

# Implementation of Good Governance in the Security Guard Recruitment Process in PT Rian Jaya Perkasa, Kota Tegal

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**Abstract**—The study aims to determine the recruitment of Satpam (Security unit) viewed from (1) the implementation of recruitment and Satpam training, (2) Output of the implementation of education and training, (3) Efforts to channel alumni to employment, as well as supporting factors and obstacles to the implementation of security unit at PT. Rian Jaya Perkasa (RJP) in Tegal. The research is a descriptive study with a qualitative approach. The subjects of the study were managers, instructors, and training participants. Data collection was carried out by observation, interview, and documentation methods. The researcher is the main instrument for conducting research which is assisted by observation guidelines, interview guidelines and documentation guidelines. The techniques used in data analysis are data reduction, data presentation and conclusion drawing. The result showed that (1) the implementation of good government from the security unit, namely; planning, management, finance, facilities and infrastructure, had fulfilled the recruitment system in accordance with the Indonesian National (POLRI) regulation number 24 of 2007; (2) education and training output can be seen from changes in attitude, knowledge and skills in the security sector. Based on the evaluations, students were able to carry out written test and practical test (3); efforts made by total security guard in channeling graduates to employment can be seen from the partners who have worked with RJP and the number graduates who have worked after taking Satpam education and training. Out of the many students, there are only 40% who do not have a job because they do not want to be assigned.

**Keywords:** *good governance, security recruitment*

## I. INTRODUCTION

Public demand for the establishment of a good governance system and clean governance is determined by the presence or absence of a service that can satisfy the interests and needs of the community. As the State's objectives in the 1945 Constitution emphasize that the administration of the State and government is solely to create a just and prosperous Social Welfare, socially, economically, politically and culturally [1].

Today it has been widely recognized that good service must be improved by systems and activities that make them still exist in carrying out their duties. They must be equal partners in decision making at all institutions and at all levels, and they

must be subjects, not objects, or merely recipients of the results of development programs and policies [2].

In these demands, the development process, as defined by development agencies, requires active involvement from the community and development participant groups in countries that not only receive passive project assistance, but must improve the capacity of existing development programs actively to be able to understand their problems especially things that hinder development. To achieve these goals, the concept of employment development must be good governance and must be biased in balance and seen as mutually supporting state development [3].

The issue of public services organized by organizations is an interesting matter to be debated. In public services, government agencies must be supported by security and order conditions that are strongly influenced by security personnel within the agency that is the presence of security guards recruited throughout sourcing from security company providers with a working agreement [3].

The era development has positioned the country as well as a company or corporation not only as a public institution but also an institution that also seeks profit from a company. The principles of the Organization for Economic Cooperation and Development (OECD) dealing with good corporate governance cover 5 (five) main areas, namely equitable treatment or fairness, transparency, accountability, and responsibility [4].

One sign that the government has a corporate approach in public service tasks is to carry out efficiencies such as the recruitment of outsourced workers at certain agencies such as the Security Unit or Security Guard who are recruited through the employment relationship agreement regulated in Article 64 of Law Number 13 Year 2003 concerning Employment which states that the company can delegate some of the work implementation to other companies through an employment contract or providing workers/labor services.

The recruitment of members of the Security Guard is a concrete action of the government to improve the performance of the State apparatus resources because through the recruitment process, it is expected to be able to produce quality

personnel resources and to compete in providing maximum public services.

In the Police Regulation Number 24 Year 2007, the dictum considers the letters b and c are stated: That the Security Unit is a form of self-security that is tasked with assisting the National Police in the field of organizing security and public order, limited to the work environment; That the regulation regarding security units in organizations, companies and/or government agencies/institutions is the authority of the Head of the Indonesian National Police and its management is carried out professionally in a Security Management System.

The provisions of Article 2 of Law Number 5 of 2014 concerning based on the principle of legal certainty stated; professionalism; proportionality; cohesiveness; delegation; neutrality; accountability; effective and efficient; openness; non-discriminatory; unity and integrity; justice and equality; and well-being. Basically, it is a component owned by an organization that is used to mobilize or manage other resources so that it must really be used effectively and efficiently according to the real needs of the organization. It needs to plan the security needs appropriately according to the existing workload and the needs and capabilities of the organization. Therefore, improving the performance of the implementing apparatus especially in the field of security guards is a total need if it is associated with the development and demands of good governance, namely: professionalism, transparency, accountability, ethical and moral enforcement in the administration of public services. Basically, Good governance is directed to practice ideal corporate governance [5].

