

The Role of SATLINMAS in Actualizing Public Safety and Order

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Abstract

One of the manifestations of Sishankamrata (people's defense and security system) in the society is the formation of the Community Protection Unit (Satlinmas) as a public component that collaborates with TNI and POLRI in realizing security and public order (Kamtibmas). As the capital of Central Java Province, Semarang City, of course, has to maintain environmental peace and security. Therefore, the participation Satlinmas is essential in maintaining security and public order in Semarang City. To realize the good performance of Satlinmas in carrying out their duties and functions, capacity building efforts are needed among its members. Therefore, the Semarang City Government, in this case, the Civil Service Police Unit of Semarang, needs to prepare an identification of the Regional Linmas Unit following the direction of city development. This research was a mixed type of study (qualitative and quantitative) that was conducted to identify the condition of the Regional Linmas Unit in Semarang City. The subjects of this study consisted of members of the Linmas Unit in Semarang City. Sources of data in this study consisted of primary and secondary data sources that were collected using questionnaires, interviews, and documentation. Data analysis was performed using quantitative descriptive and interactive analysis methods. The results point out that the condition of Linmas of Semarang City still has many shortcomings in individual, institutional, and systemic aspects. The individual capacity of its members is not very good. This condition requires capacity building efforts that must be realized, especially at the individual level. This individual capacity development seeks to improve the quality of human resources through the development of personal skills, knowledge, and abilities needed in the organization. Besides, community participation is also very necessary to support Sishankamrata.

Keywords

Capacity Building; Linmas; Security; Order; Sishankamrata

INTRODUCTION

As logical living beings, humans have five basic needs that must be met, namely physiological, security, love, self-esteem, and self-actualization needs. After the physiological needs are met, there will be a need for security (Maslow, 1994). For this reason, a state is not only supposed to meet the physiological needs of its population, which include clothing, shelter, and food, but is also obliged to fulfill the need for security sense for every single citizen.

Therefore, national defense and security are an absolute matter to be realized (Kinasih & Pramono, 2018; Pramono & Kinasih, 2018).

However, the realization of state defense and security is not only part of the state's duty, but also the responsibility of all components—both government and society. In Indonesia, state defense and security are regulated in Article 30 Section 1 of the 1945 Constitution, stating that "every citizen has the right and duty to participate in the defense and security of the country".

This implies that citizens are required to participate in efforts to defend the state and create state security.

Then, Article 30 Section 2 of the 1945 Constitution explains that "national defense and security efforts are carried out through the defense and security system of the total people by the Indonesian National Armed Forces (TNI) and the Indonesian National Police (POLRI) as the main force and the people as the support". So, defense and security are not the responsibility of the TNI and POLRI alone, but also an obligation for citizens through Sishankamrata (Bunga & Tukan, 2019). One of the manifestations of Sishankamrata in the community is the formation of a Community Protection Unit (Satlinmas) as a component of society that collaborates with the TNI and POLRI in actualizing public security and order (Kamtibmas) (Pramono, Kinasih & Sukoco, 2018). Satlinmas is an organization formed by the village or sub-district government whose members are prepared and equipped with knowledge and skills to carry out disaster management activities to reduce and minimize the effects of disasters and contribute to maintaining security, order, and peace in community social activities (Setiawan, 2014). For this reason, Linmas has urgency and a very important contribution in maintaining public order and security (Pramono & Kinasih, 2018).

Based on the Regulation of the Minister of Home Affairs Number 69 of 2012, the indicator for the coverage ratio of public protection officers (Linmas) for regencies or cities is one Linmas member for each neighborhood unit (RT), targeted in 2014. If every neighborhood unit has at least one Linmas member, then the number of its members is certainly very large and even exceeds the total of TNI and POLRI. The large number of Linmas members is a huge potential if it is properly managed and empowered (Arifin, 2015).

As one of the big cities in Indonesia, Semarang has a vision, namely "Realizing Semarang as a cultured city of trade and services towards a prosperous society". This capital of Central Java Province, of course, also has to maintain environmental peace and security. This is very important considering that the crime rate and actions that disrupt order and security in the people of Central Java, especially the city of Semarang, are still relatively high. In 2020, the crime rate recorded in Central Java reached 9,080 cases. Then, in the 2020 Sikat Jaran Candi Operation which focused on serious theft, violent theft, and motor vehicle theft, the Semarang City Police Officer arrested 38 criminals. In addition, based on 2017 data released by *Jateng Today*, the crime rate in Semarang City was still high. There were 10-15 reports of crime in just one day (Prabowo, 2017).

Therefore, the role of Satlinmas is very notable in maintaining security and public order in Semarang. In terms of carrying out its main duties and functions, Satlinmas is expected to work well so that it is able to create a safe and comfortable environment that will support the community in work and activities. The community definitely hopes for a great Satlinmas performance.

