

Analysis of the Internal and External Environment of the North Kalimantan Regional Police Organization in Maintaining the Security of the RI-Malaysia Border Area

Helmi Kwartar¹, Rahayu², Hardi Warsono³, Ida Hayu Dwimawanti⁴

^{1,2,3,4} Faculty of Social and Political Sciences, Diponegoro University, Indonesia

helmikwarta5@gmail.com

Abstract

An organization is a consciously coordinated social entity, with a relatively identifiable boundary, that works on a relatively continuous basis to achieve a common goal or set of goals (Stephen & Judge, 2015). This study aims to analyze the internal and external environment of the North Kalimantan regional police organization in maintaining security in the RI-Malaysia border area. By using qualitative research methods. The results of the study indicate that currently the supporting factors in the North Kalimantan regional police organization are organizational structure and organizational culture. Meanwhile, those outside the North Kalimantan regional police organization are community groups and companies. This is due to the orderliness of border communities in guarding the RI-Malaysia border area as evidenced by the decrease in crime in 2020-2021. In 2020 the number of crimes reached 1,079 cases and decreased in 2021 to 890 cases of crime. And all groups of companies participated by providing CSR funds to build the current Kaltara Polda. The inhibiting factor can be seen that currently the resources owned by the North Kalimantan regional police organization are still limited, starting from the absence of a budget, the number of member personnel who secure border areas, and the PLBN infrastructure facilities whose construction has not yet been completed due to the COVID-19 pandemic in the RI-Malaysia border area in North Kalimantan Province.

Keywords

Organization; internal; external factors.

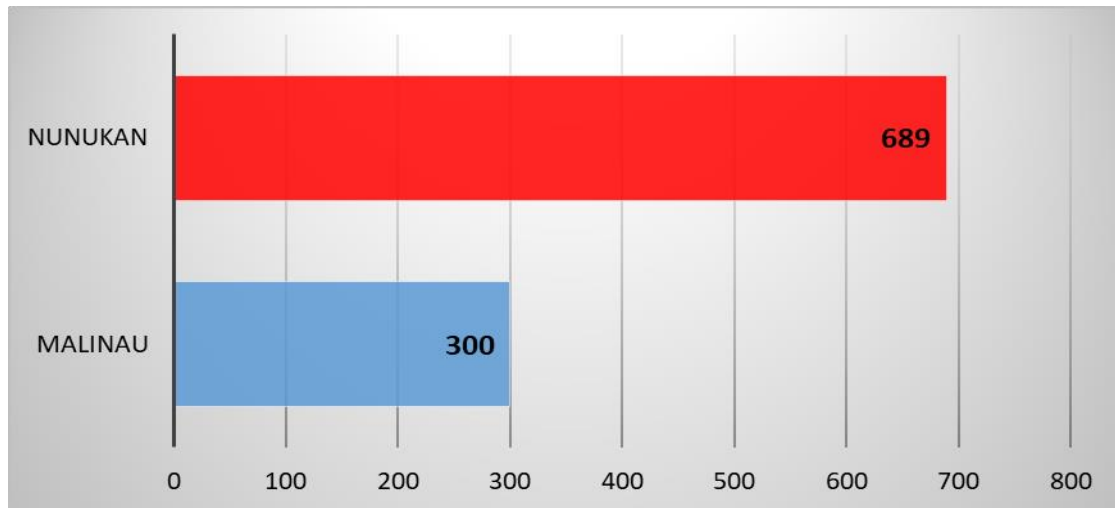


I. Introduction

The North Kalimantan Regional Police Organization is one of the organizations that has an important role in maintaining security in areas directly bordering Indonesia-Malaysia. The important role of this police organization is based on Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia which is stated in Article 5, that: (1) The National Police of the Republic of Indonesia is a state instrument that plays a role in maintaining public security and order, enforcing the law, as well as providing protection, protection, and services to the community in the context of maintaining domestic security. (2) The National Police of the Republic of Indonesia is the National Police which is a unit in carrying out the roles as referred to in paragraph (1). Its function is one of the functions of the state government in the field of maintaining security and public order, law enforcement, protection, shelter, and service to the community. With the aim of realizing internal security which includes the maintenance of public security and order, order and the rule of law, the implementation of protection, protection and service to the community, as well as the establishment of public peace by upholding human rights. Organization must have a goal to be achieved by the organizational members (Niati et al.,

