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Veröffentlichungsversion / Published Version
Zeitschriftenartikel / journal article

Empfohlene Zitierung / Suggested Citation:

Jolmadi, J., Sudirman, S., Setiadi, D., Asrin, A., & Fahrudin, F. (2023). Human Resources Management in the Field of Community Relations Viewed from the Planning Aspect in the West Nusa Tenggara Regional Police, Indonesia. *Path of Science*, 9(10), 3037-3043. <https://doi.org/10.22178/pos.97-6>

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Human Resources Management in the Field of Community Relations in the West Nusa Tenggara Regional Police Viewed from the Planning Aspect

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DOI: [10.22178/pos.97-6](https://doi.org/10.22178/pos.97-6)

LCC Subject Category: L7-991

Received 26.09.2023

Accepted 29.10.2023

Published online 31.10.2023

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Abstract. This research aims to determine HR planning for the Public Relations Sector at the NTB Regional Police. The research method used is case study research with a descriptive qualitative approach. The research location is the Public Relations Division of the NTB Regional Police. Data collection techniques were carried out using interviews, observation and documentation. The data analysis technique uses data analysis techniques according to Miles, Huberman and Saldana. The results of this research indicate that planning Human Resources in the Public Relations Sector is carried out in a planned and comprehensive manner, starting with member data collection as a basis for making member recruitment plans, member career development plans, compensation, HR maintenance plans, disciplinary plans, and member dismissal plans.

Keywords: planning; HR Management; Public Relations Sector.

INTRODUCTION

Significant changes in all fields, especially those related to work, cannot be separated from the support of technology [1]. Technology implementation is a situation that focuses on moving physical assets into digital assets and integrating these assets into a digital ecosystem [2]. Implementing the right technology will not work if no one is operating it. Therefore, human resource (HR) capabilities are the central element in the activities carried out. Changing conventional physical assets to digital assets is also carried out by police agencies, especially in services to the community. This technology-based work system makes it easier and faster for police personnel to process community needs [3].

A technology-based work system is, of course, supported by technology-based infrastructure as well. This requires HR skills in operating all equipment and mastering how all technology-based systems used work. Applying the right technology is a crucial step because no matter how complex the technology is if the human resources behind it are reliable and professional, it will be helpful as needed [4].

An organisation's capacity can be seen from several factors, including organisational structure, integrity or loyalty of all employees to the facilities they own, discipline, resources, funds and personnel, strategic location, leadership integrity, employee welfare, and work ethic [5]. In the work environment, work ethic is an essential thing to implement in organisational life, especially in government agencies, because the apparatus has not been optimal in providing services to the community, including the police institution as the organiser of government functions in the field of security and service, emphasising the professionalism of its human resources in three strategies, namely professional management, improving the quality of education and training, and increasing welfare [6]. These resources are vital assets that must be managed effectively and efficiently, starting from the education period as a prospective member of the National Police until leaving his career (retirement).

Facts that occur in the field, such as the lack of technical capability of personnel and rapid technological changes, make services to the community slow. This is a significant problem that should be immediately sought a solution. Issues

that occur in the police must be handled seriously with concrete action so that services to the community can be better. It is necessary to carry out well-managed human resource management, especially those in the area of Public Relations of the NTB Regional Police. Apart from that, it is essential to carry out regular performance evaluations to find out the extent to which employees can carry out their duties.

National Police Chief Regulation No 16 of 2011 is a policy regulation that regulates the Performance Management System for National Police personnel. This regulation divides performance assessment into general (workability) and specific (work achievement) assessments. Several strategies have been implemented by the Public Relations Division of the NTB Regional Police to improve the work capabilities of personnel, including through training and development of the latest technology to support police duties, foreign language training to expand communication skills, as training and development of emotional skills such as excellent service and good interpersonal skills.

