



Performance of Pammat Members in The General Task Unit (GASUM) of The Samapta Directorate, Central Kalimantan Regional Police (POLDA KALTENG)

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Abstract

This study explores the performance of the PAMMAT Gasum Sub-Directorate in the Samapta Directorate of the Central Kalimantan Regional Police, focusing on the competence of PAMMAT members in carrying out their duties. The aim of this research is to discover the influence of member competency factors on performance and to evaluate the methods used to implement supervisory approaches and mechanisms. Qualitative descriptive research was used and data was collected through interviews, observation and documentation. Among the things to consider in this discussion are clear contract design, effective monitoring, and adjusting incentives to solve problems between primary agents and secondary agents in the bureaucracy. This research found that better control and supervision mechanisms are needed to ensure that PAMMAT members work well. This study provides suggestions for improving the supervision system and increasing training and professional development for PAMMAT members.



INTRODUCTION

The Indonesian National Police (POLRI) is the national police force in Indonesia, directly responsible to the President. The Indonesian National Police, hereinafter referred to as POLRI, is a state apparatus responsible for maintaining public security and order, enforcing the law, and providing protection, guidance, and service to the public in order to maintain domestic security. POLRI is led by the Chief of the Indonesian National Police (KAPOLRI). The Directorate of Samapta Police, or Ditsamapta, as a preventive function, conducts routine activities such as regulation, guarding, escorting, patrolling, and PAMMAT (Security and Rescue) within the limited function of Search and Rescue (SAR). In many cases, disasters and natural calamities may cause disturbances in public security. As a protector, guide, and public service, POLRI is expected to have the skills and capabilities to support and play a role in conducting search and rescue operations during Search and Rescue (SAR) missions. SAR activities in the Directorate of Samapta at the Central Kalimantan Regional Police (Polda Kalteng) are carried out by the PAMMAT (Security and Rescue) Unit of the Gasum Sub-Directorate. Various incidents, such

as building and land fires, vehicles falling into ditches or canals, fallen trees obstructing traffic, and flood evacuations, are often handled by the PAMMAT Unit of the Gasum Sub-Directorate of Ditsamapta Polda Kalteng.

The scope of this research covers Ditsamapta Polda Kalimantan Tengah, particularly the PAMMAT Unit of the Gasum Sub-Directorate. This research involves field observations and interviews with PAMMAT members to obtain relevant data. A qualitative approach was chosen because it allows for a deeper and broader exploration of the phenomena under investigation. Through this method, the research can reveal the dynamics of competence factors and their contribution to the performance of PAMMAT members. Currently, the Gasum Sub-Directorate has a total of 99 members, but half of them are young non-commissioned officers who have just completed their education and still have limited knowledge and experience. Additionally, some members are deployed on SPRIN (Security Guarding) assignments for companies or BKO (Under Operational Control) in district police stations for backup security. A significant portion of these members has yet to undergo specialized SAR training. The existence of remuneration or performance allowances for POLRI members means that each member has an obligation to be accountable for their field performance with a sense of responsibility and submit reports, either via WhatsApp or in writing. These aspects are the focus of this research, which explores the performance of PAMMAT members of the Gasum Sub-Directorate, Ditsamapta Polda Kalteng.

The state of the art in this research lies in the qualitative approach that studies the performance of the PAMMAT Gasum Sub-Directorate, focusing on competence as one of the performance measurement indicators according to Wibowo (2010:102). In PAMMAT, competence is a fundamental aspect that must be highlighted and possessed in order to provide assistance in the field, regardless of other performance indicators. PAMMAT activities prioritize the skills or competence of the human resources themselves in mapping the root causes of problems and their solutions. Additionally, the variety of equipment owned by PAMMAT must be balanced with maximum competence in its operation. By understanding competence, members can provide optimal assistance because the rescue process is closely related to the lives of both the rescuer and the rescued. Unlike quantitative research, which tends to test hypotheses and measure variables, qualitative research aims for exploration and discovery. This approach allows for a more comprehensive understanding of human behavior and motivation, which is crucial in the context of PAMMAT members' performance. Previous research has shown that competence is one of the important aspects of field performance. Delving deeper into the competence factor can help design more effective strategies to enhance optimal performance that supports the creation of security and public order more effectively.

