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## **Analysis Of The Effectiveness Of Work Planning In Improving The Performance Of Civil Service Police Unit/ Satpol PP (Case Study: Planning Work Of Control For PKL at Pancoran Sub-District In 2020)**

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### **ABSTRACT**

Problems that occur in the effectiveness of work planning in controlling street vendors are still not maximal performance, when viewed from the factors of Effectiveness of Consequences and Impact of Outputs in achieving objectives, the level of success in achieving predetermined targets and clarity of achievement of goals. This is supported by the data obtained by the Civil Service Police Unit (Satpol PP) of Pancoran Sub-district, which have varied work planning effectiveness criteria from 2018 to 2019, from street vendors' orderliness to realizing street vendors, which are still far from different from the target of curbing. And from 2018 to 2019 the level of effectiveness can be included in the criteria for being quite effective. This research method is a descriptive study with a qualitative approach. Qualitative descriptive research aims to describe and describe events and phenomena that occur in the field and present data in a systematic, factual, and accurate manner regarding the facts that occur in the field. Data collection was done by using observation, interview and documentation techniques. Researchers used source triangulation to check the validity of the research data. Data analysis in this study uses three components consisting of data reduction, data presentation, and conclusion. The results of the study are known (1) The effectiveness of work planning of the Civil Service Police Unit (Satpol PP) at Pancoran Sub-district in street vendors' orderliness in improving the work performance that has been implemented in the dimensions of Effectiveness of Reach Effects, Impact of Outputs in achieving objectives, the level of success in achieving predetermined targets and clarity of achieving goals. (2) Obstacles in implementing the effectiveness of Street Vendors/PKL work planning who do not understand the regulations, there is no relocation place for street vendors and street vendors who consider public facilities a strategic business place for trading. (3) The solution for the socialization of street vendors about policy regulations is carried out by means of humane communication and new relocation sites.

**Keywords:** Quality of Public Services, public services

### **INTRODUCTION**

The existence of human resources in an organization is a valuable asset. The success of an organization is determined by the quality of the people in it. Human resources (HR) will work optimally if the organization can support career advancement by looking at HR competencies. HR training and development will increase the productivity of members so that the quality of work becomes higher and leads to satisfaction of service users and the organization will benefit. The Civil Service Police Unit (Satpol PP) is an institution established based on the mandate of Government Regulation of the Republic of Indonesia Number 32 of 2004 concerning organizational structure, roles, formations, positions, authorities, rights, duties, and obligations of the Civil Service Police Unit (Satpol PP) with emphasis on efforts to foster peace public order (Tramtibmas), providing early warning and overcoming the maintenance of Community Peace

and Orderliness (*tramtibmas*). Enforcement of Regional Regulations (*Perda*) which must be obeyed by all parties with procedural authority. This effort is realized in the form of a community protection system, where the interests of the community are the main thing.

Reports about controlling street vendors in the media tend to corner and place the Civil Service Police Unit (*Satpol PP*) as a tough figure and violate human rights, but on the other hand, support from the community is often obtained so that *Satpol PP* maintains peace and order in the DKI Jakarta area. People are now starting to smartly realize their right to get good service from the government, especially local governments. Also for the Civil Service Police Unit (*Satpol PP*) at the Pancoran Sub-District Office, this condition becomes a demand for the Civil Service Police Unit (*Satpol PP*) to be able to provide services according to community expectations. These community demands can be met through training and human resource development efforts. The gap between the low quality of Civil Service Police Unit (*Satpol PP*) human resources and the demands of the community to obtain good service is a task that must be handled seriously. Planning can be defined as the whole process of thinking and determining carefully the things that will be done. Civil Service Police Unit (*Satpol PP*) is the primary element in public service regarding public order and must be able to anticipate changes and know its position to make decisions in every occurrence of existing community problems and as an enforcer of Regional Regulation Number 8 of 2007 concerning Public Order in the DKI Jakarta Province. The performance of the Civil Service Police Unit (*Satpol PP*) which has a strategic plan will lead to the implementation of activities and something that is expected in the future can be realized.

