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## **Image Building of the Municipal Police Officials of Surabaya City (Human Resource Competency Enhancement Study in Positive Image Building among Surabaya City Community)**

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### **Abstract**

The image of The Municipal Police (Satpol PP) of Surabaya city in society is considered to be under expectation due to the impression that in carrying out the enforcement of local regulations, The Municipal Police use arbitrary and rude way. This notion is not apart from the quality of human resources of the officials is still low. In the framework of efforts to build a positive image for the officials of The Municipal Police, it is necessary to improve the quality of human resources. Based on the suggestion above, the researcher will conduct a study on image formation and quality improvement of human resources of The Municipal Police in Surabaya city. This study used a qualitative approach and was implemented in the working area of The Municipal Police officials of Surabaya. This research data was obtained through in-depth interview. In this study there were 50 informants consisting of 24 informants from the community (group A), 10 informants from the commander of the officials of The Municipal Police (group B), and 16 informants from The Municipal Police (group C).

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Some conclusions are obtained based on the research results, among others: 1) The image of The Municipal Police of Surabaya city according to the public assessment is still unfit because of the attitude of the arrogant and arbitrary officials; 2) Some elements of HR competence officials The Municipal Police still get a less than optimal assessment, this is what resulted in image The Municipal Police officials Surabaya city has not been qualified enough; and 3). Efforts to build a positive image of The Municipal Police officials of Surabaya city can be done through human resources development strategy, among others: training, education, guidance, recruitment, system changes and improvement of facilities and infrastructure in the work.

**Keywords:** institutional image; human resource image; quality and competence of human resources.

## **1. Introduction**

The Municipal Police, established on March 3, 1950 with the *Praja Wibawa* motto, is a tool of local government in selecting and organizing peace and public order, enforcing the Regional Regulation and the Decree of the Regional Head. The formation of The Municipal Police is based on the needs of the Regional Government to conduct non-judicial repressive measures against citizens or legal entities that violate the Regional Regulations and Decisions of the Regional Head.

But the issue that arises is The Municipal Police is more impressed as a place of underachieving civil servants. It is disclosed because The Municipal Police which should be the place of civil servants of choice with superior human resources because not only they have intelligence but also the physical strength to deal with various situations in the field. However, what happened in the field has been described the opposite condition, as Said by the author in [10] where The Municipal Police seemed arrogant by putting forward the physical strength compared to its intellectual intelligence.

The officers of The Municipal Police in performing their duties often get the opposition either in the form of words, mockery with body language to physical impact. The emergence of public issues about The Municipal Police has an impact on the emergence of the notion that civil servants are not professional, arrogant, just saying READY without any thought of consequences, easy to accept bribes from street vendors, and have a rebellious mentality. The condition of self-qualities of The Municipal Police as mentioned above, certainly not in accordance with the tagline of The Municipal Police that is care and smile (attention to the environment and humanist), so it will bring bad impact to the Institution.

Similar conditions also occur in the city of Surabaya, The Municipal Police officers are also often clashed with the citizens when it comes to regular controlling and monitoring street traders (*pedagang kaki lima*), illegal building control and so forth. Taking into account these conditions, the Surabaya city government tried to make The Municipal Police image become more humane so that citizens become more reluctant. This is done by increasing the number of The Municipal Police women who are expected to be more polite and not putting up emotions when faced with problems in the field [9].

In addition to the problems previously revealed there are also other problems such as 1) the lack of civilian police units in the field with the city population of Surabaya, 2) the level of education officials of The Municipal

Police is under average, 3) the selection process is constrained by low recruitment pattern, 4) no recruitment of personnel CPNS The Municipal Police, 5) The pattern of guidance in the officials of The Municipal Police is also stated low. This will have implications for low absorption or realization of programs and work tasks [13], 6) the number of main job and function (*tupoksi/tugas pokok dan fungsi*) that must be done. Various limitations exist in The Municipal Police above, both in the personal aspects of The Municipal Police and the institutional aspects cause the performance resulting from The Municipal Police to be less than optimal. This is reflected in the implementation of daily tasks of The Municipal Police which is still not optimal. In addition, the pattern of control which has been put forward by The Municipal Police always uses arrogant and violent means, especially to the small people [4].

This can further add to the bad image of The Municipal Police which should show a polite and close attitude towards the people. Building an organization's image is not easy because it is associated with a very strong public belief in it [11]. Reflecting on the things that have been described previously about the problems and obstacles in the implementation of The Municipal Police duties especially in the city of Surabaya it is necessary to make improvements to The Municipal Police through the stages of a holistic and integrated in order to create a quality human resources, so that it can be created an image in accordance with the tagline of The Municipal Police is "care and smile".