2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

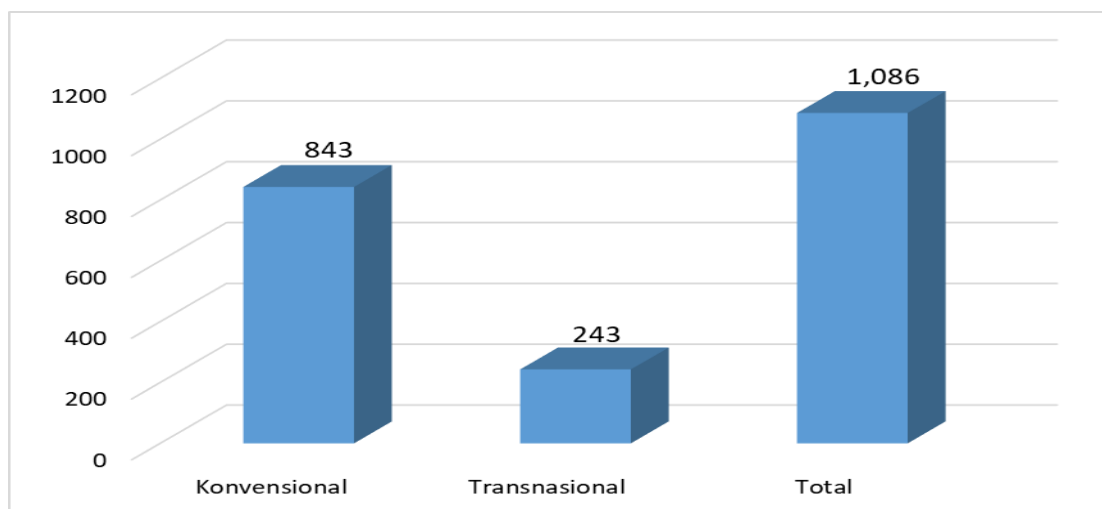
From the description of the articles in Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia, it is clear that the Function, Purpose, Position, Role and Authority of the Police are to maintain order in society throughout the Indonesian Territory, including in the RI-Malaysia border area in North Kalimantan Province which currently has an area of ± 989 km with a very high security threat potential as can be seen in Figures 1 and 2 below.



Source: BPS Prov. Kaltara, 2021

Figure 1. The Length of the RI-Malaysia Border Area in North Kalimantan Province.

Based on Figure 1.1 above, it can be seen that currently the length of the RI-Malaysia border area in Nunukan Regency is 689 km, and that in Malinau Regency is 300 km long. By having such a large border area, it poses a potential threat of crime in North Kalimantan Province, which is directly on the RI-Malaysia border at this time. Based on data obtained from the North Kalimantan Regional Police, the potential types of crimes in the RI-Malaysia border area are conventional and transnational crimes. Which can be seen in Figure 2 below.



Source: Polda Kaltara, 2021

Figure 2. Number of Types of Crime in 2020 in North Kalimantan Province.

Based on Figure 2 above, it can be seen that the number of types of crimes in 2020 in North Kalimantan Province is 1,086 cases of crime. Conventional crime is a type of crime that often occurs in the RI-Malaysia border area, North Kalimantan Province with a total of 843 cases, and 243 transnational crimes. There are still many problems that occur in the RI-Malaysia border area, which has such a large area that researchers are interested in conducting an analysis of the internal and external environment of the Police Organization in North Kalimantan Province in maintaining the security of the RI-Malaysia border area. So that later it can be known the supporting and inhibiting factors both in the internal and external environment of the North Kalimantan Regional Police Organization at this time. Where this research is included in the realm of Public Administration, which focuses on the field of Public Management with studies in the internal and external fields of Public Sector Organizations.

