method with a qualitative approach. The data collection techniques used are documentation studies and interviews used to get information from relevant informants. The research results show that the Office Unit has not developed the competence of its employees optimally because it is constrained by limited resources such as human resources, facilities, and budget. Development programs are also not implemented regularly, only limited to developing employee competencies in the form of on-the-job training based on current needs. Weak employee competency development planning is another cause of the weak development program, which is not one of the priorities stated in the strategic plan document.

Keywords: Competency Strategy, Training

1 Introduction

Tangerang City Civil service police unit organization is faced with various problems such as illegal street vendors, implementation of policies and regional regulations and regional regulations that have a socio-economic impact in a province, district or city, demolition of illegal buildings, and so on. Apart from that, the increasing demands of society for the quality of work results and legal order have had the consequence of increasing the complexity of the tasks and organizational functions of civil service police units related to the orderly administration of government. in accordance with the needs of the organization. Weak competence and lack of quality resources have negative implications for work results. There are several indications of the weak competence of the employee, including problems that arise in society requiring the Unit not to solve problems with a repressive approach but must prioritize a humanist, elegant, ethical and dignified approach in the hope that they can solve

the problem. Apart from that, the behavior of the Unit members is not yet fully capable of reflecting the attitude of servants to the community and community protectors in accordance with their main duties. This is reinforced by the emergence of a bad image of the Unit, seen from the many the public complaints regarding the actions of the Unit.

2 Literature Review

McClelland in Sedarmayanti (2017) [1] states that competence is a fundamental characteristic that a person has and has a direct influence on or can predict excellent performance. Employees must have adequate competency to be able to complete work in a particular work area. Competency has a very important role, because competence generally concerns a person's basic ability to do a job. Without competence, it will be difficult for someone to complete work according to the required standards. Basically, an individual's abilities are composed of two sets of factors, namely intellectual abilities and physical abilities. According to Rivai (2016) [2] a person's ability refers to an individual's capacity to carry out various tasks in a job and all of an individual's abilities are essentially composed of two sets of factors, namely:

a. Intellectual Ability

A person's intellectual ability is related to IQ level or concerns intelligence in terms of knowledge. Apart from being related to IQ (Intelligence Quotient), it is also related to EQ (Emotional Quotient) or emotional intelligence.

b. Physical Ability

Physical abilities have particular importance for performing less skill-demanding jobs. For example, work that requires stamina, manual dexterity or talent. The competencies required by a person in a job can be measured based on five traits/characteristics and can be seen from thoughts, attitudes and behavior. According to Vathanophas (2007), [3] the basic characteristics of competence are: knowledge, skills, temperament/traits and self-concept.

Meanwhile, according to Gordon in Sutrisno (2010), [4] the concept of competency is as follows: 1) Knowledge, namely awareness in the cognitive field, 2) Understanding, namely the cognitive and affective depth possessed by the individual, 3) Ability (skill), which is something that an individual has to carry out the tasks or work assigned to him. 4) Values, namely standards of behavior that are believed to be psychologically integrated within a person, 5) Attitude, namely feelings or reactions to stimuli that come from outside, 6) Interest, namely a person's tendency to carry out an action.

2.1 Competency Development Strategy

Competency development is an effort to increase knowledge, skills and abilities as well as maturity of thinking which is automatically accompanied by changes in morals and behavior in carrying out government and development tasks, one of which is through education and training programs. According to Smith (1998:2) [5] training is a planned process to modify attitude, knowledge, skill behavior through learning experience to achieve effective performance in activity or range of activities. Training is a planned process to change

attitudes/behavior, knowledge and skills through learning experiences to achieve effective performance in an activity or a number of activities.

Thoha (2007) [6] stated: "The basic considerations for agencies in implementing training for their employees are the career guidance and development of the employees concerned, promotion interests, budget availability and the requirements for employees taking part in the training. "The selection of employees to participate in training is based on organizational needs, reasons for improving performance, employee abilities and skills, rank." Serdamayanti (2001:26) [7] suggests that development can be interpreted from two points of view, namely macro and micro. From a macro perspective, development is a process of improving human quality or abilities in order to achieve national development goals. The improvement process here includes development planning and management of human resources. At a micro level, a process of planning education and training and managing employees to achieve optimal results, these results can be in the form of services, objects or money. Hasibuan (2001:69) [8] said that development referring to staff and personnel issues is a long-term educational process using a systematic and organized procedure by which managers learn conceptual and theoretical knowledge for general purposes.

