

Competence and Discipline in Improving Police Performance: A Qualitative Analysis

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Abstract: This study aims to examine the extent to which the competence and work discipline of police members in the Directorate of Vital Object Security of the South Sumatra Regional Police affect their performance in carrying out security duties in the Obvitnas/Obviter area. The research method used in this study is qualitative analysis. Respondents in this study were personnel of the Ditpamobvit of the South Sumatra Regional Police who carried out security duties in the Obvitnas area: Head of Bin Opsnal, Deputy Director of Pamobvit, and Director of Pam Obvit. The location of the study was at the Ditpamobvit of the South Sumatra Regional Police. The instruments used included interviews, observations, and documentation. The steps in this study included collecting data from interviews with personnel who carried out security and the leadership of Ditpamobvit and then describing and presenting the data that had been collected in written form. The results of this study indicate that competence and work discipline greatly influence the improvement of the performance of Ditpamobvit personnel of the South Sumatra Regional Police in carrying out duties in the Obvitnas and Obviter areas.

Keywords: Competence, Discipline, Police's Performance

A. Introduction

The Indonesian National Police, commonly abbreviated as Polri, has an important role in maintaining security, enforcing the law, and providing protection and services to the community, thus domestic security can be maintained properly. One of the determinants of the success or failure of an organization is human resources (Chamariyah et al., 2024). Human Resources (HR) have an ideal role in an organization. HR needs to be supported by reliable HR management. HR management is one of the important and strategic factors in achieving organizational goals (Rosmawaty & Pertiwi, 2021). Quality HR will provide progress and benefits for an organization. A good organization can strive to improve HR capabilities, which are the main key to improving employee performance (Surtiani et al., 2023).

Human resources are the main factor and one of the very important role players in an organization. Likewise in the police organization, the better the members of the unit, the better the performance of the institution. In order for the police institution to be able to carry out various activities properly in order to achieve the stated goals, all members of the police must perform well, but in order to achieve the stated goals, it is not enough to just get competent members; there are also other factors that affect performance (Jayanti & Andi, 2022). One of the things that affects the performance of police members is competence and work discipline.

The Indonesian National Police is a government organization that has an important role in creating conducive conditions in people's lives. This condition can be realized if members of the Indonesian National Police always maintain credibility and strong commitment as state officials. Credibility and commitment as law enforcers must be supported by good morals, human resource capabilities, high motivation, good work discipline, and professionalism from the leadership and members of the police themselves to strive to carry out the tasks assigned to them properly, which is expected to foster the performance of police members in carrying out their duties as public servants and security (Hasbiyadi et al., 2023). Referring to the Regulation of the Chief of the Republic of Indonesia National Police Number 14 of 2018 concerning the Organizational Structure and Work Procedures of the Regional Police, Ditpamobvit is an element that carries out the main tasks in the field of securing vital objects at the Polda level, which is under the Chief of Regional Police. Ditpamobvit is tasked with carrying out security activities for vital objects, which include securing certain areas, securing tourism, securing VIPs, and auditing the security system for National Vital Objects and other Vital Objects (Asrul et al., 2024). Securing vital objects is one of the crucial tasks carried out by the police. Pamobvitnas is a form of activity that is intended to prevent unwanted things from happening, such as damage or loss of company assets and disruption of the company's production (Helmy, 2016).

Amidst the increasingly complex dynamics of threats, the role of the police in maintaining the security of strategic objects is becoming increasingly important. Security incidents that often occur around vital objects are in the public spotlight. This indicates a challenge in carrying out the task of securing vital objects. The South Sumatra Police, as one of the regional police institutions, has a great responsibility in ensuring the security of vital objects in its area. Optimal performance in this security task is highly dependent on two main factors, namely competence and work discipline. Competence is a supporter in facilitating work to be more effective, efficient, and responsive. Competence is a basic characteristic of a person that enables him to provide superior performance in a particular job, role, or situation (Mulang, 2023). Competence is also the ability or potential of employees to support the completion of tasks in the organization (Nursaid et al., 2023). Competence is an individual's ability to carry out a job correctly and have advantages based on

matters relating to knowledge, skills, and attitudes. From a personnel perspective, competence has an important role that can improve performance.