II. Review of Literature

2.1 Public Administration

John M. Pfiffner and Robert V. Presthus (in (Atmosudirjo, 1989, p. 19)) explain the notion of state administration or public administration with the following expressions. Public administration involves the implementation of public policy which has been determined by representative political bodies (Atmosudirdjo, 1986). (State Administration includes the implementation of government policies that have been set by political representative bodies).

In another part it is said that Public administration may be defined as the coordination of individual and group efforts to carry out public policy. It is mainly occupied with the daily work of government. (State Administration can be defined as the coordination of individual and group efforts to implement government policies. This mainly includes the day-to-day work of government). The explanation ends with in sum, public administration is a process concerned with carrying out public policies, encompassing innumerable skills and techniques which give order and purpose to the efforts of large numbers of people. (Overall, State Administration is a process concerned with the implementation of government policies).

It is clear that Pfiffner and Presthus need to provide several definitions or formulas to explain the meaning of State administration. From the three definitions it can be concluded that state administration is "a process that involves several people with various skills and abilities to implement government policies". And according to (Henry, 2015, pp. 34–44) The focus of state administration is organizational or institutional theory, management theory, and public policy, while the locus is public problems and interests.

2.2 Public Management

Public management is an interdisciplinary study of generic aspects of organization. It is a blend of the planning, organizing, and controlling functions of management with the management of human, financial, physical, information and political resources. (Overman, 1984, p. 1). Basically it can be interpreted, public management is an interdisciplinary research on generic aspects of the organization. It is a combination of planning, organizing, and controlling management functions with the management of human resources, finance, physical information, and political resources.

In this case, it can be concluded that public management is a complex performance of actors, namely the government and all its employees to serve the public as well as possible and the public feels that all their desires are fulfilled with good performance or

arrangements from within the public organization itself(Siagian, 1994). The arrangement is not purely to achieve organizational profit but to serve consumers in the form of the community so that it must pay attention to the management of all aspects that support organizational performance.

2.3. Internal and External Factors of Public Sector Organizations

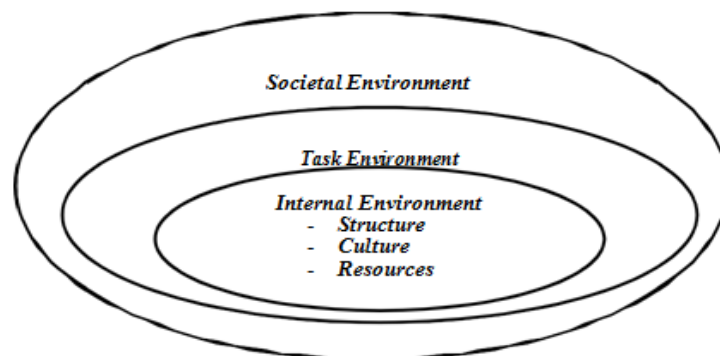
Public sector organizations are organizations that run regional government and their source of legitimacy comes from the community. Therefore, the trust given by the community to government administrators must be balanced with good performance, so that services can be improved effectively and touch the community (Ramandei, 2009).

Public sector organizations have unique and different characteristics and characteristics from commercial organizations. One of the characteristics of this organization is the goals to be achieved. Public sector organizations have a goal to provide services for the welfare of society, not profit oriented.(Thoha, 2017) Public sector organizations, including local governments, manage and allocate public resources to achieve goals. Local governments must be accountable to the public. Accountability is in the form of activities on resources, including how to manage regional finances (Marsiwi & Hartono, 2014).