All the principles of good governance must be a guideline for local governments in exercising the authority to accept "The right man on the right place" (placement of someone in accordance with their expertise) remains the basis for consideration in the reception of prospective security guards as human resources is needed in order implement good governance oriented to the delivery of public services to the community. However, in fact, the recruitment process of prospective members that has been implemented is considered still not good, especially in terms of public services. The issue of abuse of authority (power) emerged when elements of the government apparatus carried out recruitment. The lack of transparency applied by the government has led to negative perceptions in the midst of the community that there is an abuse of authority resulting in the practice of Collusion, Corruption and Nepotism that occurs in the process of employee recruitment, both from the formation process to the selection process. Even though in this reform era, the government is demanded to be clean and transparent in order to realize good governance and clean government [6].

Security is interesting to discuss because we know that security is a very important and strategic element in assisting the tasks of the Police as an institution assigned by the State to maintain the security and order of the domestic community. Because when compared with the area, population, various levels of economic life, political, socio-cultural, and all the social phenomena, the existence of the Indonesian National Police seen from the number and quality of the available resources so far is not enough to realize security and order for

all levels of society. For this reason, various elements of the community are needed to assist police tasks in creating and maintaining security in the community. Thus the nature of the security guard's presence in the environment wherever he is assigned is a form of security that is held based on the ability/initiative/awareness and security interests of a group of people or corporations. If each community environment is in order, it will be very helpful for the National Police in realizing their role as a stakeholder that is put forward in maintaining domestic security [7].

PT Rian Jaya Perkasa (RJP) in order to obey the order of police duties as a stakeholder seeks to detect security guards' cadres who are in accordance with the provisions of the country with to be recruited and educated in accordance with the educational patterns stated in the existence of the National Police. Thus it becomes an important issue in the development of security education criterion to make the formulation of the problem.

Implementation means the activity to distribute policy outputs carried out by the implementers to the target group. Etymologically, 'implementation' can be intended as an activity related to the completion of a job by using means (tools) to obtain results. So, when combined with 'public policy', the phrase 'implementation of public policy' can be interpreted as the activity of completion or implementation of a public policy that has been established/approved by the use of means (tools) to achieve policy objectives. Thus, the implementation of public policy is often associated with administrative processes in which found many goals of organizational processes and activities in the process and approach it does [8].

In Indonesia, which is based on the rule of law, these Basic Norms are called fundamental *Staats*. *Staats* of a country creates philosophical foundations that contain basic rules for more orderly state regulation. In the framework of the regulation of public service delivery, the 1945 Constitution of the Republic of Indonesia is a philosophical foundation for the regulation of public service delivery. In the 1945 Constitution of the Republic of Indonesia, it is mandated that the obligation of the government as the main public service provider to serve the needs of the public is better in accordance with the principles of good governance [1].

Good governance is generally translated as good governance, although the original term views the broad dimension of governance as not merely a government. In addition, good governance can also be interpreted as actions or behaviors that are based on values that are directing, controlling, or influencing public problems to realize those values in actions and daily life [9].

The World Bank defines governance as the way the power is used in managing economic and social resources for development society. This understanding illustrates that governance is the way of state power to manage economic and social resources for community development. This method is more indicative of technical matters. In line with the opinion of the World Bank, UNDP put forward the definition of governance as the exercise of a nation's affair at all levels. The word 'governance' means the use or implementation of the use

of political, economic and administrative authority to manage national problems at all levels. Here the emphasis is on authority, legitimate power or legitimate power. Based on this understanding, the World Bank places more emphasis on the way the government manages social and economic resources for community development needs, while UNDP places more emphasis on political, economic and administrative aspects in managing the State. Political governance refers to the policy making process (policy/strategy/formulation). Economic governance refers to the decision-making process in the economic field which has implications for the problem of equity, poverty reduction, and improvement of quality of life, while governance administration refers to the system of policy implications.