Competence is seen as one of the important factors for the sustainability of an organization in order to be able to compete and provide optimal public services. Work discipline is a tool used by managers to communicate with their employees so that they are willing to change a behavior to increase awareness and willingness of a person to obey all company regulations and applicable social norms (Fanisius Gorang et al., 2022). Work discipline can be interpreted as an attitude or behavior that is in accordance with the regulations of an organization, both in written form and not (Ahyani, 2020). Discipline is the key to success that is rooted in a commitment to oneself; a person must have independence in carrying out tasks with full responsibility, a mental attitude that is reflected through actions taken from instinct, and a person's willingness to complete their tasks and obligations properly with applicable rules and laws (Srisiska et.al, 2021). Performance is the success of the work of a person or group of people that can be achieved in an organization according to their respective authorities and responsibilities (Daniaty & Tasri, 2023). Performance, or work achievement, comes from the word job performance or actual performance, namely the actual work achievement achieved by a person in carrying out tasks according to the responsibilities given to him (Parwidi & Muntaha, 2020). The concept of performance, or "performance measurement society," emphasizes measuring and assessing performance in various aspects of life, including organizations, individuals, and even society as a whole (Amarullah et al., 2023).

Based on the description above, this study aims to examine the extent to which the competence and discipline of police members in the Directorate of Vital Object Security of the South Sumatra Regional Police affect their performance in carrying out their duties and what factors support the success of personal performance in carrying out security tasks. By understanding the relationship between these three variables, it is hoped that it can contribute to efforts to improve the quality of security of vital objects in the region.

B. Methods

This research method uses qualitative analysis, namely by describing the competence and work discipline of police performance. This study uses descriptive analysis techniques that aim to accurately describe or define the nature of something that is happening and ongoing at the time the research was conducted. Respondents in this study were personnel of the South Sumatra Police Ditpamobvit who carried out security in the Obvitnas area, the head of Bin Opsnal, the deputy director of Pamobvit, and the director of Pam Obvit. The location of the research was at the South Sumatra Police Ditpamobvit. The instruments used included interviews, observations, and documentation. The steps in this study included collecting data

from interviews with personnel who carried out security and the leadership of Ditpamobvit, then describing and presenting the data that had been collected in written form.

C. Results and Discussion

In government organizations, the achievement of goals is determined through means in the form of an organization, which is driven by a group of people who play an active role as actors in achieving the goals of the organization concerned (Mulia & Saputra, 2021). The success of the organization in improving performance cannot be separated from the support and is influenced by several determining factors, one of which is competence and work discipline, which have a very close relationship in determining the success of the organization (Foeh & Papote, 2021). Competence is the strength to do a job. Competence also consists of activities that are based on relevant abilities and tasks. Competence is driven by work attitudes and is required by the activity in accordance with the established standards (Yuningsih, 2019). The competence of Ditpamobvit members is very important in carrying out the task of securing vital objects. They need to understand in depth the objects being secured and have the skills to deal with emergency situations. Regular training and skill improvement are the main focus in order to prepare members to face challenges in the field.

The discipline factor has a significant impact on performance achievement (Kamaruddin, 2021). Performance is the result or indicator of a job that reflects the success achieved in carrying out its duties and responsibilities according to predetermined standards and in line with organizational goals (Sutedjo & Mangkunegara, 2018). Work discipline is considered the foundation of professionalism and integrity in every member's actions. The application of strict discipline helps create a conducive and effective work atmosphere, which is very important in situations that require a quick response. In addition, high discipline will contribute to optimal performance, both in routine tasks and incidental tasks. In incidental tasks, competence and discipline greatly influence the ability of members to respond to emergency situations quickly and appropriately. Members who have been trained and have good discipline can make decisions quickly and accurately, which in turn can save lives and prevent further losses. Simulations and routine evaluations are an important part of preparing for incidents. Competence and discipline in working are two very significant aspects in improving police performance at the Ditpamobvit Polda South Sumatra. By ensuring that members have adequate knowledge and skills and by implementing strict discipline, Ditpamobvit can provide better services in securing vital objects and responding to incidents. Continuous efforts to improve these two aspects will make a significant contribution to the security and public order in the South Sumatra region.