The phenomenon that becomes a problem for the Civil Service Police Unit (*Satpol PP*) of Pancoran Sub-district, especially on Jl. West Rawajati there are still street vendors of approximately 20 street vendors who occupy the sidewalk for pedestrians and it is exactly next to the Kalibata City apartment which causes the location to become dirty and shabby. Meanwhile, the Civil Service Police Unit (*Satpol PP*) as the enforcer of regional regulations has experienced difficulties in carrying out the order, which collides with the community's economy, which only relies on trading. Meanwhile, the work planning in the Civil Service Police Unit (*Satpol PP*) of DKI Jakarta Province have not had the same form of planning between regions, which causes the Civil Service Police Unit of Pancoran Sub-district to make work plans based on the existing habits and also Regional Regulation No. 8 of 2007. Five that have been put in order on Jl. Rawajati Barat, Rawajati Village, Pancoran Sub-district from 2018 to 2019. In 2018, the total number of street vendors was 32, and the number of street vendors after being brought under control was 17 with a percentage of only 53.13%. In 2019 the number of street vendors was 23, after being published there were 15 with an achievement percentage of 65.21%. From the data above, it can be seen that the achievement did not reach the target. A lot of control has been done, but the behavior of street vendors (street vendors) continues to sell. If you look at the Employee Work Target (*SKP*) in the Pancoran District Civil Service Police Unit for 2017-2018, the performance assessment has not been achieved. In 2017 for group II and group III where the assessment target was 88 but it was only achieved an assessment of 86.50 for group III and 85.72 for group II where in that year neither group II and III were achieved. Also in 2018, group II and group III with the same assessment target of 88 were only achieved 86.65 in group III and 85.75 in group II. From the data above, it can be seen that the Employee Work Target (*SKP*) in the Civil Service Police Unit of Pancoran Sub-district in 2017-2018 has not been achieved. From the identification of these problems, it can be ascertained that there are still many street vendors who do

business/trade who live on the sidewalks which are prone to public order and congestion. The researcher views that it is necessary to have an effective work plan from 2018 to 2019 because after controlling the street vendors there are still street vendors who trade.

According to Malayu S.P Hasibuan (2016:21) defines: Planning (human resources planning) is planning the workforce effectively and efficiently to suit the needs of the company in helping the realization of goals. According to Atik and Ratminto (2012:1) define: Planning is an art and science of planning, organizing, directing, compiling, and supervising human resources to achieve predetermined goals. According to Sondang P Siagian (2010: 246) defines: Planning is the whole thought process of carefully determining the things that will be done in the future in a predetermined framework. Planning goals according to Stephen Robbins and Mary Coulter (2012:9) are: (1) give good direction; (2) reduce uncertainty; (3) minimize wastage; (4) set the objectives and standard used in a function.

According to Ahmad, et al (2010:3): Public service is a service or provision to the community in the form of the use of public facilities, both services, and non-services, which are carried out by public organizations, namely the government. According to Winarsih and Ratminto (2012:36): Public management is a process of applying science and art to develop plans, implement plans, coordinate and complete service activities to achieve service goals. In other words, public service management means a process of planning and implementing it and directing or coordinating the completion of public service activities to achieve the goals of public services that have been set.

Actions made based on facts and assumptions about the description of activities carried out in the future in achieving the desired goals” (Nafarin, 2016:4). The results of the planning process are in the form of a list of provisions about future action steps regarding what activities, who will carry them out, where, when the schedule is and how many resources will be used, as well as various information regarding the benchmarks, to achieve results. The plan is used by management to guide the direction of activities and also as a starting point for the control process (Adisaputro, 2010:89).

According to Harsuko (2011: 127): The extent to which someone has played for him in carrying out organizational strategy, both in achieving specific goals related to individual roles and or by demonstrating competencies that are declared relevant to the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitude, ability, and achievement. According to Mangkunegara (2011: 67): An employee’s Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. According to Rivai in Muhammad Sandy (2015:12): The results or level of success of a person as a whole during a certain period in carrying out tasks are compared with various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and mutually agreed together.

According to Mardiasmo (2012:2), the contribution of output to the achievement of the goals that have been set is simple, effectiveness describes the range of consequences and impacts (outcomes) of program outputs in achieving program goals. According to Makmur (2011:5): Disclosing effectiveness relates to the level of truth or success and error. He argues that to determine the level of effectiveness of the success of a person, group, organization even to the state, we must make a comparison between the truth or accuracy with the error or what was done.