For this reason, the National Police, especially the West Nusa Tenggara Regional Police Public Relations sector, needs HR management that can accommodate all public relations tasks, which are different from the public relations tasks of other government institutions. This institution requires human resources with exceptional skills to represent the institution in efforts to reduce issues that disturb general security and order by processing good and balanced news and then conveying it to the public. Apart from that, the Public Relations sector is tasked with providing appropriate information regarding Government policies in the field of security and order within the area of authority of the NTB Regional Police. All information or news conveyed is also collected by the Public Relations Team from various sources with data that can be accounted for under the leadership's responsibility.

Based on the description above, researchers are interested in conducting a study regarding HR management in the field of Public Relations in the NTB Regional Police (Polda). The human resources capabilities of police members are formed through appropriate human resource management, adapted to the work area of the entire community of NTB province, which oversees the Resort Police (Polres) in the district area and the Sector Police (Polsek) in the sub-district area.

METHOD

The method used is a "case study", collecting in-depth data and information about people, events, social settings, or groups operating or functioning according to the context. This research uses a qualitative-descriptive approach directed at solving problems by presenting or describing the research results as they are. The research data used is primary data and secondary data. Researchers from research informants and observations sought preliminary data. Meanwhile, secondary data was sought by researchers from documents in the Public Relations Division of the NTB Regional Police, previous research, books and other references related to this research topic.

This research's data sources are primary and secondary. Primary data sources are data sources obtained from the interview and observation process from sources, not through intermediaries, in this case directly from members of the Public Relations Division of the West Nusa Tenggara (NTB) Regional Police, namely the Head of Public Relations, Head of Renmin Subdivision, Head of PID Subdivision, Head of Multimedia Subdivision, Head of the Subdivision of Public Education, and one member of the Public Relations Division representing the other members. Secondary data sources come from documents and literature studies in the form of bibliographic techniques carried out by reading references from books, journals, articles and the internet that discuss the research topic. In this case, the secondary data sources for this research are personnel data, educational level data, work experience data, activity data, evaluation or assessment results data,

Three data collection techniques were used: observation, interviews, and documentation. Data analysis was carried out using the Miles and Huberman model, which consists of three stages: data reduction, data presentation, conclusion drawing and verification. Validity testing is credibility, transferability, dependability and confirmability testing.

RESULTS AND DISCUSSION

Member (personnel) recruitment planning. Recruitment of Public Relations personnel is carried out according to the needs of the field at that time. Personnel procurement planning is done by collecting data first. This data collection checks which sections are empty, how many members

and competencies are needed, and other requirements that must be met.

The researcher's interviews with informants support this statement. One of the informants, namely the Head of Subdivision PID, said that: *"Procurement of Public Relations personnel is carried out according to current needs. The division first records which posts are vacant so that the number and competencies needed as well as other requirements can be determined according to the sub-bid that requires them, then a proposal is made"*.

This statement was also supported by another informant, namely the Head of the Subdivision of Public Education: *"For recruitment, the field first lists the sections that lack personnel to determine the number and competencies needed. Each subbed has several different requirements according to the subbed that requires it. Then a proposal to request additional personnel will be made"*.

The view of the Head of Public Relations reinforced the statements of the two Subdivision Heads: *"The personnel recruitment plan begins by first listing the departments that lack personnel and have empty competency requirements in the fields. Each subbed has several different needs according to the subbed that requires it. These requirements include having knowledge of public communication/public speaking and having knowledge of individual communication, understanding narrative, diction and fiction (Penmas), understanding graphic design and communication as well as IT (multimedia), understanding creating records to manage information and creating and processing documentation (PID). Next, a plan is made, and a request for additional personnel is proposed"*.

Based on the interviews conducted by researchers, it was concluded that planning for the recruitment of Public Relations personnel was carried out according to the needs of the field at that time, with the initial stage being careful data collection. Each sub-field in the public relations sector may have different requirements, and this data collection process adapts these requirements plus the general requirements of members of the public relations sector. General requirements for members of the Public Relations field include having knowledge of public communication/public speaking and having knowledge of individual communication and special needs, namely understanding narrative, diction and fiction (Penmas), understanding graphic design and

communication as well as IT (multimedia), and understanding creating records to manage information and create or process documentation (PID).