This is in accordance with the Vision and Mission of the Ditpamobvit Polda South Sumatra, namely the realization of a Ditpamobvit Polda South Sumatra that is professional, superior, trustworthy, has character and is increasingly loved by the community in order to create conducive security in Obvitnas/Obter based on the spirit of mutual cooperation, and with its Mission, namely (1) Realizing prime public order and security services through preemptive and preventive activities by applying science and technology in order to realize security in Obvitnas/Obter, (2) Increasing the presence of Ditpamobvit Polda South Sumatra police in the midst of the community and Obvitnas/Obter managers, (3) Realizing partnerships with the community and increasing Police Synergy between related Agencies and institutions, (4) Maintaining the security of the Province of South Sumatra as an Industrial, Mining, Cultural and Tourism area to encourage the realization of the Province of South Sumatra as a safe area, (5) Fostering and collaborating with independent security officers (Internal Security) in Obvitnas/Obter in order to create a sense of security and comfort for the community, perpetrators tourism and economic actors.

In an interview with the Director of Vital Object Security of the South Sumatra Police regarding the role of competence and work discipline in improving police performance, both in securing vital objects and in incidental tasks. He explained that competence is an important factor in fulfilling security tasks. Every member of Ditpamobvit must have in-depth knowledge of the objects being secured and skills in dealing with emergency situations. He also emphasized that routine personnel function training carried out by the Pamobvit Directorate and skill improvement are very important. This is to ensure that members remain ready to face various challenges that may arise. In addition to competence, discipline in carrying out tasks is also an important element in maintaining the integrity and professionalism of a police officer, especially for Ditpamobvit personnel who carry out security duties.

The application of strict discipline can help create a supportive and conducive work environment, especially in situations that require a quick and appropriate response if there is a prominent situation or incident in the Obvitnas/Obviter area. The Deputy Director of Vital Object Security, who is in charge of supervising and implementing Dirpamobvit policies, one of which is supervising the implementation of tasks in the field and ensuring that all security procedures are followed properly, also emphasized that periodic evaluations of member performance are carried out to ensure that competency and discipline standards are maintained. So far, the competency and discipline possessed by Ditpamobvit personnel have been very good; this is proven by the decrease in incidents or disturbances of Kamtibmas in the Obvitas/Obviter Area each year and the award given by the Chief of Police in 2023 to Ditpamobvit Polda South Sumatra with the title of "Exemplary Work Unit with Integrity". He also said that the decrease and award given to Ditpamobvit Polda South Sumatra was also inseparable from the role of Ditpamobvit personnel in

maintaining Competence and discipline in every implementation of duties and he also hopes that all members can continue to improve themselves for the safety of the community and the vital objects they secure so that the goals of the Vision and Mission of Ditpamobvit can be achieved properly.

