

ANALYSIS OF PERSONNEL PLACEMENT IMPLEMENTATION AT THE IMMIGRATION INTELLIGENCE AND LAW ENFORCEMENT SECTION OF MATARAM IMMIGRATION OFFICE

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Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pelaksanaan penempatan personil pada Seksi Intelijen dan Penindakan Keimigrasian Kantor Imigrasi Mataram. Selain itu, penelitian ini juga bertujuan untuk menganalisis faktor-faktor penghambat yang menjadi akar permasalahan. Pendekatan kualitatif digunakan dalam penelitian ini, dengan menggunakan metode deskriptif dalam analisisnya. Partisipan penelitian ini adalah 5 (lima) orang dari Kantor Imigrasi Mataram. Data diperoleh dari wawancara, observasi dan dokumen-dokumen yang relevan. Hasil penelitian menunjukkan bahwa pengetahuan dan keterampilan (sebagai indikator) tidak dipertimbangkan ketika menempatkan personil, sementara pendidikan dan pengalaman kerja telah dipertimbangkan tetapi belum diimplementasikan. Faktor-faktor penghambat yang diidentifikasi adalah: personil yang tidak terlatih, kekurangan staf, dan fokus kantor imigrasi itu sendiri.

Kata kunci: Human Resources; Management; Placement.

Abstract

This study aims to analyze the personnel placement implementation at the Immigration Intelligence and Law Enforcement Section of Mataram Immigration Office. In addition, it seeks to analyze the inhibiting factors as the root-cause of the issue. A qualitative approach was used in this study, utilizing a descriptive method in its analysis. The participants were 5 (five) personnels from the Mataram Immigration Office. Data was acquired from interviews, observations and relevant documents. The result of the study shows that knowledge and skills (as indicators) were not considered when placing personnels. In contrast, education and work experience have been considered but yet to be implemented. The inhibiting factors identified are: untrained personnels, staff shortages, and the focus of the immigration office itself.

Keywords: Human Resources; Management; Placement.

1. Introduction

Human capital play an important role in an organization. The success of an organization in achieving its goal depends heavily on its human resources(Sila, 2020). Human resources management is essential since it can support an organization in realizing its objective(Sisto, 2016). Today, human capital can be considered as the 'back-bone' of every organization or agency.

The Directorate General of Immigration (DGI) as a governmental institution requires highly-qualified officers and staff members in order to carry out its tasks. This is to due to the multi-faceted function of Immigration which consists of: public service, law

enforcement, national security, and as the facilitator of the nations development and welfare.

Competent officers and staff members is crucial to support these immigration functions(Santoso, 2004). Actualizing competent personnels within the agency begins from the planning, recruitment, training, until the development stage. Proper planning, objective recruitment, and sustainable training and career development is crucial to produce such required personnels. This is all due to the high-demanding responsibilities and workload when carrying out its tasks, especially when enforcing immigration law.

Table 1. Cases processed by immigration administrative and criminal sanctions

Year	Number of Administrative Sanctions	Number of criminal sanctions
2017	9,154	273
2018	11,769	146
2019	10,925	155

Source: BPHN, 2020

Table 1 illustrates the number of immigration cases that are processed through administrative and criminal sanctions in Indonesia from 2017 to 2019. Due this workload, it demands the correct allocation and placement of personnels (both quantitatively and qualitatively) within the immigration intelligence and law enforcement division. Eventually, this should have a significant impact in the immigration law enforcement process.

Mataram immigration office as one of the office which carries out the law enforcement duties, encompasses a vast jurisdiction of about 5,435km² , comprising of 4 (four) regencies and 1 (one) city. A large number of foreign nationals visit and stay in Lombok and its surrounding areas. To be exact, table 2 below depicts the number of foreign nationals based on immigration permits issued by Mataram Immigration office.

Table 2. Immigration permits Issued by Mataram Immigration Office from 2019-2021

Year	Visit Permit	Temporary Permit	Residence Permit	Permanent Permit	Residence	Total
2019	7,545	949		65		8,559
2020	4148	1025		90		5,263
2021	6544	994		108		7,646

Source: Mataram Immigration Office, 2021

Overseeing foreign nationals and enforcing the law within its jurisdiction are carried out by patrolling, conducting joint operations, detaining and deporting, and conducting criminal investigations.

