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EMPOWERING THE COMMUNITY PROTECTION UNIT MEMBERS BY THE COMMUNITY PROTECTION TASK FORCE OF TANAH BUMBU DISTRICT, SOUTH KALIMANTAN PROVINCE

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ABSTRACT

The rapid development of information technology brings new challenges in maintaining public security and order. The Community Protection Unit (Satlinmas) in Tanah Bumbu Regency needs to improve its effectiveness in facing these challenges, in terms of ability, expertise, and knowledge. This research qualitatively analyzed efforts to empower Satlinmas members in Tanah Bumbu Regency based on Sumadyo's theory, which consists of Business, Human, Environmental, and Institutional Development aspects, with an inductive approach. The research results showed that the empowerment efforts made have covered several aspects but still face a number of obstacles. Limited budget, lack of synergy between institutions, low community participation, and minimal infrastructure are the main inhibiting factors in increasing the capacity of Satlinmas members. To improve empowerment results, it is recommended to further encourage village governments to use village budget and funds, further socialize community protection, strengthen the synergy between the Community Protection Task Force and Satlinmas, and provide allowances and insurance for Satlinmas members.

Keywords: Empowerment; Community Protection Unit Members; Community Protection Task Force of Tanah Bumbu Regency.

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ABSTRAK

Perkembangan teknologi informasi yang pesat membawa tantangan baru dalam menjaga keamanan dan ketertiban masyarakat. Di Kabupaten Tanah Bumbu, efektifitas Satuan Perlindungan Masyarakat (Satlinmas) dalam menghadapi tantangan tersebut masih perlu ditingkatkan, yang ditandai dengan kemampuan, keahlian, dan pengetahuan anggota yang masih kurang. Penelitian ini secara kualitatif menganalisis upaya pemberdayaan anggota Satlinmas di Kabupaten Tanah Bumbu, dengan pendekatan induktif. Hasil penelitian menunjukkan bahwa upaya pemberdayaan yang telah dilakukan, meskipun telah mencakup beberapa aspek, masih menghadapi sejumlah kendala. Terbatasnya anggaran, kurangnya sinergitas antar lembaga, rendahnya partisipasi masyarakat, dan minimnya sarana prasarana menjadi faktor penghambat utama dalam meningkatkan kapasitas anggota Satlinmas. Guna meningkatkan hasil pemberdayaan, disarankan untuk lebih merangkul pemerintah desa dan kelurahan untuk menggunakan APD-Des dan dana desa, meningkatkan intensitas sosialisasi terkait perlindungan Masyarakat, memperkuat sinergitas antara Satuan Tugas Perlindungan Masyarakat dengan Satuan Perlindungan Masyarakat, dan memberikan tunjangan dan asuransi bagi anggota Satuan Perlindungan Masyarakat.

Kata kunci: Pemberdayaan, Anggota Satuan Perlindungan Masyarakat, Satuan Tugas Perlindungan Masyarakat Kabupaten Tanah Bumbu

INTRODUCTION

Realizing community protection is a major and serious issue, especially in the context of developments and global challenges. The state has the responsibility to ensure a sense of security as part of the state's goals as stated in the opening of the 1945 Constitution. This is a strong foundation for the protection of all Indonesian people and all of Indonesia's territory. Specifically, community protection includes a sense of security that the state must guarantee as a form of public service. Based on Pancasila as the state's foundation and guideline, the state has the power to form binding regulations to ensure community security. This is emphasized in Article 28D paragraph (1) of the 1945 Constitution of the Republic of

Indonesia, which states that everyone has the right to recognition, guarantee, protection, and certainty of fair law and equal treatment before the law. At the local level, community protection is often faced with specific needs, such as disaster management, conflict control, or increasing environmental security. Thus, state administrators are obliged to protect and guarantee community security as a form of the constitutional mandate.