Improving the quality of human resources of The Municipal Police which in principally must be based on the philosophy of The Municipal Police as the Unit of the civil service in which it means the police 'guiding' the community. But in fact, the daily activities of The Municipal Police still reflect the low performance and quality of human resources and awareness of the personal Unit of the Municipal Police against the position and its role so as to form the image of the Unity of The Municipal Police in front of the public eye. In this research will try to dig deep image of The Municipal Police in Surabaya city, the correlation between image with the quality of human resources from The Municipal Police and efforts to improve the positive image officials of The Municipal Police Surabaya based on the development of quality human resources.

## **2. Review of Literature**

### ***Image Building***

Image building, in the Indonesian language is referred to '*pembentukan citra*', is image formation using image definition itself. Formation of human perception according to Sereno and Bodaken in the book "An Introduction to Communication" by Dedy Mulyana [7] consists of 3 (three) activities of selection, organization and interpretation. The intended selection is the sensation and attention to the stimulus (physical and psychological) captured by the human senses, then organized or combined with the stimulus of knowledge and past experience, the incorporation of all of it is then interpreted to be of the meaning.

### ***Institutional Image***

In the process of forming a good image in the eyes of the community, an organization usually requires a lot of activity packaged in programs related to the desired image [15]. Author in [12] suggests that there are several

models of corporate image measurement, namely primary impression, familiarity, perception, preference, and position.

### ***Human Resource Image***

Human Resource Image is one important element that supports institutional image. Undesirable human resources will make the company's production falls to poor quality, otherwise if the image of human resources in a good company, it will contribute a positive value to the image of the company [9]. Indicators of human resource image include professionalism, attitude, and morals.

### ***Human Resource Quality***

According to [2] that is meant by qualified human resources is superior human resources, aware of its identity, and aware of the insight of the archipelago. Other definitions mention that quality human resources are people who have a balanced quality, faithful, knowledgeable and charity, proficient both inside (mentally) and outside (physically) [3]. Based on the understanding, the people who have good human resources qualities are those who are knowledge, skills and aware of the potential they have.

### ***Human Resource Competency***

[1] stated that the competence of human resources is related to knowledge, skills, abilities and personality characteristics that directly affect the performance. Five areas of competency focus, namely: 1. Expertise (demonstration from the experts), 2. Knowledge (accumulation of information), 3. Self-concept (behavior, value, and self-image), 4. Trait (general disposition to apply at the event certain) and 5. Motives (recurrent thoughts that encourage behavior).

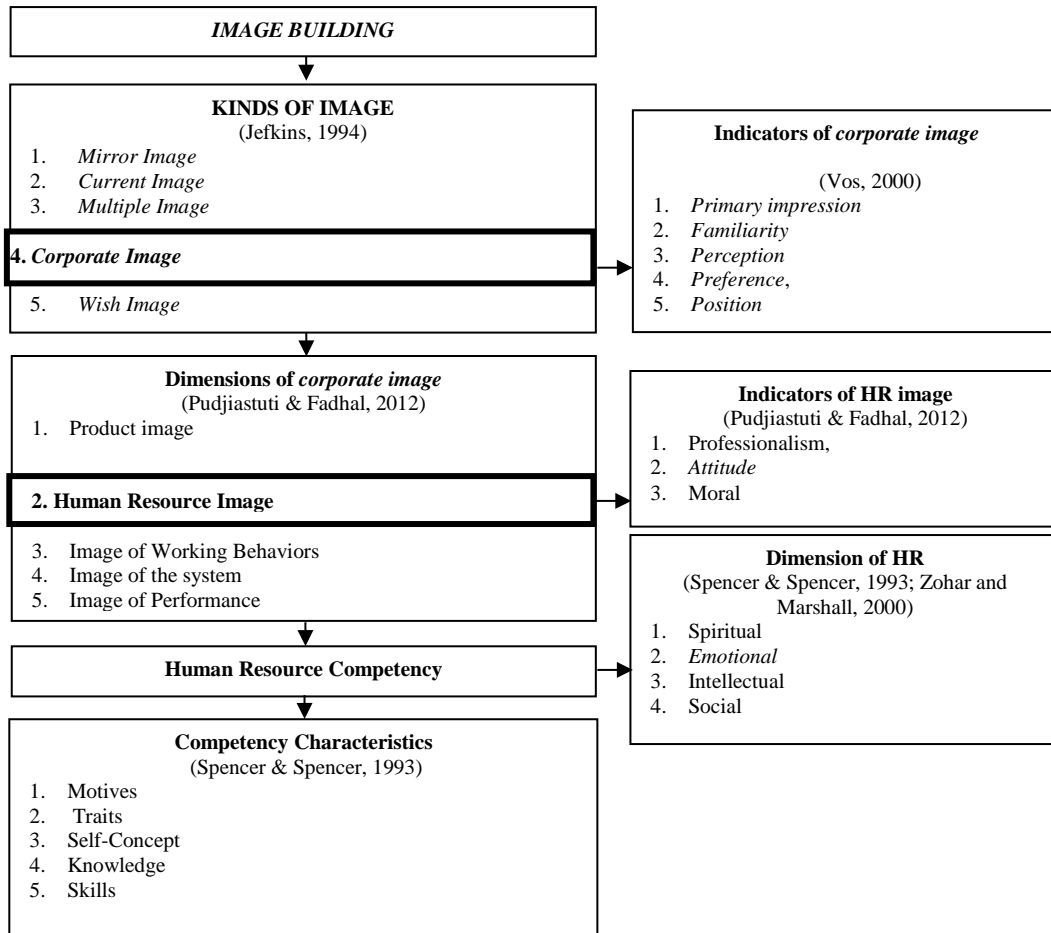
The dimensions of human resource competency consist of spiritual competence, emotional competence, intellectual competence, and social competence. Meanwhile, according to [14], several characteristics of Human Resource competence consist of: 1) character, 2) motive, 3) self-concept, 4) knowledge and 5) skill.