Environment internal according to Stephen P. Robbins, is part of environment which has direct relevance to or ganizationin achieving its goals(Terry George, 1986). The internal environment is part of the environment that attention management, because it consists of critical constituencies that positively or negatively affect the effectiveness of the performance of an organization's tasks.

Whereas According to (Pearce & Robinson Jr, 2000);(Huger & Wheelen, 2001) stated that the external environment of a company presents many challenges faced by a company in an effort to attract or obtain the necessary resources and to market its goods and services profitably. Meanwhile, according to William F. Glueck (Buchory & Saladin, 2010, p. 46) that "The company's external environment are factors that are beyond the reach of the company that can create opportunities (opportunities) or threats (threats) to the company".

Wheelen and Hunger stated that environment internal consists of structure (structure), culture (culture) and resource (resources). The internal environment needs to be analyzed to find out the strengths and weaknesses that exist in the organization/organization. Meanwhile, external factors that can affect organizational performance are task environment and societal environment. What can be seen in the following figure is related to internal and external factors that can affect organizational performance according to (Huger & Wheelen, 2001).



Source: Wheelen and Hunger, 2000.

Figure 3. Internal and External Factors Affecting Organization

According to (Wheelen & Hunger, 2000) what is meant by the structure of the internal factors of the organization is how organization organized regarding communication, authority and work flow. The structure is often also called the chain of command and is depicted graphically using an organizational chart. Culture is a pattern of beliefs, expectations, and values shared by members of an organization. Organizational norms specifically give rise to and define behavior which members can receive from management top to operative employees. (Wursanto, 1989) Resource is an asset which is the basic material production goods and service organization. These assets can include a person's skills, abilities, and talent managerial assets such as financial assets and manufacturing facilities in region functional.

While the external factors by (Wheelen & Hunger, 2000) are grouped into two parts, namely: Task environment is the various elements or groups in the external environment of the organization that are directly affected by the actions of the organization, and therefore will affect the organization. Societal environment, namely the external environment of the organization that will not affect the implementation of the organization's strategy in the short term, but will affect the successful implementation of the organization's strategy in the long term. It includes an analysis of economic, technological, political and legal as well as socio-cultural variables. And what will be seen in this research are included in the Task Environment group, namely: Community and Company groups around the border area.

III. Research Method

This study uses a qualitative research method, where this method is a research method as opposed to the experimental method (Moleong, 2000), this research method is used to examine the condition of natural objects and researchers have duties and functions as key instruments in exploring a major problem that will be revealed in a research paper (Sugiyono, 2010). object of research to be carried out. In this regard, the focus of this research is: To analyze and identify the factors that support and hinder the internal and external police organizations of the North Kalimantan region in guarding the current RI-Malaysia border area.

The main data analysis technique used is qualitative data analysis, where qualitative data is data from a study that focuses on discussing and explaining the results of a symptom or case whose presentation can only be described using theoretical explanations, explanations and discussions.

IV. Result and Discussion

The results of research that has now been completed by researchers in the field whose focus is on analyzing the Internal and External Environment of the North Kalimantan Regional Police Organization shows that there are factors that support and hinder the Security of the RI-Malaysia Border Region.

The factors that are supporting and inhibiting the Internal and External Environment of the North Kalimantan Regional Police Organization in Maintaining the Security of the RI-Malaysia Border Area can be seen from the results of the descriptions of interviews that have been conducted with informants who were successfully met while at the research location. To find out the factors that support and inhibit the Internal and External Environment of the North Kalimantan Regional Police Organization that have been analyzed, there are two factors that will be seen in this study, namely internal and external factors.