Procurement planning is done by collecting data first. This data collection checks which sections are empty, how many members and competencies are needed, and other requirements that must be met. After that, a needs plan is made, and then a proposal is made to the leadership through the HR Bureau. This proposal will be the basis for making decisions regarding recruiting required personnel. In this way, the recruitment process is carried out in a focused and efficient manner, ensuring that the Public Relations sector has personnel who suit their needs and can carry out their duties well.

HR development planning. The Public Relations sector provides opportunities for personnel to develop their careers. Career development planning is carried out by looking at the performance results of each member, especially those who have never been involved in a case or whose evaluation results are wrong. The results of the researcher's interview with the Head of Subdivision of Penmas showed that: *"For career development plans, each member must not have a bad history while working. For this reason, the Public Relations sector will annually register members worthy of the opportunity to develop their careers"*.

The above statement is also supported by the results of the researcher's interviews with other informants, namely the Head of Subdivision PID as follows: *"Planning for the career development of Public Relations personnel is carried out by starting with data collection on personnel based on their performance, then determining the competencies that the needs of the field will develop, and according to the members' interests"*.

The view of the Head of Public Relations reinforced the statements of the two Subdivision Heads: *"Planning for the career development of Public Relations personnel begins with collecting data on personnel based on their performance, then determining their respective competencies and adjusting them to the needs of the field, and as far as possible according to the members' interests. If all the requirements have been met, you will be proposed to take part in development activities"*.

Based on the researcher's interview results above, the Public Relations sector provides fair

opportunities for its personnel to develop their careers. The approach taken in career development planning is based on evaluating the performance of each member, explicitly focusing on the absence of case histories or poor evaluation results. This shows that members' integrity and work track record are essential factors in making decisions regarding their career development planning.

Furthermore, the competencies that must be developed are determined based on the field's needs and each member's interests. In this way, career development planning will be more appropriate and relevant to individual abilities and interests, increasing their motivation and performance in Public Relations.

For HR development plans, according to researchers, the Public Relations Sector applies a systematic and performance-based approach in planning the career development of its personnel. This approach aims to provide fair opportunities and empower members with appropriate abilities and interests to create a positive and high-performing work environment in the Public Relations Sector.

Compensation planning. Compensation is usually given to employees who excel in carrying out their duties. Public Relations personnel receive a general salary from the institution and specifically receive payment from the field. Bonuses offered can be in the form of prizes, awards (certificates), and promotions (positions).

This statement is supported by the results of the researcher's interviews with several informants, including the Head of Renmin Subdivision, as follows: *"Institutions and the Public Relations Sector provide compensation for personnel who excel. Compensation is provided in the form of an award certificate"*.

The view of the Head of the Multimedia Subdivision also supported the informant's statement: *"Compensation planning, especially from the field to members who excel in the form of promotions for promotion/position"*.

The Head of Subdivision PID's view also supported the informant's statement: *"There is a compensation plan for PR members, but those who perform well. Compensation is usually in the form of awards"*.

The following statement from the Head of Public Relations reinforces the three informants' views:

"Providing compensation for members who excel as a form of motivation to improve member performance. Compensation is given in the form of savings, with the amount depending on the member's achievements, awards and promotions. Two parties provide compensation, namely institutions in general and specifically from the Public Relations sector".

This research reveals that compensation is essential in encouraging outstanding performance from Public Relations personnel (motivation). This compensation is a form of appreciation for employees' work achievements. Providing salary commensurate with accomplishments is expected to increase members' morale and job satisfaction so that they remain dedicated and contribute optimally to their areas of responsibility.

Compensation given in the Public Relations Sector takes various forms, including gifts, awards in the form of certificates, and promotions for promotion or promotion. Several informants emphasised that compensation in the form of award certificates was a form of appreciation the institution and the Public Relations Division gave members who excelled. Meanwhile, one of the informants stated that compensation was also given in the form of savings, which depended on the level of achievement achieved by the member.