### ***Human Resource Development***

Author in [17] suggested that human resource development did not only focus on newly recruited employees, but for long-time employees.

Development of human resources can be implemented through continuous education and training [5]. Strategies that can be used in the development of human resources according to Jons in [16], among others: 1) training, 2) education, 3) coaching, 4) recruitment, 5) system changes.

### ***Conceptual Framework***



**Figure 1:** Conceptual Framework

Based on the theoretical study that has been described above, it can be arranged the framework of research concepts as follows:

### 3. Research Methodology

This research is a qualitative research with stratified study strategy in which it has been chosen and determined the variable of main focus before entering field.

The variables used in this research are image building, institutional image, human resource quality and human resource competence. The operational definitions of each variable are described as follows:

1. Image building is defined as the perception formed in the minds of every individual. Indicators in the measurement are selection, organization and competence (Sereno & Bodaken in [7]).
2. Institutional image is defined as the image of an organization as a whole, so not just an image of the products and services of the company. The indicators are primary impression, familiarity, perception, preference and position [16].
3. The quality of human resources is defined as the image of qualified employees of physical criteria and health quality, intellectual and spiritual qualities. The measurement indicators for the quality of human

resources are professionalism, attitude and morals [18].

4. Competence of human resources is defined as the underlying characteristics of a person related to the effectiveness of individual performance in their work. Measurement indicators for human resource competencies are spiritual, emotional, intellectual and social [14].

The data used in this research comes from 50 informants divided into three groups with the giving of certain code in each group. The three groups are: 1) the community of 24 informants consisting of students, street singers, street traders (group A), homeless drifters and others, 2) commander of The Municipal Police officer staff of 10 informants (group B), and 3) civil servant police staffs of 16 informants (group C). The data collection in the research is done by natural (natural condition) taken by using in-depth interview method and document (audio recording). Qualitative data analysis method is done interactively and run continuously until it is completed, so the data is saturated. Stages in qualitative analysis in this research are 1) data reduction which means summarizes and chooses the main things and sought the theme and pattern, 2) display data established in the form of brief description, chart, relationship between categories, 3) data conclusion.

#### **4. Analysis Result and Discussion**

The results of qualitative research on each research variable are described as follows:

##### ***The Municipal Police Institution Imagery According to Society's View***

The image of The Municipal Police of Surabaya city judged from the main impression embedded in the minds of the public about The Municipal Police institution of Surabaya City appears to show a bad impression according to the informants. In terms of familiarity, most informants stated that they were familiar with The Municipal Police, the majority of informants familiar with The Municipal Police majority come from among others who have been disciplined by The Municipal Police: traders, street children and transvestites. In the perception, some informants have positive perception on The Municipal Police in terms of firmness in duty, but there were also some informants who had negative perception because the implementation of The Municipal Police work was sometimes still rough and arbitrary. The community hoped that during the implementation of the duty, The Municipal Police officials behaved well on site by applying polite, friendly or more humane and non-violent ways to the community, and promoting good communication and interaction in order to avoid conflict between them.