To be able to realize the good performance of Satlinmas in carrying out their duties and functions, capacity building efforts among Satlinmas members in Semarang City are needed. Capacity building is an effort to help the government, society, or individuals in developing the skills and expertise needed to achieve goals (Rickett, 2016). It includes education and training, policy and institutional reform, knowledge, technology, and financial assistance (Pramono et al., 2021)

For this reason, the Semarang City Government, in this case, the Semarang City Civil Service Police Unit, needs to prepare an Identification of the Regional Linmas

Unit in Semarang City in accordance with the direction of city development as set out in the Long-Term Development Plan (RPJP) and the City Medium-Term Development Plan (RPJMD). The identification of the Linmas Unit is important as the basis for determining the capacity building policy in order to improve the quality and performance of the Satlinmas of Semarang City. Departing from this background, researchers are interested in conducting research on the Identification of Regional Linmas Unit in Semarang City.

RESEARCH METHOD

This study was a mixed type of research (qualitative and quantitative) to identify the condition of the Regional Linmas Unit in Semarang City. The subjects of this study consisted of Satlinmas members in Semarang City. Determination of the sample used random sampling with the results of 259 LINMAS members as the final sample.

This study possessed six variables, namely motivation, the capacity of Linmas members, Linmas institution, understanding of the main duties and functions of Linmas, supporting and inhibiting factors, and expectations. These variables are the result of the adoption of the capacity building theory according to Grindle (1997) and UNDP (1999), stating that capacity building includes the individual, institutional, and system levels.

Sources of data in this study consisted of primary and secondary data. Primary data sources were obtained directly through data collection in the field. Primary data were collected by using questionnaire and interview methods. The questionnaire used consisted of a closed questionnaire applying the Likert and the Gutman scales. An open questionnaire was also utilized to obtain a broader picture of the condition of the

Satlinmas in Semarang City. Secondary data were obtained by document study and literature review which can be in the form of statistical data from the government, data from online media, journal articles from previous research, official government documents, and others.

Data analysis in this study was carried out according to the type of data used. The quantitative data were analyzed using descriptive statistics to describe the condition of the Satlinmas in Semarang. This descriptive statistic was only utilized to describe the Satlinmas condition in Semarang based on the respondent's answer without making generalizations. Meanwhile, qualitative data were analyzed using interactive analysis techniques which consisted of three stages, namely data reduction, data presentation, and drawing conclusions (Miles & Huberman, 1992).

FINDINGS AND DISCUSSION

Respondents' Identities

The study on the identification of the regional Linmas units in Semarang City was carried out by involving 259 Linmas members consisting of 251 men and 8 women. These men domination is caused by an assumption in society, stating that Linmas' tasks can only be done by men. The number of respondents under 50 years old was 190 (73.4) and those who were over 50 were 69 people (26.6%). Respondents' profile data based on gender and age can be seen in Table 1 and Table 2.

Table 1. The Gender of Respondents

No	Gender	Frequency	Percentage
1	Men	251	96,9%
2	Women	8	3,1%
Total		259	100,0%

Source: Processed from primary data.

Table 2. The Age of Respondents

No	Age	Frequency	Percentage
1	< 20	1	0,4%
2	20-30	16	6,2%
3	21-40	84	32,4%
4	41-50	89	34,4%
5	51-60	55	21,2%
6	> 60	14	5,4%
Total		259	100,0%

Source: Processed from primary data.

From the total respondents, 1.9% of respondents did not complete primary school education. Then, as many as 25.5% of respondents only completed primary school education, as many as 33.6% completed junior high school education, and as many as 34% had completed high school education. And only 5% of respondents had completed higher education. Respondents' profiles based on education levels can be seen in Table 3.

Table 3. The Education Background of Respondents

No	Level	Frequency	Percentage
1	Do not finish primary school	5	1,9%
2	Elementary school (SD)	66	25,5%
3	Junior high school (SMP)	87	33,6%
4	Senior high school (SLTA)	88	34,0%
5	Diploma (D3/Academy)	6	2,3%
6	Bachelor's degree (S1)	6	2,3%
7	Master's degree (S2)	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

Apart from being active as members of the Linmas, the respondents also have jobs as a source of livelihood for themselves and their families. Some respondents did not

answer when asked about their professions. Working in the private sector is the dominant answer given by respondents, namely 32.1%. Profiles of respondents by occupation can be seen in Table 4.

Table 4. The Profession of Respondents

No	Profession	Frequency	Percentage
1	Labor	43	16,6%
2	Honorary worker at Bakti Wira Tamtama Hospital	1	0,4%
3	Linmas	10	4,0%
4	Driver	3	1,2%
5	Farmer	2	0,8%
6	Civil servants	2	0,8%
7	Retired worker of PSDA ESDM	1	0,4%
8	Security	4	1,6%
9	Private sector	83	32,1%
10	Entrepreneur	8	3,1%
11	Do not answer	103	39,8%
Total		259	100,0%

Source: Processed from primary data.