METHODOLOGY

This research uses a qualitative descriptive approach to explore and understand the performance of PAMMAT members in the Gasum Sub-Directorate, Directorate of Samapta, Central Kalimantan Regional Police (Polda Kalteng), focusing on competence factors. Qualitative research is used to study the natural conditions of the object, with the researcher serving as the key instrument (Sugiyono: 2005). According to Moleong (2005: 6), qualitative research aims to understand the phenomenon of what is experienced by the research subjects, such as behavior, perceptions, motivations, actions, etc., holistically, using descriptive methods in the form of words and language, within a specific natural context and utilizing various natural methods. Bursztyn (2006) states that qualitative research methods aim to develop an understanding of human experiences, interactions, and behavioral patterns. This approach is chosen because it allows researchers to gain a deep understanding of the phenomena being studied by collecting rich and comprehensive data.

The qualitative research method seeks to describe and interpret the reasons behind motivations and human behavior. This analysis helps confirm findings from interviews and observations and provides a broader context for the performance of PAMMAT members. As is typical in qualitative research, the goals are descriptive, exploratory, and discovery-oriented. Based on the definitions above, the researcher is interested in using the qualitative research method because it is relevant to the state and purpose of the study and facilitates the collection of descriptive data. The focus of qualitative research is on exploring a broader and deeper perspective. In this case, qualitative research examines the scope and depth of a phenomenon to reveal richer and more meaningful insights about the research object. Data is collected through in-depth interviews, participatory observations, and document analysis. In-depth interviews are conducted with selected PAMMAT members, chosen purposively, to gain various perspectives on their performance in carrying out their tasks. Participatory observation involves the researcher directly engaging in the daily activities of the PAMMAT members. Through this observation, the researcher can record behaviors, interactions, and work dynamics in a natural context. This technique helps the researcher understand the operational context and situations faced by PAMMAT members while carrying out their duties. The observations are supplemented with detailed field notes to document important findings during the research process. In addition to interviews and observations, document analysis is also used as an additional data source. The documents analyzed include performance reports, internal policies, and operational records relevant to the duties and responsibilities of PAMMAT members.

In this research, the researcher reviews the performance of PAMMAT members in the Gasum Sub-Directorate of Ditsamapta Polda Kalteng using performance indicators outlined by Wibowo (2010: 102). Performance itself originates from the concept of "performance." Some define performance as work results or achievements. However, performance has a broader meaning, not only referring to work results but also encompassing how the work process unfolds. Colquitt, LePine, and Wesson (2011: 35) state that performance is the value of a series of behaviors that contribute either positively or negatively to the achievement of organizational goals. Another view considers performance as a way to ensure that individual workers or teams know what is expected of them and stay focused on effective performance by paying attention to objectives, measures, and assessments (Cascio, 2013: 693). Another opinion defines performance as the outcome of work related to organizational goals, such as quality, efficiency, and other criteria for effectiveness (Gibson, Ivancevich, Donnelly, and Konopske, 2012: 374). Based on the various definitions of performance above, performance is the work result achieved by workers/employees in carrying out their duties and functions, both in terms of quality and quantity, with full responsibility.

According to Wibowo (2010: 102), the performance indicators include: 1. Goals, which represent a state actively sought by an individual or organization to achieve; 2. Standards, which are important because they indicate when a goal can be completed; 3. Feedback, which is used to measure progress, performance standards, and goal achievement; 4. Tools or resources, which are the resources that can be used to help successfully achieve the goals; 5. Competence, which refers to the ability of an individual to perform the assigned tasks well; 6. Motivation, which refers to the reasons or driving forces behind an individual's actions; 7. Opportunities, where workers need to be given the chance to demonstrate their performance.

In this research, the researcher focuses on the competence factor of PAMMAT members in the Gasum Sub-Directorate of Ditsamapta Polda Kalteng in assessing their task execution in the field. Competence is a crucial element in an organization to achieve its objectives and determine the quality of performance in the field. Additionally, PAMMAT activities involve

security and rescue tasks that require well-trained and competent members in providing assistance. The competency standard guidelines for PAMMAT refer to Articles 7 through 9 of Perkap Number 25 of 2011 regarding Search and Rescue.

RESULTS AND DISCUSSION

The SAR (Search and Rescue) activities of the Indonesian National Police (POLRI) at the Directorate of Samapta, Central Kalimantan Police (Polda Kalteng) are carried out by the PAMMAT (Security and Rescue) Unit of the Gasum Subdirectorate. The SAR function carried out by this PAMMAT unit is a limited SAR function, which involves securing disaster areas, providing search and rescue assistance, and saving lives and property in a limited capacity on land and in rivers, based on the situation and conditions at the location of the incident, considering available resources and equipment. In implementing SAR activities, the Samapta Directorate of the Police refers to the Regulation of the Head of the Indonesian National Police Number 25 of 2011 on Search and Rescue. Based on the Regulation of the Head of the Indonesian National Police Number 25 of 2011, Chapter I, Article 1, Numbers 2 and 16, it explains that Search and Rescue (SAR) is the effort and activity of searching for, helping, and saving human lives who are lost or feared to be lost or facing danger in maritime, aviation, natural disasters, or other accidents caused by either human or natural factors.