3 Method

This research on Competency Fulfillment Strategies for Civil Service Police Unit Employees uses a qualitative research design. The focus of the research is not only on the results and process of achieving results from the Civil Service Police Unit Employee Competency Fulfillment Strategy, but also includes other aspects which also contribute to achieving these results. Other aspects looked at include human resources, budget support and infrastructure. The approach used in this research is a case study approach. This research seeks to explore the Competency Fulfillment Strategy for Civil Service Police Unit Employees. In conducting this research, the data collection techniques used were Focused Group Discussion, interviews and documentation studies. The stages carried out are Data Collection, Data reduction, Data display, and Conclusion Drawing.

4 Results and Discussion

In essence, the leadership of the South Tangerang City Civil Service Police Unit has sufficient responsibility and a strategy in making changes that are oriented towards the vision and mission, including making changes to the behavior of officers. For example, the leadership of the South Tangerang City Civil Service Police Unit has been able to motivate by carrying out reward and punishment actions. In connection with the leadership's motivation, Head of Civil Service Police Unit provides reinforcement towards positive performance and also provides reinforcement to reduce or stop undesirable situations. For example, trying to finish work quickly because you can't stand hearing your boss nag you constantly and apply punishment, namely unpleasant consequences for certain behavioral responses. Rewards are exchanges (awards) given or services provided, through holidays, promotions, bonuses, promotions. An effective system for providing rewards to employees that meets employee needs, is reasonable and fair, can be given in various forms that are linked to achievement.

4.1 Manager Competency

Empirical facts regarding managerial competence in the South Tangerang City Civil Service Police Unit relate to several indications, namely:

- a. Manager flexibility (middle level) Head of Division/Head of Division or Head of Section at the South Tangerang City Civil Service Police Unit, namely manager competency is needed as an effort to improve managerial performance. Manager competency will make it easier to identify the formulation of organizational strategy. It can be interpreted that those at the middle level have been able to show their work ethic, felt by the top leadership, that the middle level has been able to assist the top leadership in managerial matters for the Civil Service Police Unit through their main tasks and functions which have been running as they should. although on the other hand it remains under the supervision of top leadership. Managers' efforts to improve management in the Civil Service Police Unit organization can be proven by their integrity and loyalty which to this day remains strong, both as individual leaders and as a group (Field, Section and Section).
- b. In interpersonal understanding at the South Tangerang City Civil Service Police Unit manager level, in essence, they have personally understood in general, starting from differences in ethnicity, race and religion because the South Tangerang City Civil Service Police Unit apparatus is generally of various ethnicities, dominated by Sundanese and Javanese but not reduce the values of diversity and remain harmonious and peaceful and even integrated into national unity and unity with mutual respect, respect, tolerance in the spirit of Pancasila and the 1945 Constitution. Including tolerance in work processes that are protected by civil service laws or regulations and procedures orderly as a Civil Servant.
- c. In Empowering the South Tangerang City Civil Service Police Unit, the essence is that the employees at the manager level have been able to share information related to the work process and its relationship between personnel and between field groups and parts or sections within the organization. and also the ongoing process of conveying ideas by subordinates, as well as real efforts in developing employees by encouraging career advancement, education and training, delegating responsibilities, providing feedback suggestions, expressing positive hopes for subordinates, and provide rewards for improved performance. This is always conveyed at every meeting, or briefing every time a work program is carried out or the information section always provides various information related to work, including informing about rewards related to work performance.
- d. In the Team faciliation of employee at the middle level (manager) this appears to exist and is reflected in every work process, namely in terms of collaborating with one another, both between individuals and between fields and between sections in the structure. organization. The ability to unite people to work together electively in achieving common goals is essentially carried out by top management. namely the Head of Civil Service Police Unit who is then assisted by the section head. Heads of Divisions and Heads of Sections as well as all the apparatus involved. The team so far is still focused on implementing operations and the team in operations and control. Apart from that, there is also a team in the organization which is related to Development, Supervision and Counseling. Research and Investigation, Basic Training, and Building Community Potential. Team member flexibility consists of flexible individuals whose members can complement each other's tasks.

- e. In Portability, namely the ability to adapt and function effectively with the environment, including adaptive cooperation. In this case, each middle manager has different factors that cause competence to not be optimal. The Civil Service Police Unit has not currently collaborated with Border Districts/Cities in the context of its functions and creating conditions. However cooperation through coordination with other stakeholders, such as between local offices, local Military Units, and Local Police Office has been carried out. The unit has demonstrated its ability to adapt and function effectively with its environment.