87 respondents (33.6%) join other social organizations. Those organizations include AMPI, Karang Taruna (youth organization), FKPP, KAIMRA, PANSER, SATGAS, BANSIG, Kasepuhan Semarang, neighborhood organization, LPMK, Majelis Tahlil, political parties, Pemuda Pancasila (Pancasila Youth), Pokdar Kamtibnas, PSM, and Takmir. The profile of respondents' activeness in other organizations can be seen in Table 5 below.

Table 5. The Activeness of Respondents in Other Social Organizations

No	Activeness	Frequency	Percentage
1	Yes	87	33,6%
2	No	151	58,3%
3	No answer	21	8,1%
Total		259	100,0%

Source: Processed from primary data.

Description of Identification Results

Motivation of Becoming the Linmas Members

Each respondent has his own reasons for being a member of the Linmas. 175 respondents (67.6%) stated that the reason they were interested in becoming members of Linmas was encouragement from themselves. 45 people (17.4%) said that they were interested in becoming members of Linmas because they were invited by a friend. 27 people (10.4%) claimed to have been asked by the chief of RT/RW and 7 people (2.7%) were asked by the village chief. Meanwhile, other respondents said that they were persuaded by their parents and election by residents. Data on the reasons for respondents to become Linmas can be seen in Table 6.

Table 6. The Respondents' Reasons of Becoming the Linmas Members

No	Reason	Frequency	Percentage
1	Self-encouragement	175	67,6%
2	Persuaded by friends	45	17,4%
3	Asked by the chief of RT/RW	27	10,4%
4	Asked by the village chief	7	2,7%
5	Others	5	1,9%
Total		259	100,0%

Source: Processed from primary data.

Motivation will affect the results obtained by someone in doing something. In becoming a member of Linmas, 174 people (67.2%) were motivated to devote themselves to society, 67 people (25.9%) to get a job, 17 people (6.6%) to get an honorarium, and the rest to serve and get a job. Data on the motivation of respondents to become members of Linmas can be seen in Table 7.

Table 7. The Motivation of Respondents in Becoming the Linmas Members

No	Motivation	Frequency	Percentage
1	Devote to society	174	67,2%
2	Get job	67	25,9%
3	Get honorarium	17	6,6%
4	Other	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

Duties and responsibilities as members of Linmas are not easy because they require the willingness of each member in each activity. 113 people (43.6%) admitted that they were very willing and serious in carrying out their duties and responsibilities as members of Linmas, 118 people (45.6%) said they were willing, 27 people (10.4%) were willing enough, and only 1 was less willing. Data regarding the willingness of respondents to carry out their duties and responsibilities as members of the Linmas can be seen in Table 8.

Table 8. The Respondents' Willingness in Carrying Out Duties and Responsibilities as the Linmas Members

No	Willingness	Frequency	Percentage
1	Very willing	113	43,6%
2	Willing	118	45,6%
3	Willing enough	27	10,4%
4	Less willing	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

The Capacity of Linmas Members

Each Linmas member must understand the duties and responsibilities that they carry. 46 respondents (17.8%) really understand the duties and responsibilities of Linmas, 142 people (54.8%) understand, 67 people (25.9%) understand enough, and 4 people (1.5) understand less. In increasing understanding of the duties and

responsibilities of Linmas members, training for members who understand less their duties and responsibilities need to be performed. Data on the level of respondents' understanding of their duties and responsibilities can be seen in Table 9.

Table 9. The Respondents' Understanding on Duties and Responsibilities as the Linmas Members

No	Understanding	Frequency	Percentage
1	Really understand	46	17,8%
2	Understand	142	54,8%
3	Understand enough	67	25,9%
4	Less understand	4	1,5%
Total		259	100,0%

Source: Processed from primary data.

Several Linmas members still do not understand their duties and responsibilities because not all of them have received training, courses or education related to their tasks 150 respondents (57.9%) never received training, courses or education related to their duties and responsibilities. The lack of understanding is also due to the fact that the members sent for training are elders. The training obtained by members of Linmas includes State Defense, Kamra Training, Linmas Education and Training, Pam Swakarsa Education and Training, Training and Development of Human Resources for Linmas, SAR Training, Security Training and Education, Character Building and Discipline Equity, Line-up Drill Training, Security System Training, and Disaster Management. Data on the participation of Linmas members in training activities, courses, or education related to their duties and responsibilities are presented in Table 10.

Table 10. The Experience of Respondents in Getting Training, Course, and Education Related to Their Duties and

Responsibilities as the Linmas Members			
No	Experience	Frequency	Percentage
1	Experienced	109	42,1%
2	No experience	150	57,9%
Total		259	100,0%

Source: Processed from primary data.

Education, training, or courses obtained by respondents in carrying out Linmas duties are considered useful. 249 respondents (96.2%) rated the training obtained as having benefits. This is proved by the increase in their abilities and skills. 257 respondents stated that their abilities had improved after receiving education, training, or courses. The material presented at the training is also considered to be in line with their expectations. 254 (98.00) respondents considered it appropriate. In improving the abilities and skills of Linmas members, the respondents hoped that training would be held more frequently. Data on respondents' perceptions of the usefulness of training programs, courses, or education related to Linmas duties and responsibilities and the suitability of program materials are presented in Tables 11, 12, and 13.