##### ***Image of Human Resources***

The result of the research shows that element of HR image of The Municipal Police officials of Surabaya city also still get unfavorable assessment from society: 1) Professionalism, in terms of communication ability of officials in performing tasks; 2) Attitude, in terms of hospitality of the officials in interacting with the community, the attention to the community, the way The Municipal Police in respecting the community, rude and snappy behaviors, the belief in The Municipal Police, and unfriendliness with the society, 3) Moral, there are still officials who prefer to do the curbing, the person receiving the tip of money when performing the duty, less willing to listen to public complaints. Mentioned earlier that the attitude and moral elements are elements of

human resources image that there are still get high complaints from the public, while the element of professionalism The Municipal Police officials Surabaya gained from formal education and training is relatively good in the opinion of the community, except the ability to communicate which still needs to be fixed. Based on the results of interviews and research indicated that in general the image of personnel The Municipal Police Satpol Surabaya also get a bad assessment in the eyes of the community, so it can be stated that the image The Municipal Police institutional city of Surabaya who get a good assessment by the public is the impact of the image of human resources officials.

### ***Human Resources Competency***

Result for human resource competence concluded that some elements of human resource competence of The Municipal Police officials city of Surabaya still get less good assessment, among others: 1) Intellectual competence, in terms of analytic ability, conceptual thinking ability, and practical skill; 2) Emotional competence, in terms of self-control, self-confidence, adaptability, and commitment to organization; 3) Social competence, in terms of ability to build cooperative relationships; and 4) Spiritual competence in self-awareness. Elements of intellectual competence and emotional competence are elements of human resource competence that still have many shortcomings that must be improved, while the elements of social competence and spiritual competence, although it has received good judgment must still be improved, maintained and enhanced its advantages. These results indicate that the image of The Municipal Police personnel in Surabaya who get poor appraisal in the eyes of the public is caused by the mastery of some competencies that have not been reached by The Municipal Police officials of Surabaya city, especially intellectual competence and emotional competence.

### ***Characteristics of Human Resources Competency***

Result of the research shows that the competency characteristic of Surabaya City's human resources consisting of character, motive, self-concept, knowledge and skill are still considered less suitable with the need to become a The Municipal Police officers. The research findings about the competence characteristics of The Municipal Police officials in Surabaya city are: 1) the motive of being The Municipal Police officer is not the main purpose, thus affecting the motivation in working. 2) The self-concept of The Municipal Police members oriented towards community service is also less appropriate, where members still seem not humanist and cannot put themselves in accordance with the situation and conditions. 3) The mastery of knowledge by The Municipal Police officials in Surabaya city is still low; the knowledge of The Municipal Police officials is limited to local regulations and technical work, while there is many other relevant knowledge to be known by The Municipal Police officer of Surabaya city. While 4) the character and 5) the skills possessed by members of The Municipal Police Surabaya city are considered to be quite appropriate. The interaction among the five elements of competence characteristics above is the formation of the competence of The Municipal Police officials in Surabaya, this is the cause of unachieved competence by The Municipal Police officials Surabaya city, especially intellectual competence and emotional competence. Based on the above discussion, it is known that the elements of competence characteristics as a form of competence are still less in accordance with the characteristics of competence that should be owned by The Municipal Police officers. It affects the competence

of the officials that has not been optimal, resulting in the negative image of human resources officials and institutional image of The Municipal Police of Surabaya in the eyes of the community. In order to improve the image of The Municipal Police officials in Surabaya city, it is necessary to formulate strategies to improve the quality of human resources as human resources development strategy. The Municipal Police institution in Surabaya currently has a strategy to develop human resources, but it turns out that people still judge the negative image, so it is allegedly that human resources development strategy that currently applied has not been able to improve the competence of human resources officials. Implementation of the programs in the HR development strategy of The Municipal Police officials in Surabaya city is not currently running optimally because there are some obstacles, among others: 1) the high demand of The Municipal Police personnel tasks, 2) the operational time of The Municipal Police officers is usually overtime, 3) the motivation of the officials still low, 4) supervisor lack of supervision, and 5) facilities and infrastructure that are not fulfilled. In addition, human resource development programs are not yet fully meet the elements of human resource competency characteristics such as the elements of character and motive that do not have a development program.