4.2 Employee Competency

In general, there are indications of weak employees competence in carrying out their duties, with indications the work results are not optimal. There has been no special recruitment, there has been no courage to carry out disciplinary action on duty without looking at elements of politicization. The bad image that is inherent in the eyes of the public is that the organization is only a place for civil servants who have less achievements, there is a lack of appreciation for officers who have achievements – here is still an attitude of doubt. Commitment in carrying out one's duties is not optimal, there is a need for innovation in carrying out one's duties by balancing the performance of one's duties and a sense of humanity and there are dilemmas in carrying out one's duties. An example for this issue is on the one hand, strict demands in carrying out one's duties, on the other hand, one's sense of humanity must be taken into account.

4.3 Strategy for Fulfilling the Competency of the South Tangerang City Civil Service Police Unit

The strategy for effective competency in the Unit is to focus on diversification strategies. namely a type of strategy where an organization can increase product strength, such as a policy that strengthens the optimization of human resources to improve performance and make work processes more effective in achieving organizational goals. Increasing the competency of the officers can be done by increasing expected behavior by providing pleasant consequences. increasing desired behavior by not providing unpleasant consequences, reducing unpleasant behavior by eliminating pleasant consequences. Punishment reduces undesirable behavior by providing unpleasant consequences. Reinforcement is a consequence that increases the probability that a behavior will occur.

In the internal strategy factors, the strength factor (S) shows a total rating weight of 2.5, while the Weaknesses (W) shows a total rating weight of 2.28. To find out external strategic factors, namely Opportunities (O) and Threats (T), which are also given rating weights and aligned with existing conditions in the field. In terms of external strategy factors, the Opportunity (O) factor shows a total rating weight of 2.9, while Threat (T) shows a total rating weight of 3.2. On the basis of table 4.32 above, it is known that the existence of the quadrant is between the direction of the Strength (S) axis and the weight. rating 1.02 with a Threat (T) axis with a rating weight of -0.30. Based on the competencies analyzed, they are known to have different (heterogeneous) characteristics. This means that there is a gap between the Environmental Threat Opportunity Profile (ETOP) and the Strategy Advantage Profile (SAP).

Based on the gap analysis, the alternative strategy is in the right quadrant, namely the Diversification strategy. Thus, the strategic position map for the competency of the employees can be seen in the following figure:

Quadrant 3 (WO) <i>Turn Around strategy</i>	O Quadrant 1 (SO) <i>Aggressive strategy</i>
W	S
Quadrant 4 (WT) <i>Defensive strategy</i>	Quadrant 2 (ST) <i>Diversification strategy</i>
	T

Fig. 1. Strategic Positioning Map for Employee Competencies

As in the above picture, the SWOT strategy position map is located in quadrant position 2 (two), meaning that it can be interpreted as having enormous power in increasing the competency of the apparatus in the South Tangerang City Civil Service Police Unit (Satpol PP). Based on the analysis of the discussion of research results by paying attention to strengths and threats, as well as opportunities and threats, in an effort to realize an increase in the employee competency, you can use the Comparative Advantage strategy, namely Optimizing Strength (S), and getting Opportunities (O), Mobilization Using Strength (S) owned, and overcoming Threats (T), Investment/Investment Overcoming Weaknesses (W), and utilizing Opportunities (O), and Damage Control: Overcoming Weaknesses (W) and overcoming Threats (T). The competence of employees is not only determined by the competency of the Executive, Managers and Employees, but also determined by Recruitment (Systems and mechanisms). Motivation (reward and punishment) and reinforcement (individual, organization and system).

5 Conclusion

Employees Competency in the Unit is determined by: Executive Competency, Manager Competency and Employee Competency. Competency factors at top leadership level (Executive Competency) is not yet effective because the leadership is not yet effective in implementing the relationship management dimension, namely the ability to improve relationships and networks with other parties, in the sense that the Civil Service Police Unit is still weak. The factors on manager competency, namely the flexibility factor, the ability to change managerial structures and processes are not yet fully strong enough to be carried out because the influence of top leadership is still strong. Competency factors at employee level, especially customer service factors. Orientation referring to a great desire to provide excellent service and the initiative to overcome obstacles within the organization in order to overcome

the problems faced, is not yet fully strong because it has not been balanced with the Flexibility factor, namely the ability to see good change rather than as a threat.

The effective strategy for improving the competency is to use a diversification strategy, namely a type of strategy where the organization can add new product strengths or efforts to strengthen implementation in the field by providing an effective and capable workforce, having appropriate technology or facilities, up-to-date and reliable management system. Update novelty to the results of this research, which is based on the findings in the research, is necessary to modify and refer to the theory by strengthening it through efforts to change competencies at the employee Level. New system must be created to implement a new and independent employee recruitment system.

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