Table 11. The Level of Beneficially of Education, Training or Courses Obtained by Respondents in Carrying Out LINMAS Tasks

No	Beneficially	Frequency	Percentage
1	Very beneficial	51	19,7%
2	Beneficial	103	39,8%
3	Beneficial enough	95	36,7%
4	Less beneficial	7	2,7%
5	Unclear	2	0,8%
6	No answer	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

Table 12. The Ability and Skills Improvement after Participating in Education or Training for Linmas Members

No	Improvement	Frequency	Percentage
1	Greatly improved	44	17,0%
2	Improved	93	35,9%
3	Improved enough	120	46,3%
4	Unimproved	1	0,4%
5	No answer	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

Table 13. The Suitability of Education, Training, and Course Materials with Respondents' Expectations

No	Suitability	Frequency	Percentage
1	Very suitable	26	10,0%
2	Suitable	107	41,3%
3	Suitable enough	121	46,7%
4	Less suitable	4	1,5%
5	No answer	1	,4%%
Total		259	100,0%

Source: Processed from primary data.

Institutional Matter

Respondents considered that coordination of Linmas at the regional level was still lacking. Of the 259 respondents, 186 people (71.8%) did not have any regional coordination of Linmas. The rest, namely 73 (28.2%) respondents, answered that there was regular coordination among Linmas members. Data on respondents' answers regarding the presence of routine coordination among Linmas can be seen in Table 14.

Table 14. The Coordination at the Regional Level on a Regular Basis

No	Coordination	Frequency	Percentage
1	Available	73	28,2%
2	Not available	186	71,8%

Total	259	100,0%
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Source: Processed from primary data.

Linmas personnel in the village level are deemed not to meet the ideal requirements. 164 respondents (63.3%) assessed that the Linmas personnel at the village level had not met the ideal requirements. The same thing happened to Linmas personnel at the sub-district level. 187 respondents (72.2%) felt that way. Data on fulfilling the ideal requirements for Linmas representative personnel in village and sub-district levels can be seen in Tables 15 and 16 below.

Table 15. The Fulfillment of the Ideal Requirements for Linmas Representative Personnel in Every Village in Semarang City

No	Fulfillment	Frequency	Percentage
1	Fulfilled	95	36,7
2	Not yet fulfilled	164	63,3
Total		259	100,0

Source: Processed from primary data.

Table 16. The Fulfillment of the Ideal Requirements for Linmas Representative Personnel in Every Sub-district in Semarang City

No	Fulfillment	Frequency	Percentage
1	Fulfilled	72	27,8%
2	Not yet fulfilled	187	72,2%
Total		259	100,0%

Source: Processed from primary data.

In carrying out their duties, Linmas members must follow the established Standard Operating Procedures (SOP). At the village level, stipulated SOPs include pickets, filling in the activity book, patrols, situation reports to sub-district and city, as well as environmental reports. Meanwhile, SOPs that have been set at the sub-district level include pickets, filling in the activity

book, patrols, situation reports to the sub-district and city. Data related to the Linmas SOP at the village and sub-district levels are presented in full in Tables 17 and 18.

Table 17. The Standard Operating Procedures (SOP) of Linmas in the Village Level

No	SOP	Frequency	Percentage
1	Picket	175	67,6%
2	Filling in activity book	34	13,1%
3	Patrols	18	6,9%
4	Situation reports to sub-district and city	28	10,8%
5	Others	4	1,5%
Total		259	100,0%

Source: Processed from primary data.

Table 18. The Standard Operating Procedures (SOP) of Linmas in the Sub-district Level

No	SOP	Frequency	Percentage
1	Picket	155	59,8%
2	Filling in activity book	43	16,6%
3	Patrols	10	3,9%
4	Situation reports to sub-district and city	45	17,4%
5	Others	5	1,9%
6	No answer	1	0,4%
Total		259	100,0%

Source: Processed from primary data.

The organizational structure is needed to see the level of responsibility of each member of Linmas. The organizational structure also defines the lines of command. Of the 259 respondents interviewed, 155 people (59.8%) stated that there was no Linmas organizational structure at the village and sub-district levels. Some duties of Linmas members are: maintaining public order and community security, inputting

data and managing the Linmas website, implementing planning in the field of protection, implementing security on assets and city government and orderly areas, helping disaster management, providing comfort protection, doing night patrols community service, becoming an early detection tool for security disturbances, and becoming a partner and operator of security. However, according to 194 respondents (74.9%), the details of the duties and responsibilities of Linmas members in village and sub-district levels do not exist. Apart from having to carry out their duties, Linmas members have rights, namely to receive uniforms, get honoraria, and attend training to improve their abilities and skills. Data on the presence of Linmas organizational structure at the village and sub-district levels can be seen in Tables 19 and 20.