The lower the level of errors or errors that occur, of course, the closer the accuracy in the implementation of each activity or work (task) that is charged to each person.

Based on the opinion of David Krech, Richard S. Cruthfied and Egerton L. Ballachey in Danim (2012:119–120) mentioned the effectiveness indicators are as follows:

1. The number of results that can be issued of the results is in the form of a quantity or physical form of the organization, program, or activity. The results can be seen from the comparison (ratio) between the input (input) with the output (output), effort with results, the percentage of achievement of work programs, and so on.
2. The level of satisfaction obtained is this measure of effectiveness can be quantitative (based on the amount or quantity) and can be qualitative (based on quality).
3. Creative products creating a conducive relationship with the world of work, which in turn can foster creativity and ability.
4. The intensity will be achieved by having high obedience in an intense level of something, where there is a high level of mutual belonging. The opinion above explains that the measure of effectiveness must be seen from the comparison between inputs and outputs, the level of satisfaction obtained, the creation of a conducive working relationship, and a high sense of belonging. A high sense of belonging does not mean excessive.

Street vendors are legal subjects, namely, people who have rights, individuals or legal entities, who have the right, will or take legal actions. A legal entity is an association or organization that is established and can act as legal subjects, for example, can own wealth, enter into agreements, and so on. Meanwhile, legal objects are everything that is useful for legal subjects (humans and legal entities) and which can be the subject of a legal relationship, because something can be controlled by legal subjects.

Street vendors, abbreviated as PKL, are businessmen who carry out trading business using movable or immovable business facilities, using urban infrastructure, social facilities, public facilities, land, and buildings owned by the government or private sector which are temporary or not permanent. Structuring street vendors is an effort made by local governments through the determination of assisted locations to determine, transfer, control, and eliminate street vendors' locations by taking into account the public interest, social, aesthetic, health, economic, security, orderliness, environmental cleanliness, and by the legislation. . Empowerment of street vendors is an effort made by the government, local government, the business world and the community in a synergistic manner in the form of business climate growth and business development of street vendors so that they can grow and develop both in terms of quality and quantity of their business.

Street vendors or abbreviated as PKL is a term that refers to peddlers who carry out commercial activities on road-owned areas (DMJ/sidewalks) which are (supposedly) intended for pedestrians. There is an opinion that uses the term street vendors for traders who use carts. The term is often interpreted that way because the number of merchant's legs is five. The five legs are two merchant legs plus three "legs" (which are actually three wheels, or two wheels and one wooden leg). Associating the number of legs and wheels with the term street vendors is a far-fetched opinion and does not correspond to history. Traders in carts statically 'hanging out on the sidewalks are a fairly new phenomenon (around the 1980s), before which street vendors were dominated by "pikulan" sellers/selling by carrying pole on their shoulders (cendol sellers, egg crust traders) and rolling out the mat (such as street drug dealers).

## METHODS

The research approach used in this study is a qualitative approach with a descriptive type of research. Data collection techniques used observation, documentation, and in-depth interviews with informants including the Head of Civil Service Police Unit of Pancoran Sub-district, as the leader of the Pancoran Sub-district Civil Service Police Unit, Rawajati Village Head, as the head of the Rawajati Village area, street vendors.

## RESULT AND DISCUSSION

### **Analysis of the Effectiveness of Work Planning to Improve the Performance of the Civil Service Police Unit (Case Study: Pkl Control Work Planning in Pancoran District in 2020)**

In this subchapter, the researcher will describe the data in the form of information obtained from the interviews. The information comes from answers to questions given to supporting informants or research main informants. The analysis of the research results includes the preparation of the presentation of the categories of informants' answers accompanied by a preliminary analysis of various data findings in the field as the initial process in the data processing. The Effectiveness of Work Planning to Improve the Performance of the Civil Service Police Unit (Case Study: PKL Control Work Planning in Pancoran District in 2020), can be seen using the theory put forward by Mardiasmo Theory (2012: 2), namely by looking at the contribution of output, the range effectiveness of the consequences and the impact of the outputs in achieving the objectives, the level of success in achieving the goals that have been set and the clarity of achieving the goals.