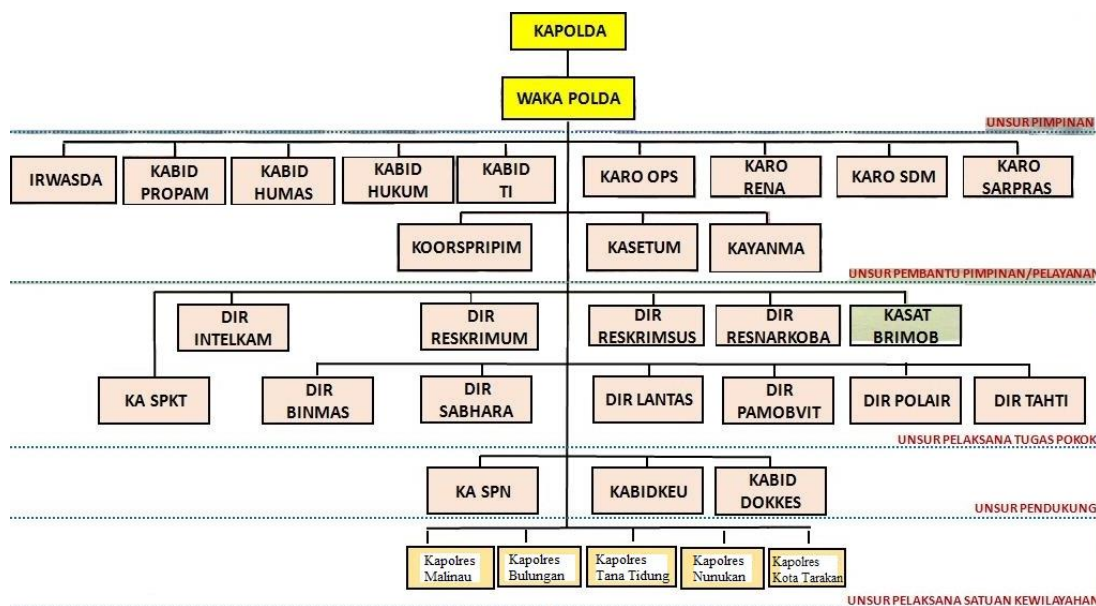
The internal factors that become strengths and weaknesses in the organization of the Kaltara Polda will be seen by researchers in this study, namely about three things: first is the Organizational Structure, the second is Organizational Culture, and the third is the Resources used by the Regional Police of North Kalimantan Province in Maintaining Security. RI-Malaysia Border Region. While the external factors that will be seen by researchers in this study are the social, economic, cultural, political and legal conditions of the people who are currently in the RI-Malaysia border region (McKevitt & Wrigley, 1998).

4.1. Internal factors

According to (Wheelen & Hunger, 2000) what is meant by internal factors of an organization include organizational structure, organizational culture, and organizational resources. The structure of the internal factors of the organization is how the organization is organized with regard to communication, authority and work flow.

The structure is often also called the chain of command and is depicted graphically using an organizational chart. Culture is a pattern of beliefs, expectations, and values shared by members of an organization. Organizational norms specifically define and define acceptable behavior for members from top management to operative employees (Pfiffner & Presthus, 1953). Resources are assets that are the basic material for the production of organizational goods and services. These assets may include a person's skills, abilities, and managerial talents such as financial assets and manufacturing facilities within a functional area.

By using the theory that has been mentioned by (Wheelen & Hunger, 2000), it can be seen that currently the strength in the internal organization of the Kaltara Polda is the existence of an organizational structure and a clear organizational culture from the Chief of the National Police. There are five elements in the current organizational structure of the Kaltara Polda, namely there is a leadership element represented by the Polda and the Deputy Chief of Police, an auxiliary leadership/service element consisting of several Karo and Kabid, the main task executing element is the Head of Mobile Brigade and several Directors in it, supporting elements and elements implementing regional units in five regencies/cities in North Kalimantan Province. As shown in Figure 4.1 below.



Source: Polda Kaltara, 2021.

Figure 4. Organizational Structure Chart North Kalimantan Regional Police

The organizational culture mandated by the National Police Chief to every Police personnel is to handle prosecution with precision, which stands for predictiveness, responsibility, transparency and justice, which makes the services of the police more integrated, modern, easy and fast. And the weakness (weakness) in the organization of Polda Kaltara is the limited resources it has to handle security in the Indonesian border region with Malaysia.