Table 19. The Existence of the Linmas Organizational Structure at the Village and Sub-district Levels

No	Status	Frequency	Percentage
1	Exist	104	40,2%
2	Not exist	155	59,8%
Total		259	100,0%

Source: Processed from primary data.

Table 20. The Existence of the Details of Duties and Responsibilities of Linmas Members at the Village and Sub-district Levels

No	Status	Frequency	Percentage
1	Exist	65	25,1%
2	Not exist	194	74,9%
Total		259	100,0%

Source: Processed from primary data.

Inhibiting and Supporting Factors

In carrying out duties as members of Linmas, there are several supporting and inhibiting factors, including the availability of communication tools (HT), training to

improve abilities and skills, availability of uniforms, transportation, operational accommodation, and Linmas personnel. Efforts to improve Linmas services are performed by adding communication tools (HT), increasing the amount of training provided to members, completing members' uniforms, adding transportation, and maximizing the use of the operational fee.

The availability of supporting facilities and infrastructure for Linmas members in carrying out their duties is very prominent. 55 respondents (21.2%) considered that the availability of supporting facilities and infrastructure for Linmas members was inadequate; only 10 respondents (3.9%) said that the facilities were very adequate. Improving the performance of Linmas members must go hand in hand with the improvement of existing facilities and infrastructure. Most of the facilities needed by Linmas members that have just been fulfilled, namely uniforms, Linmas attributes, and other uniforms, are around 88%. Data regarding the availability of facilities and infrastructure owned by Linmas can be seen in Figure 1 and Table 21.

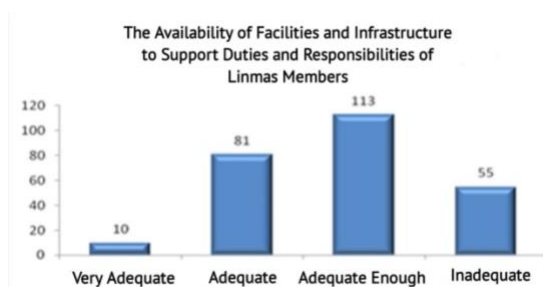


Figure 1. The Availability of Facilities and Infrastructure Owned by Linmas (Source: Processed from primary data).

Table 21. Facilities and Infrastructure Owned by the Linmas Units in the Respondents' Areas

No	Facilities and Infrastructure	Frequency	Percentage
1	Uniform, Linmas attributes, and other uniforms	228	88,0%
2	Handy Talky (HT) and retransmission radio	2	0,8%
3	Suitable transportation in the work area	2	0,8%
4	Monitoring post	25	9,7%
5	Countermeasure's equipment	1	0,4%
6	Others	1	0,4%

Understanding of Main Duties and Responsibilities

189 respondents stated that there was no explanation regarding the primary duties and responsibilities of Linmas when they were recruited as members. Only 70 respondents said that there was an explanation of their main duties. An explanation of the main duties and responsibilities of Linmas should be given at the time of recruitment. Data regarding the presence of explanation of the main duties and responsibilities of Linmas can be seen in Figure 2.

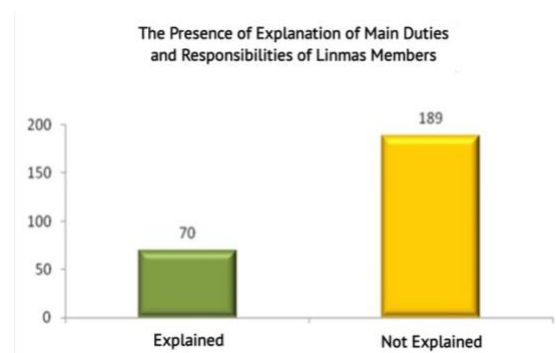


Figure 2. The Presence of Explanation of Main Duties and Responsibilities of Linmas Members (Source: Processed from primary data).

Although no explanation was given about the main duties and responsibilities of Linmas when recruited, the respondents have a good understanding of their duties and functions. This can be seen from 180 respondents who stated that they understood the duties and functions of Linmas. The duties and functions of Linmas include: 1) securing the assets of the city government and orderly areas based on the instructions of the Civil Service Police Unit; 2) carrying out the assembly and standby picket according to the schedule that has been drawn up in each task force; 3) monitoring in each area; 4) performing coordination Siskamling (neighborhood security system) in each area; 5) supervising and giving warnings to parties who violate the rules; 6) assisting disaster management which includes risk reduction, mitigation, evacuation, and rehabilitation, as well as carrying out special tasks under Semarang City Government policies; 7) providing direct reports to the authorities regarding violations of public order. Data regarding the level of understanding of the respondents towards the duties and functions of the Linmas can be seen in Figure 3.