In implementing the effectiveness of work planning at the Civil Service Police Unit (Satpol PP), especially the orderliness activities of street vendors, it will be successful if the planning of orderliness activities is suitable with the applicable SOP (Standard Operasional Prosedur). Starting from an understanding of policies and procedures for street vendor's orderliness. Besides that, the effectiveness of work planning will succeed in increasing performance through good cooperation between the government and the community itself, covering several aspects that become benchmarks, including:

- 1. Output Contribution.** Based on the results of research at the Civil Service Police Unit (Satpol PP) of Pancoran Sub-district, it can be seen Civil Service Police Unit (Satpol PP) of Pancoran Sub-district has produced outputs, namely carrying out routine orderliness and patrols well. It is said to be good because the orderliness has been carried out by the applicable regulations, and routine patrols have been carried out according to plan. However, based on the narrative of some street vendors, the enforcement is not always carried out but only given a good warning. Likewise with patrol officers who are rarely encountered by street vendors.
- 2. Reach Effectiveness of Effects and Impact of the Outputs in achieving the Goals.** The effectiveness of work planning in improving the performance of the Civil Service Police Unit (Satpol PP) in the Pancoran Sub-district has varying effectiveness criteria from 2018 to 2019. In 2018 and 2019 the level of effectiveness of street vendors' orderliness in the Pancoran Sub-district is in less effective criteria because the realization of street vendors' orderliness is still far from the target order. From 2018 to 2019 the level of effectiveness can be included in the criteria of being quite effective. Although it is included in the criteria of

being quite effective, the realization of the number of street vendor's orderliness that has been achieved is still far enough apart to meet the orderliness targets set. According to officials at the Civil Service Police Unit (Satpol PP) in Pancoran Sub-district, the number of realizations of street vendors' orderliness which is quite far apart from the expected target is due to the existence of orderliness activities that cannot be implemented or fail due to conditions in the field that are not conducive and it is considered that work planning is not going well.

3. **The level of success in achieving the goals that have been set.** One important factor that cannot even be separated from an organization, both an institution and a company. HR is also the key that determines the development of the organization. Based on the results of the research conducted, the orderliness has been carried out in accordance with the applicable Standard Operation Procedure (SOP), where street vendors who violate will first be given a verbal warning, then given a warning letter three times. If they still do violations, they will be given a notice of confiscation, and sometime later control in the form of confiscation of their merchandise. Besides that, the Civil Service Police Unit (Satpol PP) also always coordinates with related parties, both with the National Armed Forces (TNI) and Indonesian Police (Polri) when they want to carry out control related to security when controlling is carried out to continue to establish good communication when assisting the implementation of socialization and coaching, and also listen to the aspirations of all parties.
4. **Clarity of goal achievement.** This dimension assesses performance based on the compatibility between the principles that exist in the administration in giving sanctions to street vendors who sell in prohibited areas to create an orderly environment. Clarity of goal achievement is also a tool to measure the organization's ability to regulate the extent to which service delivery has been carried out and is suitable with the applicable rules or regulated procedures. Based on the results of the study, it was found that in giving sanctions, the Civil Service Police Unit (Satpol PP) had given them according to the applicable Standard Operation Procedure (SOP), where violators who do not heed the verbal and written warnings will be enforced curbing street vendors. Orderliness is also suitable with applicable Standard Operation Procedure (SOP). If in the future they are again caught in the orderliness, they will be asked to make a statement once again accompanied by a fine.

Goals are the most important thing in various activities that are going to be planned. Without a goal, we will not be able to do any activities. Objectives are a basis for determining a policy, attitude, work plan, and to provide an understanding of the organizational structure so that these goals are known by all parties in the organization. The clarity of the goals achieved can provide an overview of what actions an organization will take in the future. This statement is confirmed by Regional Regulation No. 8 of 2007 concerning Public Order and the objectives to be achieved have been stated in the main tasks of the Civil Service Police Unit (SatPol PP). In doing orderliness of prostitution in Pancoran Sub-district, previously it was determined what rules will be the basis for orderliness. In this case, the Civil Service Police Unit (SatPol PP) before operating conducts a parade to determine what kind of rules will be put in order. Besides that, the leader in this orderliness operation determines the orderliness time, but for the orderliness location, the leader will not notify the members at the time of the parade, but during the journey to the orderliness location. The unprofessional factor and commitment in carrying out these main tasks are for personal gain, in this case, the existence of parties from the Civil Service Police Unit (SatPol PP) of Pancoran Sub-

district who disseminate information to orderliness locations is one of the inhibiting factors for achieving goals, which is a factor after the stipulation of the same rules. Preferably in carrying out the order, the party in charge should comply and be professional with the rules and strategies to achieve the desired goals. Because the goal is the main basis.