The SAR operations conducted by the PAMMAT Unit of the Samapta Directorate of Polda Kalteng are flexible and adapt to the scale of the environmental situation. In Palangka Raya, the overall level of natural disasters is still low, but we must remain vigilant of other incidents that could occur due to human factors. PAMMAT members are required to have a disciplined, alert, and quick response, as this unit is one of the critical aspects in maintaining and realizing public order and security.

In performing their duties, PAMMAT members face various challenges, including anticipation and intervention against negative situations that could disrupt security stability. Thus, optimal competence is essential to support operations on the ground.

In carrying out PAMMAT activities in the field, members adhere to Standard Operating Procedures (SOPs) for SAR. Each operation is guided by the PADAL (Controlling Officer) or DANRU (Squad Leader), who reminds the team of the SOPs on-site. Members respond to public reports by heading to the scene immediately after receiving the report and arriving within 5-12 minutes, depending on the distance and conditions, requiring 15-45 minutes for handling, depending on the field situation. After the operation, the PAMMAT unit reports the results to leadership via WhatsApp groups or written reports that can be accounted for.

The large and adequate equipment is also a supporting factor for success on the field, and every PAMMAT member must be able to operate it well. The competence of the Gasum Subdirectorate's PAMMAT Unit is at the general and basic SAR levels, which aligns with the unit's limited SAR function. The required competency standards for PAMMAT members refer to the Regulation of the Head of the Indonesian National Police Number 25 of 2011 on SAR, specifically Articles 7 through 9. Article 7 outlines the standards of SAR ability for the Indonesian National Police, including general SAR, basic SAR, advanced SAR, and specialized SAR levels.

Article 8 describes the general SAR competency standards, which at a minimum include first aid for victims (medical first responders), jungle rescue, fire rescue, vertical rescue (handling buildings, highlands, and cliffs), water rescue, and accident rescue. Article 9 explains that basic SAR competency includes skills in terrain navigation and map reading, survival, mountaineering, pioneering, first aid (P3K), signaling and tracking, driving, swimming, setting up heliports, and rappelling.

These general and basic SAR competencies must be possessed by every PAMMAT member in providing SAR assistance in the field. Additionally, members' competencies in operating SAR equipment are crucial.

Spencer and Spencer, as cited in Sudarmanto (2009), state that competence is an individual's fundamental characteristic related to effective performance criteria and superior performance in a job or situation. Robert A. Roe's competence theory (2001:73) states that competence can be described as the ability to perform a task or role, integrating knowledge, skills, attitudes, and personal values, and building knowledge and skills based on experience and learning. Competence is the ability to perform a job or task based on skills and knowledge, supported by a work attitude required for the job. Therefore, competence demonstrates skills and knowledge characterized by professionalism in a specific field as essential or exemplary in that field, as it generally concerns an individual's basic ability to perform a task (Moehariono, 2009).

According to Fogg's competency theory (2004:90), competence is divided into two categories: basic competence (Threshold) and differentiating competence, based on the criteria used to predict job performance. Basic competence refers to core characteristics, often in the form of fundamental knowledge or skills such as reading, while differentiating competence makes someone distinct from others. Based on these definitions, the researcher concludes that competence is an individual's skill or ability based on knowledge to perform a task in a specific field that affects individual or group performance outcomes. Competence is divided into basic and differentiating types: basic competence is the fundamental ability an individual has, while differentiating competence is what distinguishes an individual based on their specialized skills. Basic competence refers to the competence required of a POLRI member, while differentiating competence within PAMMAT is the SAR capabilities possessed by PAMMAT members.

On August 24, 2022, as reported by Nahda Rizki Utami on detiknews, the Chief of POLRI, General Listyo Sigit Prabowo, emphasized during a meeting with Commission III of the DPR that POLRI members must possess three competencies: leadership, technical, and ethical competencies. In this study, the researcher focuses on one of the competencies emphasized by the Chief of POLRI, namely technical competence. Essentially, competence helps shape personality and increases an individual's knowledge to complete tasks more quickly and accurately. Therefore, it can be said that the higher a person's level of competence, the higher their performance and productivity (or job performance) will be in specific tasks. The importance of competence in an organization can significantly support improving employee performance and contribute to determining the organization's future.