Source: Research Document, 2022

Figure 5. Construction of Cross-border Posts (PLBN) Yang Construction stops at Long Midang Krayan Nunukan Regency, North Kalimantan Province

These resources include the absence of budget items given to the Kaltara Polda and Polres which have direct boundaries with Malaysian territory to handle security issues in border areas. The number of member personnel is still limited, namely as much as 30% both at the Polda and Polres levels which directly border the territory of Malaysia. And infrastructure facilities in the form of Guard Posts (PLBN) which have not been completed and have stopped working in several locations due to the current COVID-19 pandemic, namely in the Long Midang Krayan area, Nunukan Regency, and in the Long Nawang area, Malinau Regency, North Kalimantan Province





Source: Research Document, 2022

Figure 6. Construction of the Unfinished Cross-Border Post (PLBN) in Long Nawang Malinau Regency, North Kalimantan Province

The use of the theory of (Wheelen & Hunger, 2000) which is not in accordance with the practice in the field, thus making internal factors as an inhibiting factor in this study. This is due to the fact that there is still one factor that has not been fulfilled or maximized by the Kaltara Regional Police, namely the resource factor. The resources owned by the Kaltara Polda cannot be optimized in dealing with crimes that are in the Indonesian border with Malaysia.



Source: Research Document, 2022

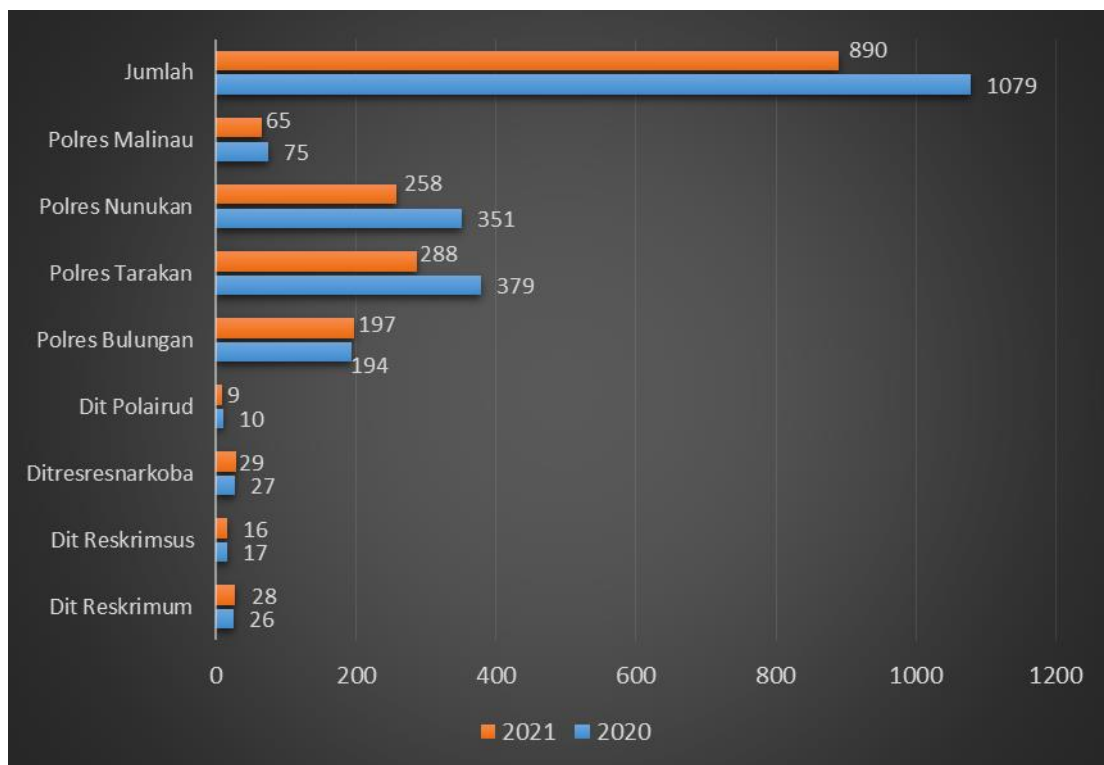
Figure 7. Inappropriate Condition of the RI-Malaysia Border Guard Post in Kayan Hulu District, Malinau Regency North Kalimantan Province.