NO. SATKER DITPAMOBVIT	TYPES OF PUBLIC ORDER DISTURBANCES	OBVITNAS/OBTER	NUMBER OF OCCURRENCES		BRIEF DESCRIPTION OF THE EVENT	KET	
			2023	2024			
1 KORVIMAMTANABALAH POLICE	1. CONVENTIONAL CRIMES	1. PT. PERTAMINA RU III PLAJU	3	-	Motorcycle Theft		
		2. SREWLAYA UNIVERSITY	1	1	Motorcycle Theft		
		3. PT. MEDCO E&P (GRISSIK) LTD	5	2	Cable Theft		
		4. PT. MEDCO E&P INDONESIA	24	3	Cable Theft, Crude Oil Theft, Wire Fence Theft		
		5. PT. BUKIT ASAM TANJUNG ENIM	-	2	Wire Fence Theft		
		16. PT. PERTAMINA GAS OWR	-	1	Cable Theft		
	2. TERRORISM CRIMES	-	-	-	-		
	13. FIRE	1. PT. MEDCO E&P INDONESIA	1	-	Fire at PT. Medco E&P Obvitnas installation		
		2. PT.	-	1	Belt Conveyor System Components Burning		
	14. STRIKE	-	-	-	-		
	6. DEMONSTRATION	1. PT. MEDCO E&P (GRISSIK) LTD	1	1	Road Demolition by the Community		
		2. PT. MEDCO E&P INDONESIA	1	1	Road closures by the public due to dust and damaged roads		
	5. WORKPLACE ACCIDENTS	-	-	-	-		
	7. NATURAL DISASTERS	-	-	-	-		
	8. STRIKE	-	-	-	-		
	9. ETC	-	-	-	-		
	AMOUNT			36	12		

Figure 1. Data on the Number of Public Security Disturbance Incidents in Obvitnas and Obter in 2023 and 2024

Head of Bin Opsnal, who is also responsible for evaluating and improving the performance of Ditpamobvit personnel in carrying out their duties, Head of Bin Opsnal Ditpamobvit Polda South Sumatra plays an important role in ensuring that the security of vital objects is carried out effectively and efficiently and supports the creation of a safe and conducive situation in his area of duty, believes that competence and work discipline are the main elements that must be possessed by personnel. Functional training and simulations, which are Ditpamobvit activities carried out every 4 times a year and which are given to personnel, are expected to improve physical, mental, and technical abilities as well as skills or competencies for both individual personnel and agencies. Likewise, the discipline of personnel, which is always supervised by the Head of Bin Ops during the implementation of troop shifts, is always a concern for individual personnel in order to create professional police with integrity in the effectiveness of security carried out by personnel.

From several Ditpamobvit personnel interviewed, almost all have the same opinion that competence and discipline are very important in realizing an organization. Personnel competence, such as technical ability, legal knowledge, and

communication skills in carrying out Ditpamobvit duties, are the main things that each personnel must have. They also emphasized that competence that is continuously honed will make personnel more confident and able to face various task challenges well. Regarding the importance of discipline, such as time discipline, rules, and work ethics, these are things that must be applied when carrying out tasks. Discipline is the foundation for every member of Ditpamobvit personnel. With high discipline, personnel will be more motivated to give their best in carrying out their duties, especially in implementing security. Competence and discipline are interrelated and affect performance. High competence without being supported by good discipline will not produce optimal results. Conversely, high discipline without being supported by adequate competence will also hinder the achievement of maximum performance. The Ditpamobvit Polda South Sumatra has made various efforts to maintain the integrity of each personnel, such as routine training that is mandatory for every Ditpamobvit personnel to attend.

D. Conclusions

Based on the results of the study above, it can be concluded that competence and work discipline have a very important influence on the performance of police members, especially personnel of the Ditpamobvit Polda South Sumatra. The results of the qualitative analysis revealed that members of the Ditpamobvit who have a high level of competence, both in knowledge and skills, are able to carry out security tasks more effectively. In addition, good work discipline contributes to improved performance, where personnel who comply with procedures and regulations tend to show better work results. This study also emphasizes the importance of continuous training and development in improving both aspects so as to create a professional and responsive work environment. In general, this study emphasizes that the synergy between proficiency and work perseverance is very important in improving the performance of police members, which will ultimately give a positive impression to the safety and security of both the community and the Obvitnas and Obviter areas of South Sumatra. Therefore, recommendations to improve training programs and discipline enforcement at the Ditpamobvit Polda South Sumatra are very much needed to achieve these goals.

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