Table 3. Immigration Intelligence and Law Enforcement Section Output from 2019-2021

Output	Year	Total Output
Immigration Supervision	2019	74
	2020	110
	2021	213
Joint Operations	2019	2
	2020	1
	2021	2

Detention	2019	7
	2020	16
	2021	14
Deportation	2019	21
	2020	23
	2021	55
Criminal Investigations	2019	0
	2020	0
	2021	3

Source: Mataram Immigration Office, 2022

From table 3 above, it is clear that adequate personnels is vital at the Immigration intelligence and law enforcement section, due to the high workload that Mataram Immigration office carries out each year. The ideal personnel it needs should be highly qualified and competent in knowledge, experience, and skills to tackle challenges and to be responsible to every task assigned to the individual.

However, this contradicts to the actual conditions where only one of its personnel has attended a special course and is qualified in the field of law enforcement. From the total of 15 personnels in the intelligence and law enforcement section, only 1 (one) personnel has attended and qualified a special course as a criminal investigator. In addition, none of the personnels have a attended a course or have a qualification as an intelligence agent and only a handful have the proper background in the field of law.

Mataram Immigration Office rotates its personnels each year to different sections, yet by not taking into consideration their educational backgrounds or skills, can be detrimental to the personnel itself and to the organization as a whole.

Based on this initial observation, this study is conducted and will address the following question “how is the personnel placement implemented at the immigration intelligence and law enforcement section of Mataram immigration office and what are the inhibiting factors of the implementation?”

2. Method

In an attempt to address the research question, this study uses a qualitative approach by applying a descriptive method in its analysis. The qualitative approach is used to provide a more comprehensive view of the phenomenon. Interviews with 5 immigration personnels and field observations as primary datas were analyzed alongside with secondary datas from literature reviews of relevant documents.

3. Results and Discussions

The process of personnel placement at all sections of Mataram immigration office begins from the Chief of Immigration office, where the chief instructs an internal meeting with every head of sections. The meeting discusses the personnels who will be placed at their designated sections. The chief will then issue a decision letter rotating the personnels, while notifying the Regional Office of the Ministry of Law and Human Rights. The figure below provides a systematic workflow of the process.

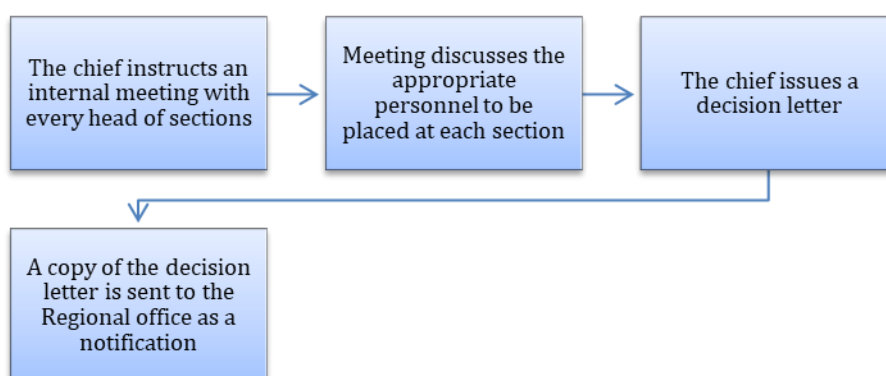


Figure 1. Personnel Placement Process at Mataram Immigration Office.

Source: Mataram Immigration Office, 2022

Conceptually, the process of placing personnels at the intelligence and law enforcement section of Mataram immigration office should consider four key factors: education, work knowledge, work skills, and work experience (Suwatno & YunarsihTjutju, 2013).

Education

Education is a fundamental tool to increase personnels capability, which directly has an impact on increasing their work performance. There is a strong correlation between one's educational background and the position that he or she will be assigned to. The education factor can be divided into formal education and informal education (obtained through special training or course).