Here is the HR development strategy currently implemented by The Municipal Police Surabaya:

**Table 1:** Image Improvement Strategy through Current Human Resource Development

No	Program	Activity
1	Spiritual Quotient Enhancement	Reciting Yaasiin, religious speech
2	Intellectual Quotient Enhancement	Internal: 1. Discussion in one case 2. Local regulation understanding 3. Opportunity to attend formal education External: 1. Training civil servant investigators formation to enforcing local regulation collaborator with BKD (45 days, Megamendung-Bogor) 2. Intelligence Training (45 days, Soreang, Bandung) 3. Law Discussion about revision and reconstruction of local regulation/decision of regional head 4. Law discussion about structuring SOP
3	Mental Quotient Enhancement	Maintaining <i>soft skill</i> : 1. Socialization 2. Negotiation 3. Conflict Management 4. Stress Management 5. Commitment Consolidation
4	Skills	Internal: 1. Martial arts skill (Karate Inkanas & Merpati Putih) 2. Swimming and water rescuing ( <i>Rescue</i> ) 3. Police stick and handcuff controls External: 1. Dive training collaborated with underwater diving division of Armatim

With regard to HR development strategy that has not run optimally, this is a proposed strategy of human



resource development of The Municipal Police of Surabaya city which adopted development strategy according to Jons in Sarwono (1993) as follows:

**Table 2:** Proposed Human Resource Development Strategy

No	Program	Activity	Competency
1	Training	Internal: 1. Martial arts skill (Karate Inkanas & Merpati Putih) 2. Swimming and water rescuing (Rescue) 3. Police stick and handcuff controls External: 1. Dive training collaborated with underwater diving division of Armatim (10 days, Pasir putih-Situbondo)	Skills
2	Education	Internal: 1. Discussion in one case 2. Local regulation understanding 3. Opportunity to attend formal education External: 1. Training civil servant investigators formation to enforcing local regulation collaborator with BKD (45 days, Megamendung-Bogor) 2. Intelligence Training (45 days, Soreang, Bandung) 3. Law Discussion about revision and reconstruction of local regulation/decision of regional head 4. Law discussion about structuring SOP	1 Knowledge
3	Guidance	Maintaining soft skill: 1. Socialization 2. Negotiation 3. Conflict Management 4. Stress Management 5. Commitment Consolidation	2 Skillss
		1. Personality Counseling 2. Discussion of Moral Dilemma	3 Traits, Motive, Self-concept
4	Recruitment	Selection of new recruits with conditions appropriate to the character, motives, and self-concept of an officer of The Municipal Police.	4 Traits, Motive, Self-concept
5	Work place	Creating conductible working place condition for personality development.	
6	System changes	1. Arrangement of the task schedule 2. Working hour arrangement 3. The supervisor is obliged to monitor members	
7	Infrastructures	1. Provision of facilities (multipurpose building) 2. Procurement of equipment	

Based on the results of the research it can be prepared a minor preposition as follows:

1. The officials of The Municipal Police in Surabaya currently has an unfavorable image, due to arrogant and arbitrary officials attitude.
2. Image of The Municipal Police Officials in Surabaya is formed related to the low quality of human resources reflected from the competence element of the officials which is still a lot of complaints from the community, and the competence characteristic of The Municipal Police officer in Surabaya city is considered less suitable with the competency characteristic that should owned by The Municipal Police officers.
3. To improve the positive image it is necessary to make attempts through human resource development strategy adopted from human resource development strategy (Training, Education, Development, Recruitment, System Change, and Facilities & Infrastructure).

Furthermore, from the minor prepositions that have been prepared, it can be generated major preposition as follows: "Officials of The Municipal Police in Surabaya City can improve the quality of human resources in an effort to build a positive image through HR development strategy."

## **5. Conclusion**

The result of the research concludes that community appraisal of The Municipal Police institution in Surabaya city stated that the officials are still arrogant and arbitrary in carrying out their duty of enforcement of local regulation, making the image of The Municipal Police institution received unfavorable judgment. There is a correlation between The Municipal Police image of Surabaya city with its human resource quality, where the image of The Municipal Police that formed caused the quality / competence of human resources that has not been optimally completed, especially the intellectual and emotional competence. The results of the study also suggests that the lack of competence of personnel of The Municipal Police city officials is due to the characteristic of human resource competency which is not fully in accordance with the need to become The Municipal Police officials. Based on the results of this study, it is a necessary effort to improve the quality of human resources so as to build a positive image of The Municipal Police officials of Surabaya city. The advice that can be given is to develop human resources development strategy, among others: training, education, guidance, recruitment, system change and improvement of facilities and infrastructure in the work.

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