According to Zwell in Wibowo (2016), factors influencing competence include confidence and values, skills, experience, personal characteristics, motivation, emotional issues, and intellectual capacity. Of these seven factors, skills are one of the key components in supporting an individual's competence to complete specific tasks and form the basis for evaluating the performance of the tasks performed. Zwell elaborates that skills in competence play an important role in companies. A person's skills determine the success of their competence. Skills can be developed through training, practice, and growth in relevant areas. Developing skills related to competence can improve one's proficiency in an organization.

As of now, the attendance data for the Gasum Subdirectorate at Polda Kalteng for September consists of 99 personnel, including 61 TURJAWALI personnel, 31 PAMMAT personnel, and 7 Banum (General Affairs Police Non-Commissioned Officers). The total number exceeds the minimum required by Perpol Number 14 of 2018 on Organizational Structure. The number of PAMMAT personnel is also in line with the definition of SAR POLRI/PAMMAT units, as stated in Article 6 of Perkap Number 25 of 2011 on the SAR POLRI organizational structure. The presence of POLRI members at the scene is also

a preventive measure against criminal intent and acts that harm society, as well as fostering humanitarian dialogue with community leaders, religious figures, and others to maintain good relations and communication for enhancing cooperation in achieving conducive public order and security.

The increasing number of new members, along with the presence of external duty orders (SPRIN), presents a challenge for PAMMAT in carrying out rescues. In general, the PAMMAT unit can handle reports, but some new members still face difficulties in using SAR equipment and are hesitant in decision-making. Given the high number of new junior officers, senior members need to provide guidance and perform more than usual. Additionally, the remaining personnel must back up each other when handling reports. The lack of members who have attended SAR vocational training necessitates that those who have attended training should always be present to support operations and train colleagues within the PAMMAT unit.

PAMMAT members have been taught security and rescue techniques during their POLRI education, and they continue to enhance and develop their skills while in the Gasum Subdirectorat's PAMMAT unit. Furthermore, SAR vocational training for PAMMAT members serves as a competency improvement and certification process to support their performance in the field. Currently, only six members have attended SAR vocational training. SAR vocational training is crucial for competence enhancement as it provides certification for limited SAR functions. The training lasts for one month at the Sabhara Education Center in Porong, East Java, with only two members per Polda being allocated, though the number could reach three or more depending on the policy. This limited opportunity results in fewer members attending vocational training, and the transfer of personnel who have already completed the training further complicates the situation. Additionally, training programs in Bogor or Porong are available to improve skills, but these opportunities are also limited, much like vocational training.

CONCLUSION

The Security and Rescue Unit, commonly abbreviated as Unit PAMMAT, is one of the units within the Police Directorate of Samapta that operates in the field of rescue and SAR assistance under a limited SAR function. The primary goal is to perform the core functions and tasks of the police, which include maintaining public order and security, upholding the law, and providing protection, guidance, and service to the community. This study focuses on the PAMMAT Unit of the Gasum Subdirectorat at the Central Kalimantan Police (Polda Kalteng), which is responsible for securing crime scenes (TKP) and rescuing people and/or property affected by both human and natural factors. It also serves as a preventive measure (prevention) and is equipped with SAR equipment. The PAMMAT Unit responds quickly and handles incidents efficiently to achieve a safe and conducive public order.

The importance of competence in PAMMAT operations has become a key concern, both internally and externally, in evaluating the performance of the PAMMAT unit. The adequate equipment owned by the PAMMAT unit must be complemented by competent skills in its operation. Given that conditions can change rapidly and that each report may differ in its handling, the PAMMAT unit must continually sharpen its skills and abilities, both individually and as a team. If the competence of the members is sufficient, then the performance of the PAMMAT unit can be carried out effectively and optimally. The members of the PAMMAT Unit have received SAR training during their POLRI education and further SAR knowledge during their time in the PAMMAT Unit of the Gasum Subdirectorat, as well as specialized SAR training during SAR vocational education, though the annual quotas for this training are limited.

Based on the research conducted on the performance of PAMMAT members with a focus on competence factors, the researcher provides recommendations to improve the competence of the PAMMAT Unit of the Gasum Subdirectorate at the Central Kalimantan Police. These recommendations include the need for SAR vocational training and SAR skill enhancement training for PAMMAT members to improve the quality of service to the community. Additionally, the Gasum Subdirectorate can request that members who have completed vocational education not be reassigned before they have the opportunity to pass on their knowledge to their colleagues and new junior officers. Given the high number of junior officers who have just joined, senior members must pass on their knowledge and PAMMAT skills through regular training. It is also recommended that the PAMMAT Unit increase internal training every week or month and conduct joint exercises with BASARNAS for all members of the Gasum Subdirectorate, especially for newly joined junior officers, in order to support the competence of the PAMMAT Unit of the Gasum Subdirectorate at the Central Kalimantan Police in providing optimal service to the community.

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