The informant stated that the Public Relations Division specifically carried out compensation planning, where compensation was given to members who performed well. This shows that special attention is paid to awards and appreciation for members who excel in public relations. Compensation acts as a compelling motivation to improve the performance of members of the public relations sector. Through various awards and promotions, payment is expected to encourage members to continue to excel and contribute positively in carrying out their field duties.

HR maintenance planning. For HR maintenance planning, the meaning is planning related to guaranteeing members' comfort at work, both psychologically and with facility support. The Public Relations sector has comforted its personnel in carrying out their duties, both psychologically and with facility support.

The results of the researcher's interviews with several informants that support the above statement are the statement by the Head of Renmin Subdivision: *"Psychologically, the leadership in-*

troduces all its members, assigns tasks according to their respective duties and functions, then lists the facilities needed to support their work".

An interview with the Head of Subdivision PID stated, *"The leadership assigns tasks to each member according to their respective competencies, so they enjoy their work"*.

The view of the Head of the Subdivision of Public Penmas also supports this statement: *"The working atmosphere is planned to create a sense of mutual respect and help complete challenging work tasks. The facilities provided support for existing tasks"*.

The results of interviews with the Head of Public Relations strengthened the results of interviews with the three Subdivision Heads: *"Comfort in working is planned by building good communication between personnel in the field, then recognising and recording the competency of the personnel so that they will be placed according to their respective abilities and equipped with infrastructure that supports the work so that they work well and comfortably"*.

Based on the interview results above, it can be concluded that Human Resources (HR) maintenance planning in the Public Relations Sector seeks to guarantee comfort for members in carrying out their duties. This planning includes psychological aspects and facility support, which has increased members' comfort and job satisfaction in carrying out their tasks.

HR maintenance planning is planning to guarantee members' comfort at work, both psychologically and with facility support. The public relations sector has comforted its personnel in carrying out their duties, both psychologically and with adequate facilities and infrastructure.

An approach focusing on introduction, appropriate assignments, communication, placement, work atmosphere, and facility support is essential to providing comfort. With work comfort, it is hoped that members of the Public Relations Division can make better contributions and perform well in carrying out their duties.

A more detailed explanation of what the Public Relations sector does in creating comfort for members, namely:

Appropriate introductions and assignments: The Head of Public Relations introduces all members and assigns tasks according to their duties and functions. Projects that are in line with members'

competencies make them enjoy their work and feel appreciated for their contributions.

Appropriate communication and placement: Comfort planning is carried out by building good communication between members. Apart from that, the head of the Public Relations Division also knows and records the competencies of each member. This allows the placement of members according to their respective abilities so that they can work well and feel comfortable in their work.

Harmonious Working Atmosphere: Creating a work atmosphere that respects each other and helps complete challenging tasks is part of HR maintenance planning. A harmonious and collaborative work environment positively impacts members' comfort at work.

Facility Support: Facilities in the form of infrastructure provided by the Public Relations Division support the implementation of existing tasks. With adequate facilities, members can carry out their duties more efficiently and comfortably.

Create a discipline-level plan. The level of member discipline is one of the points in assessing performance. For this reason, the public relations sector has its strategy for disciplining its members; apart from making rules that all personnel must obey, the field leaders, through their sub-division heads, carry out active control via attendance lists and cellphones and check work progress daily.

This statement is supported by the results of the researcher's interview with the Head of Public Relations, which is as follows: *"To discipline members, the institution makes rules that must be obeyed by all members without exception in the Public Relations Division. "Apart from that, the field leaders, through the sub-division head, actively check the attendance list, check the position of members via cellphone if they are not in the room, and check work progress every day" (Head of Public Relations).*

The results of the interview above reveal that the Public Relations Division has a particular disciplinary-level plan to discipline its members. The level of discipline of members is considered one of the critical parameters in assessing their performance. To achieve the desired level of discipline, the Public Relations Division has adopted specific strategies that involve rules that must be obeyed by all members and active control from

the division leadership through the sub-division head.

The field leader, through the sub-division head, makes a daily attendance list of members, makes a list of checking members' positions via cell-phone if they are not in the room, and checks work progress every day by asking for written reports and documentation of activities that have been carried out.