### **The obstacle of Work Performance Effectiveness in increasing the work performance of the Civil Service Police Unit (Satpol PP) at Pancoran Sub-district**

Based on interview data received by researchers, several obstacles affect the effectiveness of work planning, including:

1. The street vendors do not understand the regulations issued by the government regarding public orderliness.
2. There is no place for relocation after the Street Vendors have been controlled by the Civil Service Police Unit (Satpol PP).
3. The character of street vendors who think that public places are strategic business facilities makes it easy for them to find crowded places. These all cause problems in the community where the existence of street vendors can change the function of public spaces for public facilities, not for the benefit of the community.

### **Solutions for Analysis of the Effectiveness of Work Planning to Improve the Performance of the Civil Service Police Unit (Case Study: Work Planning for Street Vendors/PKL Orderliness in Pancoran Sub-district in 2020)**

The solution is done by giving socialization to street vendors about policy regulations, solid policy formulation is the foundation in all forms of action. Policies are set based on the happenings that are expected to have an impact on human life, both positive and negative impacts. Before the establishment of a policy, a form of analysis is needed so that the policy that will be taken can provide solutions to the problems that are currently happening. These two things support each other so that what is expected is achieved. Related to the goals to be achieved and the strategies that have been set. This means that the policy must be able to bridge the goals with the business or strategy in the implementation of activities. In carrying out orderliness of prostitution undercover, keeping orderliness information in order not to be known, as well as personnel, local governments formulate policies under consideration which are based on law and have established SOP (Standard Operational Procedures) which are the reference in orderliness prostitution. It is not only the local government of Pekanbaru that establishes SOP based on the applicable law. However, all Civil Service Police Units and related agencies use the same standards in this order. To achieve effectiveness and conformity of the steps taken with the policy and to achieve the objectives of orderliness.

## **CONCLUSION**

Work Planning for Street Vendor Orderliness in Pancoran Sub-district in 2020 is still not maximal when it is seen from the factors of Effectiveness of Consequence and Impact of Outputs in achieving goals, level of success in achieving set targets, and clarity of goal achievement in achieving predetermined targets. This is supported by several effectiveness criteria from 2018 to 2019 of Street Vendor Orderliness in Pancoran Sub-district that is less effective because the realization of controlling street vendors is still far different from the target of enforcement, and from 2018 to 2019 the level of effectiveness can be included in the criteria of being quite effective. Although it is included in the criteria of being quite effective, the realization of the number of

controlling street vendors that has been achieved is still far enough to fulfill the orderliness targets set. However, in terms of work planning, the Civil Service Police Unit (Satpol PP) of Pancoran Sub-district has got an SOP (Standard Operational Procedures) that is suitable with the applicable regulations.

The obstacles that affect the effectiveness of work planning in improving performance are that the street vendors do not understand the regulations issued by the government regarding public order, there is no place for relocation after the Street Vendors/PKL are controlled by the Civil Service Police Unit (Satpol PP) and the character of the street vendors who think that public places are a means of strategic business to do business.

Solutions that are socialized to street vendors regarding policy regulations, are carried out by means of humane communication and new relocation sites. Solutions that are socialized to street vendors regarding policy regulations are carried out using humane communication and new relocation sites.

Suggestions: (1) make a work plan for orderliness street vendors in one year as an employee's work target; (2) request the implementation of socialization activities to street vendors regarding the policy regulation of Regional Regulation No. 8 of 2007 concerning Security and Order; and (3) make an application for a letter to the MSME Sub-Department of the South Jakarta City Administration in terms of adding the location of the PKL fostered as a place for relocation of the PKL that is ordered.

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