Good governance also exists, if the State can guarantee the citizens security and if bureaucrats use their position to serve the wider community, not to enrich themselves. Furthermore, good governance also means the implementation of socio-political policies for the benefit of the people, not just for the prosperity of certain individuals or groups. Good governance is a central issue that is most prominent in the management of public administration today. The intensive demands made by the community on the government to implement good governance are in line with the increasing level of public knowledge and education, in addition to the influence of globalization. The old pattern of government administration is no longer in accordance with the changing of social structure. Therefore, this demand is normal and the government should have responded by making changes that are directed at the realization of good governance. Therefore, improving the performance of the implementing apparatus within the government is a must if it is associated with the development and demands of good governance, namely: professionalism, transparency, accountability, ethical and moral enforcement in the administration of public services. Basically, good governance is directed to practice ideal corporate governance. All the principles of good governance must be a guideline for the company in exercising the authority to recruit prospective members of the Security Guard in particular the principles of transparency and accountability. It is intended that the philosophy "The right man on the right place" (placement of someone in accordance with their expertise) becomes the basis of consideration in the framework of recruiting candidates for country security guards, specifically including:

- The recruitment process that has been implemented so far is considered to be inadequate, especially in terms of public services.
- The emergence of the issue of abuse of power carried out by elements of the government apparatus in organizing the recruitment of members of security guards so far.
- The lack of transparency applied by the government raises a negative perception in the midst of the community that there is an abuse of authority that causes what happens in the employee recruitment process, both from the process of preparing the formation to the selection process.

#### A. *Good Governance in Security Guard Recruitment*

There are three pillars of governance, namely the government, the private sector, and the community. It is clear that the implementation of good governance is still far from the community expectations and is merely a discourse from the government without any follow up. In this recruitment process, it is only based on a family or kinship system, not based on the competencies or needs of the office itself. In addition, there are also issues regarding discrepancies between the educational backgrounds of employees and their work units where they are assigned [10].

"Security personnel, security guards are now not only needed in offices and malls, but also in housing and schools," said as many as 35 security guards who have successfully graduated from Gada Pratama, which is the basic level of security. Job security is one of main professions in the company. Security guards act as security, as well as company public relation at the company entrance.

A good legal structure will not run in accordance with the provisions if it is not supported by a good legal substance. Furthermore, the existence of the structure and substance of a good law is not seen if it is not supported by the legal culture of the community [11].

The relationship of the theory of the effectiveness of law proposed by Lawrens M. Friedman with the main problem in this research is about the extent of the implementation or enforcement of the Indonesian National Police (POLRI) regulations related to PT. Rian Jaya Perkasa in the recruitment and control of security guards up to the pattern of behavior and payroll [12].

Based on Theory of Law as a Tool of Social Engineering by Roscoe Pound and Muchtar Kusumaatmaja, if it is related to security guard recruitment issues, there should be other policies related to employment and the provision of benefits in accordance with education and skills of each individual [13].

#### B. *Good Service Principles*

Professional public services, which means public services are characterized by the existence of accountability and responsiveness from service providers (government apparatus) [14] with the following characteristics:

- 1) *Effective*: which prioritizes the achievement of what are the goals and objectives.
- 2) *Simple*: which implies that procedures for services are easily, quickly, precisely carried out and understood by people who request services
- 3) *Clarity and certainty*: which means the existence of clarity and certainty regarding:
  - Procedure of service;
  - Service requirements, both technical and administrative requirements;
  - Work units and/or officials who are authorized and responsible for providing services;

- Details of service fees/tariffs and procedures for payment;
  - Time schedule for completion of services, easy to understand and easy to implement by the community asking for services.
- 4) *Openness*: implies procedures/rates and other matters relating to the service process must be informed openly so that the public knows and understands whether requested or not.
- 5) *Efficiency*:
- Service requirements are only limited to matters that are directly related to the achievement of service objectives while still taking into account the integration between requirements with related service products;
  - Preventing repetition of fulfillment requirements, in terms of the process of community service concerned requires the completion of the requirements of the work units/other relevant government agencies;
  - Punctuality implies the implementation of community services can be completed within a specified period of time.
- 6) *Responsive*: more directed at the ability to catch and respond quickly to the problems, needs and aspirations of the people served, but still pay attention to the integration of the conditions that have been determined.
- 7) *Adaptive*: quickly adjust to the demands, desires and aspirations of the people being served while experiencing existing developments.