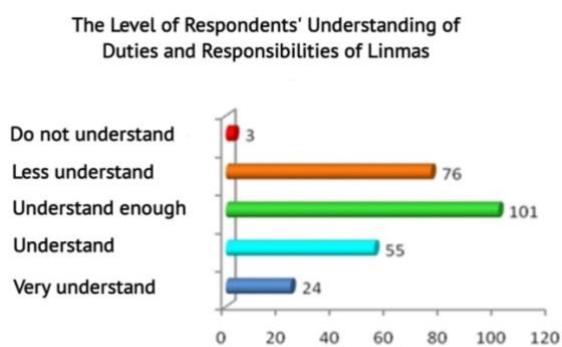


Figure 3. The Level of Respondents' Understanding towards the Duties and Responsibilities of the Linmas (Source: Processed from primary data).

Hopes

Several expectations are expressed by respondents to improve services to the community, namely:

- The selection of members which is held annually is conducted openly and transparently;
- Criteria for recruited members include age and education;
- There are several exams to take, including written and physical exams;
- Coaching is carried out regularly for Linmas members.

Discussion

The Community Protection Unit (Satlinmas, or often simply called as Linmas) has a very notable role in society. Linmas units contribute to supporting community security, order, and protection. Its contribution is part of a new paradigm in public services that focuses on community participation and development. Public participation is a crucial element in implementing policies in a democratic system. Through this process, the community feels involved in the government process and not only needs the government to satisfy its interests (Pramono, Kinasih & Sukoco, 2018).

Linmas is a manifestation of the People's Defense and Security System (Sishankamrata) which involves all elements of citizens. In Sishankamrata, TNI functions as a means of defense for the Republic of Indonesia, and POLRI functions to regulate security and public order. Meanwhile, the Indonesian people are supporters who work together with both TNI and POLRI in realizing security, order, and protection of the community. Linmas is also tasked with disaster management, supporting community social activities, helping handling peace, order, and security in the implementation of elections, and

assisting national defense efforts (Pramono & Kinasih, 2018).

However, the idealism regarding the prominent role of Linmas in the society of Semarang City has not yet been achieved because there are still many deficiencies in organizations and individuals. Currently, the existence of Linmas in Semarang City still seems perfunctory and does not have any special advantages. The role of Linmas here is only seen as guarding the security of the village or sub-district offices. The safety and comfort protection function also has no meaningful position. People feel that the existence of Linmas is not urgent. Linmas is only considered as a formality.

The same thing also goes for several other areas in Indonesia. Linmas members often receive underestimated treatment from the community. This condition is motivated by their low competence. Their existence is also only considered a formality. Linmas does not gain much prestige in the eyes of the community and is instead considered a voluntary job with a very low salary (Pramono, Widiastuti & Kusumatuti, 2017; Pramono et al., 2021).

This problem is related to the condition of Semarang City Linmas members who still have many weaknesses. Based on the results of the study, 158 people (61%) only completed education at the elementary and junior high school levels. Then, the age composition of the respondents also shows the high percentage of Linmas members who are over 50 years old (51.2%). Most of the Linmas members work as laborers and in the private sector so that they are considered not yet prosperous.

However, apart from the weaknesses and stereotypes, members of Linmas actually have high motivation to take part in this organization. Based on the research results, 67.6% of respondents have self-motivation to become its members. 32.4% of

respondents join because they were persuaded by friends and requested by the chief of RT or the village chief. Then, 67.2% of them become members of Linmas because they want to devote themselves to the community. The rest, namely 32.8% of respondents, become Linmas members because of their economic motivation, namely to get a job and salary.

This is somewhat different from the research results of Gunawan (2015) and Pramono et al. (2021), pointing out that the majority of Linmas members choose to become members because of economic motivation. They become members of the Linmas with the hope of getting a job with a sufficient salary. In fact, the reality is that Linmas is considered an unpaid voluntary job. Linmas members only receive very little operational costs (Arifin, 2015).

However, high motivation from Linmas members is not enough to become a prerequisite for good quality. This is because so far, not all Linmas members have attended training, courses, or education related to the main duties and responsibilities of Linmas members. Only 42.1% of respondents have attended training, courses, or education related to the primary duties and functions of Linmas members. 57.9% of them have never attended any training at all. Even so, the majority of members already understand their main duties and functions. Yet, the understanding of the primary duties and functions does not have a big impact if it is not followed by the maximum work performance. For this reason, training is very necessary because according to research results, training has great benefits for Linmas members to increase their understanding.

This is also in line with researches from Anyik (2019) and Hamudy (2014), stating that the majority of Linmas members have a

low level of education. Then, not all members of the Linmas have received or attended education and training related to the main duties and functions of the Linmas. This condition causes their lack of knowledge, skills, and discipline.

This is ironic as Linmas is defined as members of the community who are provided with knowledge and skills to carry out certain duties and functions. The fact that there are still many Linmas members who have never attended any education or training related to the duties and functions of Linmas means that they have not fully met the definition of Linmas. If referring to the definition of Linmas, those who have not attended the training cannot even be considered as Linmas members—they are only considered ordinary citizens. It is only their names that are recorded at the sub-district office; their capabilities are not yet qualified.