The primary strategy in disciplining members is to create rules for all Public Relations personnel. This rule establishes disciplinary standards that all members must follow without exception. With this rule, it is hoped that members will be more focused on carrying out their duties with discipline and responsibility.

Field leaders, through sub-division heads, are critical in achieving the desired level of discipline. Field leaders actively control the attendance list regularly, including checking members' positions via cellphone (HP) if they are not in the room they are supposed to be in. This action shows that field leaders have direct involvement in ensuring member discipline.

Besides controlling member attendance and positions, field leaders actively monitor members' work progress daily. By checking the progress of this work, leaders can ensure that members of the Public Relations Division remain focused and productive in carrying out their duties. Through this approach, it is hoped that the level of member discipline can be increased, thereby positively impacting the overall performance of the Public Relations Sector.

HR layoff planning. In general, the National Police has official regulations for dismissing police officers from their original positions, whether due to retirement, death, transfer or dismissal. The field has the right to propose releasing members if they fulfil the conditions for discharge.

Researcher interviews with the Head of PID Sub-Division and the Head of Public Relations said that: *"The plan to dismiss personnel was adjusted to the regulations in force at that time. If the personnel have met the requirements for dismissal, they will be proposed to the leadership."* *"The dismissal plan is regulated in Government Regulation No 1 of 2003, Concerning Dismissal of Police Members. Personnel follow the procedures stated in the Government regulations"*.

The results of the researcher's interviews regarding planning for the dismissal of Human Resources (HR) in the Public Relations Sector, especially within the National Police, show that the release of police officers is strictly regulated by the official regulations in force, namely the dismissal plan is held in Government Regulation No 1 of 2003, Concerning the Dismissal of Members National Police. Termination of members can occur for various reasons, such as retirement, death, transfer, or dismissal. Personnel who have met the dismissal requirements will be proposed to the management.

HR planning is generally the same for all fields in the National Police institution. This research is devoted to the area of Public Relations. Public Relations planning focuses on HR recruitment (procurement) plans, HR development plans, compensation plans, HR maintenance plans, discipline level plans, and HR dismissal plans. Planning for the procurement (recruitment) of Public Relations personnel is adjusted to the needs of the field when the project is made to estimate future activities.

Research findings show that the dismissal of members follows the procedures regulated in government regulations, particularly Government Regulation No 1 of 2003 concerning the Dismissal of Police Members. This rule is a guide in handling the dismissal of members of the National Police, including members of the Public Relations Division. All personnel must follow the procedures contained in these regulations so that dismissals are carried out transparently and by applicable laws.

Regarding dismissal planning, the Public Relations Division proposes a member's dismissal if the member has fulfilled the requirements for release by applicable regulations so that the discharge is carried out appropriately. By having clear and orderly rules for dismissing members, it is hoped that the dismissal process can be carried out well and fairly, as well as maintaining the integrity and credibility of the National Police institution and the Public Relations Sector itself.

CONCLUSIONS

The National Police Public Relations Division carries out HR needs planning comprehensively. Member data collection is carried out to determine the number and existing competencies as a basis for making plans to recruit new members.

Data collection on personnel with their track record of performance is also the basis for making member career development and compensation plans. The National Police Public Relations Division provides compensation as a form of appreciation for members who excel. This compensation can be awards, incentives, or other facilities encouraging member motivation and dedication. Apart from that, providing balance is one way for leaders to offer comfort and satisfaction to members while working, in addition to providing a psychologically conducive atmosphere and work facilities that suit the task needs of each member.

Based on this, plans are made for maintaining human resources in Public Relations.

Tasks will run according to the targets that have been planned, and the goals to be achieved cannot be separated from the level of discipline of the personnel. The public relations sector has rules that must be obeyed by all personnel while carrying out their duties. These rules were prepared as a plan to improve discipline. The dismissal of members of the Public Relations sector follows or complies with Polri regulations in general by formal procedures or applicable laws, primarily guided by Government Regulation No 1 of 2003 concerning Dismissal of Polri Members.

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