4.2. External Factors

According to (Wheelen & Hunger, 2000) external factors can be grouped into two parts, namely: Task environment are various elements or groups in the external environment of the organization that are directly affected by organizational actions, and therefore will affect the organization.

Where in this study are companies and communities in the RI-Malaysia border area in North Kalimantan Province. Societal environment, namely the external environment of the organization that will not affect the implementation of the organization's strategy in the short term, but will affect the successful implementation of the organization's strategy in the long term. It includes an analysis of economic, technological, political and legal as well as socio-cultural variables.(Robbins et al., 2014)

Community groups and companies in the RI-Malaysia border area are supporters of the Kaltara Police in dealing with crimes in North Kalimantan Province, because these groups are able to interact, communicate, coordinate, and collaborate well. Community groups always try to maintain the security of their territory, by obeying and obeying all applicable regulations



Source: Polda Kaltara, 2022.

Figure 8. Decreasing the Number of Crimes in North Kalimantan Province

The decline in crime in the province of North Kalimantan, especially in the districts of Malinau and Nunukan is clear evidence that currently border communities always follow the rules that have been socialized by the government. And the number of perpetrators of crimes related to drug smuggling and illegal migrant workers passing through Sebatik Island are not natives of the border area but residents who come from outside the island.



Source: Research Document, 2022

Figure 9. *The Construction of the North Kalimantan Regional Police which was built using CSR Funds From All Companies in the Region North Kalimantan Province*

Based on Figure 4.6, it can be seen that not only community groups, all companies in North Kalimantan Province are also supporters and take an active role in programs and activities carried out by the Kaltara Regional Police to handle the security sector in the RI-Malaysia border area. One clear evidence of the active role of a group of companies that participate in maintaining the security of the RI-Malaysia border area in North Kalimantan Province is the provision of Corporate CSR funds to assist the development process of the North Kalimantan Police. The development of the North Kalimantan Regional Police is currently fully using CSR funds from all companies located in the North Kalimantan Province area, without using budget funds originating from the Government's State Budget.

By using the theory that has been mentioned by (Wheelen & Hunger, 2000), it can be seen that when there is a match between the use of theory and its practice in the field, external factors consisting of community groups and companies are supporting factors for the Kaltara Police in dealing with security problems in the Indonesian border areas. Malaysia today.

V. Conclusion

Research that has now been completed by researchers in the field whose focus is on conducting an Internal and External Environmental Analysis of the North Kalimantan Regional Police Organization shows that there are factors that support and hinder the Security of the RI-Malaysia Border Region. It can be concluded that:

1. Several factors that support this research are: a clear organizational structure, organizational culture that exists within the internal police organization which is mandated by the National Police Chief to always take action with precision (predictive, responsibility, transparency and justice), and groups of companies and the community.

That exist outside the external environment of the Regional Police Organization of the Province of North Kalimantan.

2. And the inhibiting factor of this research is the factor of resources that exist within the internal police organization. These resources include the absence of budget items given to the Kaltara Polda and Polres which have direct boundaries with Malaysian territory to handle security issues in border areas. The number of member personnel is still limited, namely as much as 30% both at the Polda and Polres levels which directly border the territory of Malaysia. And infrastructure facilities in the form of Guard Posts (PLBN) which have not been completed and the work has stopped in several locations due to the current COVID-19 pandemic.