The same thing is stated by Pramono, Widiastuti & Kusumawati (2017), Mavhura (2016), and Rohmanu, Afifudin & Hayat (2019). Some problems faced by Linmas are the lack of understanding of Linmas members regarding their authority. In fact, training has been held, but the implementation is too short and most abilities of Linmas members are obtained from direct learning in the field. The next problem is that not all areas are covered by the Linmas patrol due to the wide area, the lack of Linmas members, and the limited support facilities for the existing patrols. Then, the control function also does not run well in the management of Linmas so that they are less able to control the performance of Linmas while working in certain areas (Pramono, Widiastuti & Kusumawati, 2017).

The lack of human resources quality in Linmas requires capacity building efforts that must be realized immediately, especially at the individual level. This

individual capacity development seeks to improve the quality of human resources through the development of personal skills, knowledge, and abilities needed in the organization. The quality of human resources is a crucial matter because it is an asset that must be managed to achieve organizational goals (Saferworld, 2014).

The development of the human resource capacity of Linmas members can include various aspects, namely knowledge and competence, training, recruitment, terms of service, payroll, and working conditions. Knowledge and competence are important foundations for Linmas as provisions in carrying out its duties. The knowledge referred to can include information about its duties and responsibilities, position, various rules and regulations in the work area, problem-solving procedures, legislation, SOPs, and disaster management (Pramono et al., 2021).

Recruitment is also a very elementary thing to pay attention to because so far, the Linmas recruitment process is often carried out haphazardly without going through adequate requirements. This is proved by research conducted by Ratnasari (2013). Recruitment is vital because it reflects the readiness of human resources. Capacity building can also be performed through the provision of adequate salaries or incentives for Linmas to increase motivation and performance. Heretofore, Linmas has not received a salary and only gets operational costs from the least activities. This condition causes Linmas performance to be quite poor and causes Linmas members to have less prosperous socio-economic conditions. Up now, Linmas is still often considered as voluntary work so that the members do not receive a proper salary. This, once again, is ironic because many Linmas members are interested in becoming members because they are motivated by economic and financial matters (Pramono et al., 2021).

Apart from the individual matters, the institutional aspects of Linmas Kota Semarang also still have many weaknesses. Currently, the coordination of Linmas between regions is still very minimal. They seem to be running independently and not in synergy. Then, there are still many Linmas units that do not have a definite organizational structure. There are no clear details of duties and responsibilities. The membership of the Linmas is also not optimal because many Linmas units have not yet met the ideal requirements. Besides, from the existing Standard Operating Procedure (SOP), most Linmas only fulfill the obligations for pickets; reports and patrols are still rarely done.

Similar conditions also occur in Tani Harapan Village, Kutai Regency. There is no Standard Operating Procedure (SOP) which becomes the basis and administrative guideline for Linmas members in carrying out their main duties and functions to achieve security and order in the village environment. This exemplifies that in performing their duties, Linmas members only use unwritten rules and only appeal. Supposedly, the policies implemented by the village government must be supported by good administration, one of which is the existence of a SOP for Linmas so that they can enforce their duties and functions optimally (Arifin, 2015).

Obstacles experienced by Linmas in Semarang City include the lack of facilities and infrastructure, limited operational funds, and minimal personnel. These obstacles are also experienced by Linmas units in general in various regions in Indonesia. Several studies (Arifin, 2015; Rohmanu, Afifuddin & Hayat, 2019) show that the support for facilities and infrastructure owned by Linmas is still very inadequate. Then, Linmas members also do not get a decent salary so that their qualities

and performances are impacted. So far, Linmas has also not received strong legal protection and welfare guarantees in executing its duties and functions in realizing security and public order (Ummatullah, Warka & Budiarsih, 2019). Financial problems and infrastructure support are also still experienced by civil protection organizations in various other countries, as stated by studies done by Dube (2015) and Rhinard, Hollis & Boin (2012).

Supposedly, Linmas has enormous potential to be empowered because of its large number. Based on the 2014 achievement target (milestone), the indicator for the coverage ratio of Linmas officers in regencies or cities is one Satlinmas member for each neighborhood unit (RT). If this ratio indicator is met, then it can be ascertained that the number of human resources for Linmas members is the largest in Indonesia. This number will exceed the number of members of the Indonesian National Armed Forces (TNI) whose smallest unit only reaches the sub-district level, namely the Sub-District Military Command (Koramil). It will also exceed the number of members of the Indonesian National Police (POLRI) whose smallest unit is also at the sub-district level, namely the Sector Police (Polsek). At the village level, the TNI and POLRI officers are only represented by one person, namely Babinsa and Babinkamtibmas. This number is certainly still far below the number of Satlinmas members whose lowest line of command reaches the RT and RW levels (Gunawan, 2015; Pramono, Kinasih & Sukoco, 2018).