In addition, in an increasingly critical condition of the community as mentioned above, the public bureaucracy is demanded to be able to change its position and role (revitalization) in providing public services—from those who like to govern and rule to those who like to serve, from those who like to use the power approach to being helpful to being flexible towards collaboration. The intended public service standards consist of:

- Simple, i.e. the services provided are not difficult and the process is smooth.
- Open, which means that service standards must be socialized to the community.
- Right, that is the right direction, exactly no less, right on time or right in fulfilling its promises.
- Complete, i.e. available what is needed by the customer and complete facility support.
- Fair, meaning that the service is fully embraced, not made up so it does not apply in the society.
- Affordable, which means that in determining its retribution, it must pay attention to the level of people's ability and purchasing power.
- Safe, which means that services must provide a sense of security.

## II. RESEARCH METHODS

### A. *Types of Research*

This research uses descriptive qualitative approach. Qualitative research methods are research procedures that produce descriptive data in forms of written or oral words from people and other observable behavior [15].

### B. *Data Collection Technique*

Data collection techniques in this study used primary and secondary data sources. The Primary data were obtained directly by conducting direct interviews with informants and the results of the interview were processed such as performance reports, and related documents (secondary data gain) [16].

### C. *Data Analysis Technique*

The data analysis technique used is a conventional data analysis technique that is carried out by induction covering 3 stages, namely data reduction (simplification), data display (presented), and verification or drawing conclusions [16].

## III. RESULTS AND DISCUSSION

### A. *Security Recruitment as One Outsourcing Company in PT. Rian Jaya Perkasa*

Implementation of Corporate Outsourcing Principles for the recruitment of security guards at PT Rian Jaya Perkasa. The state has obligations for every citizen and population in order to fulfill their basic needs. This is a consequence of the life of the nation and state which is organized in the form of a republic, which implies the existence of a mandate so that welfare (for the public) is realized as the obligation to provide public services. It is the mandate of the 1945 Constitution of the Republic of Indonesia. Building public trust in public services is carried out in government agencies. Public service is an activity that is always held, must be in line with the expectations and guidance of all citizens [17].

In an effort to reinforce the rights and obligations of every citizen, and the government as an embodiment of the state in the administration of public services need to be based on legal norms that clearly regulate. The delivery of public services strived to meet the needs of the community and the government ensures the provision of public services. Urgent public service provider guarantees in accordance with general principles of good governance must be held fairly and be able to improve the position of citizens not as users of services but will also be able to become bargaining positions in gaining the sympathy of the people. The existing rules initiated thought of the formation of a company that gives services until the running of the Rian Jaya Perkasa service company and the problems in the development of the service company.

Output or results can be in the form of knowledge related to security and skills in security as stated in the National Police Decree No. 24 of 2007 that "Gada Pratama (basic) is mandatory training for prospective members of the Security Guard. The duration of training is 4 weeks with a pattern of 232 hours of study. It is expected that the training participants will be able to master interpersonal skills, professional ethics,

basic tasks, functions and roles of security guards, as well as limited police capabilities such as self-defense, introduction of explosives, securing valuables and shooting practice, knowledge of narcotics, psychotropic substances and other addictive substances, the use of police sticks and handcuffs, line knowledge and respect. "

RJP as a quality education and training institution and has the legality to get quality security force personnel's. In this case, it is urgent to improve the quality of human resources, security services that can help individuals to be skillful and competent human resources in the field of security. Skill is an ability that must be possessed by every creature to become a quality human being. Nowadays the skills within oneself are always a consideration in finding a competent workforce. In this case, education and training institutions play an active role in supporting its sustainability.

Education can certainly be carried out without being separated from the purpose of education itself. In education, educational objectives are one of the most important factors in the implementation of education, because the purpose of education can be used as a reference to find out the direction to be achieved or the expected results of education [18].

The purpose of education in Indonesia as stated in Indonesian Law Number 20 of 2003 concerning the National Education System Chapter II Article 3 that "National Education aims to develop the potential of students to become human beings of faith and to fear God Almighty, have good morality, be healthy, knowledgeable, competent, creative, independent, and be a democratic and responsible citizen. Or the purpose of education is to make people more civilized to be human beings who have noble ideals, praiseworthy character, creative, motivated to be individuals who are useful to homeland and nation and can be a good example.