Based on conducted interviews and observations it is evident that formal educational background was considered but not implemented when placing personnels at the intelligence and law enforcement section. There were staff members who had irrelevant educational backgrounds such as: economy and communication. While informal educational background has been considered, especially in the assignment of the officers (head of section and head of sub section). Apart from the officers, staff members were not assessed based on their qualifications because of staff shortages the immigration office faced. In order to fill in the gap and to function well, staff members with inadequate backgrounds were assigned to the intelligence and law enforcement section to carry out the task in enforcing immigration law.

Work knowledge

Knowledge is information or the collective data someone acquires through learning or experiencing (Yusuf et al., 2022). Work knowledge is a knowledge that an individual must have in order to complete a job an achieve optimum results (Chikmah, 2019).

Based on interviews and observations. The work knowledge factor was not put into consideration when placing personnels at the intelligence and law enforcement section of Mataram immigration office. The personnels were expected to acquire their work know-how (knowledge) autodidactically as long as they were assigned there. The staff members have basic knowledge on the field of law enforcement and they gain their knowledge by consulting superior officers and mixing with a self-taught system.

Work Skills

Skilled employees can help an organization achieve its goals effectively and efficiently, without facing any substantial difficulties, thus improving their work performance (Dakhri, 2022).

Skills at work (especially mental skills) were not considered when assigning a staff member to the intelligence and law enforcement section. The staff members were expected to have an adequate mental skill on their own way ahead before choosing to be a government official. Based on empirical observations, it is evident that the staff members already have basic mental skills. This was observed when they were conducting interviews and interrogations related to an immigration offence.

Work Experience

Sufficient work experience results in capable, skilled, and highly-adaptable employees (Sila, 2020). The immigration intelligence and law enforcement section of Mataram immigration office could benefit from their staff members who already have previous work experience in the field of law enforcement. Work experience should be an important factor to be considered prior to assigning them for a specific task. Those who are experienced at work would require less training and guidance when given an assignment (Hasnawati, 2020).

Previous experience in the field of law enforcement was considered as an important factor when rotating staff members to the immigration intelligence and law enforcement section of Mataram immigration office but not implemented. Most of the staff members (especially new recruits) have been rotated frequently within the office, so there is less opportunity for them to develop work experience specializing in law enforcement.

In addition to the implementation of personnel placement, there are inhibiting factors as the root-cause of the situation, namely: human resources and organization (Januandari, 2018). These factors should be tackled in order to achieve the optimum placement of personnels.

Human resources

Every potential a human has could be utilized as efforts to successfully achieve the goals of an organization. Staff shortages and incompetent personnels (due to lack of training and experience) are the main reasons behind the issue of personnel placement at the immigration intelligence and law enforcement section of Mataram immigration office. The vast jurisdiction and workload the office is responsible of, is not compensated with the human capital it has.

Organization

An organization is defined as a group of people cooperating together and sharing the same goal. An organization can run properly if well-managed and a union exists (Anwari et al., 2016).

Based on conducted interviews and observations, it is clear that the main cause of the personnel placement issue at the immigration intelligence and law enforcement section is the focus of Mataram immigration office itself. Temporarily, the office is focusing on its public service duties and functions. The rise in passport applications lately, shifts the offices main focus and puts an emphasize on putting more staff members at the passport services section.

4. Conclusion and Recommendations

In conclusion, the immigration office has yet to carry out placing its personnel at the immigration intelligence and law enforcement section properly. Based on the analysis of

the four indicators that should be considered when placing the right man at the right place, knowledge and skills were not considered, while education and work experience have been considered but yet to be implemented.

The inhibiting factors identified underneath the issue were: staff shortages, incompetent and untrained personnels, staff shortages, and the temporary focus of the immigration office in dealing with the rise of passport applications putting an emphasize on the public service function.

The following recommendations are developed based on the study:

1. The personnel placement process should put into consideration all factors, i.e.: education, work knowledge, work skills, and work experience, in order to optimize the process;
2. Special training and special courses should be available and provided for those who are assigned at the immigration intelligence and law enforcement section;
3. Staff members rotated to the immigration intelligence and law enforcement section should be those who have previous experience in law enforcement;
4. Mataram immigration office should recommend additional personnels relevant to its office to tackle staff shortages to the Human Resources Division of the Ministry of Law and Human Rights; and
5. The Chief of Mataram Immigration Office should appoint qualified officers in the field of law enforcement, to the immigration intelligence and law enforcement section.

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