This great number is a strength and opportunity if the Satlinmas members are maximally given the knowledge and skills to be able to maintain public order, security, and tranquility, assist community social activities and play role in disaster

management. Satlinmas members can fill the void that cannot be reached by the TNI, POLRI, and Civil Service Police Unit quickly, precisely, and directly—to serve the community. For this reason, they must have adequate competence and understand their duties and responsibilities perfectly so that this great potential can actually have a significant positive impact on community security and order. Government systems and structures at the local level are fundamental issues in social organization, politics, and economic life and are the first effective social contracts experienced by humans. Thus, maximizing and improving the local level is a prominent key to ensure the resolution of various problems including insecurity and violence. Then, the next step is to scaling up, namely connecting from the local level to the national level (Saferworld, 2014; UNDP, 2009).

Basically, Linmas can carry out its main duties and functions in the field maximally if it is supported by a well-organized work system that involves all elements of the surrounding community. The involvement of the surrounding community is a very urgent prerequisite because however, the large number of Linmas personnel will still not be effective without real support and active participation from the common people. This is because the task of Linmas is not only to enforce surveillance and patrols, but also to maintain the security and order of the village environment as a whole—which is the responsibility of all Indonesian citizens. Yet, as an integrated part of Sishankamrata, Linmas must meet needs which include relevant legal standing aspects, infrastructure availability and support, budgeting, coordination mechanisms between ministries and agencies, and program objectives (Muradi, 2017). Linmas are actually just village officials that have the mandate of duties and responsibilities in the security and order

sector. Therefore, it would be better if the community is involved as well. Guarding village security and order can be performed jointly by the whole village community with the initiation of Linmas as the village apparatus (Arifin, 2015; Yudha, 2018).

Active community involvement will lead to sustainable security. This is because security grows bottom-up and is protected top-down so that it is effective in realizing human security (Kotter, 2007; Parker, Persson & Midmalm, 2019). This effort is effective as it is the local community that fully understands their environmental conditions and knows what their needs are (Gwimbi, 2007; Michall, 2019). Security and society are two mutually reinforcing things. Community cooperation will increase security and increase security will improve the strength of society (UNHCR, 2015). Efforts to escalate community involvement are also based on the fact that community protection is transformed from practices that are control and command-oriented towards practices that are oriented towards sharing information, collaboration, and division of tasks between organizations (Prior et al., 2016; Safeworld, 2013).

By looking at the problems and potentials that exist in the Linmas of Semarang City, the efforts of capacity building must be performed within the internal Linmas. This capacity building includes individual, institutional, and systemic aspects. It can improve the quality and capability of Linmas so that it can strengthen Sishankamrata effectively and efficiently (Bizarro & Alexandre, 2020; Diakakis, Damigos & Kallioras, 2020; Mavhura, 2019). Capacity building is essential because the protection of the community is closely related to the development of knowledge, capabilities related to early warning issues, the ability to touch the entire community through information networks, and the competency

to coordinate human resources and technology needs (Gaetani, 2013).

Some steps that can be taken in the capacity building efforts at Linmas include:

- a. Arranging standards and measures of work results so that organizational activities are efficient and effective (Sakti & Pribadi, 2018). The determination of work standards is based on various ways. The standards do not have to be strict but they must be humane;
- b. Increasing the capacity of human resources for Linmas in Semarang City by providing training, both related to skills that support main tasks and functions and related to leadership and building cooperation;
- c. Improving the Semarang City Linmas performance by doing these ways: 1) Establish a coordination mechanism from the Civil Service Police Unit level to the village level. Coordination is carried out regularly; 2) Increase the quality and quantity of Linmas facilities and infrastructure; 3) Improve the welfare of Linmas;
- d. Upgrading the guidance of Linmas at the sub-district and village levels by carrying out regular and ongoing monitoring and evaluation.

CONCLUSION

Based on the research that has been done, it is concluded Linmas units in Semarang City still have many shortcomings, starting from the individual, institutional, and systemic aspects. The individual capacity of Semarang City Linmas members is not good. Many members have low levels of education and are no longer young. There are still many Linmas members who have not attended training, courses, or coaching related to Linmas duties and responsibilities. As a consequence, many members do not understand their duties

and responsibilities that must be carried out. Then, institutionally, coordination among Linmas is still very minimal and there is no explanation regarding their duties and functions. In addition, there are still many units that do not have a clear organizational structure, do not have official and detailed SOPs, and supporting facilities and infrastructure are still very limited.

This condition requires capacity building that must be realized immediately, especially at the individual level. The development of individual capacity is aimed at improving the quality of human resources through the development of personal skills, knowledge, and abilities needed in the organization. The development can include aspects of knowledge and competence, training, recruitment, terms of service or use, payroll, and working conditions. Basically, Linmas have enormous potential to be empowered because of its large number. In this context, community participation is also very necessary to support Sishankamrata. Collaboration between the community and Linmas will create effective and efficient Sishankamrata.

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