The education process involves many things including:

- Students are autonomous subjects or individuals whose existence is recognized,
- Education is the person responsible for education at PT Rian Jaya Perkasa. They are the educator coordinator, namely officials or educators for students. In this case, educators as coaches of training and are responsible for the Tegal City Police Chief and the Tegal Kota Police Waka (The first line qualification level of the Central Java Regional Police in the second generation of 2017 at PT Rian Jaya Perkasa)
- Educative interactions between students and educators, educative interactions are basically reciprocal communication between students and educators who are directed towards educational goals.
- Educational material or content, consisting of core material and local content material. The core material is national which contains the mission of control and national unity, while the local content is to develop the diversity of cultural wealth in accordance with environmental conditions.

- Context that influences education, that is, everything that is done or held intentionally to achieve educational goals.

There is a preventive nature that is intended to prevent the undesired things as well as being curative which is meant to improve where the event takes place (educational environment), commonly called as *dance center* for family, school and community education.

The intentional element in education shows that education is not made up or it can be said that education is full of authority. Education has a goal to achieve better or normative character. In this case, studying the character of each student is very important. It aims to be able to know and or instill maturity physically and psychologically in accordance with applicable norms [19].

### *B. Types of Education*

Education is one of the efforts made by the state in educating the nation. Now the government is beginning to endeavor to implement lifelong education as well as nursery education to higher education to realize the education contained in the opening of the 1945 Constitution which is "to educate the nation's life". In the Act National Education System has been mentioned that there are three channels of education, namely formal, non-formal and informal education. The formal education path is a structured and tiered education path consisting of basic education, secondary education and tertiary education. Non-formal education path is an education path outside the formal education system that can be implemented in a structured and tiered manner, functioning as a substitute or supplementary, that supplementary formal education in the framework of supporting lifelong education. It also serves students to achieve certain goals according to the needs desired by the target students. While informal education is the path of family and environmental education.

The stages in planning education and training are:

1) *Analysis of training needs (Training Seed assessment):* The purpose of this training needs analysis is to find or identify what abilities are needed by employees in order to support the needs of the organization/institution. To sharpen this analysis, it should be supported by a needs assessment survey.

2) *Establish training objectives:* The purpose of training is essentially the formulation of abilities that have been provided in the direction prior to the training, which is expected from the training. Because the purpose of this training is a change of ability that is part of the behavior, the training objectives are formulated in the form of behavior (behavior objectives). For example, after attending this training, participants are expected to be able to take notes and report correctly.

The training planning procedure starts with conducting a needs analysis which is the main base in preparing the training program. Then it proceeds with the preparation of success criteria as a benchmark for suitability or failure of training.

### C. Procedure for Organizing Training

The training organized by PT Rian Jaya Perkasa for one month was held every day starting at 07.00 until 14.00 in several stages;

- Preliminary stage:
  - Development Stage
  - Culmination stage, training, seminar
- Integrated Teaching and Learning Strategies
  - Principles of Integrated Teaching
  - Methods and techniques
  - Management of Field Practices

Thus we can know that the recruitment of security in accordance with the principles of Good Governance is conducted starting from the recruitment of prospective security guards members who enter PT RJP. There were 334 people recorded in 3 years with 324 graduates. There are as many as 313 graduates returning to the sending company and 10 people are the responsibility of the RJP. Among the 10 followers of the education they did not hold a graduation certificate due to illness so they could not continue their education. There were others who got married so they moved while there were others who received other assignments from their company because they have good expertise.

### IV. CONCLUSION

Based on the results of the study, it can be concluded that the implementation of good governance in the recruitment process of employees at the Security Guard is in accordance with the existing rules and regulations. In implementing ideal corporate governance to manifest Good Governance, it is recognized that innovation has advantages, especially in increasing effectiveness, transparency and accountability so as to recruit the best Human Resources that have the best capabilities to provide support for better government performance. However, there are still deficiencies that must be corrected so that the goals of PT Rian Jaya Perkasa can be achieved optimally. The weaknesses include the lack of data integration, causing participants to be accepted in two different places. In the administrative selection process, therefore, the process of recruiting employees on an ongoing basis must be based on job analysis. The main purpose of RJP in carrying out recruitment and selection is to find and determine employees in accordance with company criteria so that recruitment is expected to have support flowing in the body of the RJP, both

the community and POLRES during the implementation or after the implementation of training.

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