Efforts that can be made by the North Kalimantan Regional Police Organization to be able to strengthen its internal and external environment in carrying out state missions in the field of state border security RI - Malaysia, namely by:

1. Provide a budget to the internal organization of the North Kalimantan Regional Police which can be used specifically to manage regional security at the current RI-Malaysia border.
2. Increase the number of members of the police personnel which are currently not sufficient to carry out security guarding in the RI-Malaysia border area in North Kalimantan Province.
3. Completed the construction of the National Border Post (PLBN) in several areas of North Kalimantan Province which directly borders with Malaysia. So that collaboration and coordination with all stakeholders can be carried out together to protect the RI-Malaysia border area in North Kalimantan Province.
4. The recommendation efforts above need to be optimized and carried out in a sustainable, sustainable, and continuous manner by the North Kalimantan Provincial Police with all relevant stakeholders in maintaining security in the RI-Malaysia border area. To be able to reduce crimes that are currently still common, in the form of smuggling drugs, liquor, and illegal migrant workers passing through the RI-Malaysia border area in North Kalimantan Province.

References

- Arif, S. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 239-254
- Atmosudirdjo, P. (1986). *Dasar-dasar Administrasi*. LAN, Jakarta.
- Atmosudirjo, P. (1989). *Administrasi dan Manajemen Umum*. Jakarta: Ghalia Indonesia.
- Buchory, H. A., & Saladin, D. (2010). *Manajemen Pemasaran: Teori, Aplikasi dan Tanya Jawab*. Bandung: Linda Karya.
- Henry, N. (2015). *Public administration and public affairs*. Routledge.
- Huger, J. D., & Wheelen, T. L. (2001). *Management Strategic*. Edisi Pertama (Terjemahan), Andi Offset, Yogyakarta.
- Marsiwi, D., & Hartono, A. (2014). Pengukuran Kinerja dan Pertumbuhan Ekonomi Kota Surakarta Sebagai Wujud Akuntabilitas Publik. *Jurnal Ekulilibrium*, 12(Nomor 1, Maret 2014).
- McKevitt, D., & Wrigley, L. (1998). *Managing core public services*. Blackwell Oxford.
- Moleong, L. J. (2000). *Metodologi penelitian kualitatif*, cet. XI. Bandung: PT Remaja Rosdakarya.

- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Overman, E. S. (1984). *Public Management: What's New and Different?* JSTOR.
- Pearce, J. A., & Robinson Jr, R. B. (2000). *Strategic Management, Formulation, Implementation and Control*, Thirdth Edition, Richard D. Irwin Inc., Boston.
- Pfiffner, J. M., & Presthus, R. V. (1953). *Public Administration* (third edition). Ronald Press Company, New York.
- Ramandei, P. (2009). *Pengaruh Karakteristik Sasaran Anggaran Dan Sistem Pengendalian Intern Terhadap Kinerja Manajerial Aparat Pemerintah Daerah (Studi Empiris Pada Satuan Kerja Perangkat Daerah Kota Jayapura)*. Diponegoro University.
- Robbins, S. P., Bergman, R., Stagg, I., & Coulter, M. (2014). *Management* (11th ed.). Pearson Australia.
- Siagian, S. P. (1994). *Organisasi, Kepemimpinan, Perilaku Administrasi*, CV. Haji Mas Agung, Jakarta.
- Stephen, R., & Judge, T. A. (2015). *Perilaku organisasi*. Penerbit Salemba Empat, Jakarta.
- Sugiyono, D. (2010). *Memahami penelitian kualitatif*. Alfabeta; Bandung.
- Terry George, R. (1986). *Azas-Azas Manajemen*. Bandung Alumni.
- Thoha, M. (2017). *Ilmu administrasi publik kontemporer*. Jakarta: Kencana Prenada Media Group.
- Wheelen, T. L., & Hunger, J. D. (2000). *Cases in Strategic management*. Prentice Hall.
- Wursanto, I. G. (1989). *Manajemen kepegawaian*. Penerbit Kanisius.