Community protection is an effort to protect human rights from threats or actions that can harm individuals or groups. These detrimental events can originate from the surrounding community, the environment, or arbitrary behavior of leaders or rulers violating the rules. Based on data, the level of community security is greatly influenced by the presence of law enforcement officers who are able to provide physical and mental

protection from various threats and disturbances. Therefore, community protection efforts should start from their residential environment.

The Community Protection Unit (*Satuan Perlindungan Masyarakat*, hereafter abbreviated as Satlinmas) is an organization formed to support the creation of a sense of security in the community. Based on the Regulation of the Minister of Home Affairs Number 26 of 2020, this unit involves residents who voluntarily participate as members. Satlinmas members are appointed by the head of the village or sub-district to carry out protection duties at the community level. Regulation of the Minister of Home Affairs Number 26 of 2020 defines Community Protection as all efforts and activities carried out to protect the community from disturbances caused by disasters and efforts to assist in disaster management to reduce and minimize the effects of disasters, help maintain security, peace and public order, assist in social activities, help maintain peace and order during village head elections, regional head elections, and general elections, and assist in national defense efforts. Satlinmas was formed to help maintain peace, order, and security at the village or sub-district level. The unit has an important role in supporting disaster management, social

security, and maintaining the smooth running of general and village head elections. They are also involved in national defense efforts, securing vital objects, and enforcing village regulations. Security, order, and peace are required so that the government, as the leader of a region, and the residents can carry out safe, orderly, peaceful activities (Mulyana & Arsyilaa, 2022). Satlinmas is tasked with ensuring the creation of a safe and orderly environment through collaboration with the local government and the community.

The threats to the community of Tanah Bumbu Regency are quite diverse, ranging from natural disasters to disturbances in security and order. Natural disasters are phenomena that not only cause material and ecological damage, but also have serious psychological impacts on affected individuals and communities. This will certainly be a problem that threatens community welfare (Utomo & Marta, 2022). Table 1 presents the data on the number of villages and sub-districts that experienced natural disasters in 2023 obtained from the Tanah Bumbu Regency BPBD.

Table 1. Number of Villages/Sub-districts Experiencing Natural Disasters by District in 2023

District	Flood	Tornado	Drowning	Residential Fire	Forest and Land Fire
Kusan Hilir	-	3	1	3	5
Kusan Tengah	-	3	-	2	19
Sungai Loban	-	-	-	-	1
Satui	-	-	-	2	7
Angsana	-	-	-	-	2
Kusan Hulu	2	-	-	3	-
Kuranji	-	-	-	-	-
Teluk Kepayang	-	-	1	1	-
Batulicin	-	2	-	-	69
Karang Bintang	-	1	-	1	-
Simpang Empat	-	-	-	2	-
Mentewe	-	-	1	1	-
TOTAL	2	9	3	15	112

Source: Badan Penanggulangan Bencana Daerah Kabupaten Tanah Bumbu (2024)

Forest and land fires are the most frequent incidents in a year in Tanah Bumbu Regency. Therefore, the government must be able to overcome and prevent forest and land fires (Ambarita, 2021). Satlimnas as a supporting element can be active in assisting related agencies,

because this unit has been prepared to assist in preventing and handling fires. In addition to natural disasters, poverty can be a factor causing disturbances in public security and order in Tanah Bumbu Regency (see Table 2).

Table 2 Poverty Line, Number and Percentage of Poor Population in Tanah Bumbu Regency

Year	Number of Poor Population (people)	Percentage of Poor Population (percent)	Poverty Line (Rupiah/capita/month)
2016	17,480	5.27	408,481
2017	17,016	4.99	427,852
2018	17,063	4.88	451,714
2019	17,348	4.85	475,763
2020	16,832	4.6	513,803
2021	18,919	4.82	530,568
2022	17,216	4.26	557,500
2023	17,172	4.12	619,249

Source: Badan Pusat Statistik Kabupaten Tanah Bumbu (2024)

Poverty problems still exist in Tanah Bumbu Regency as the figures are still moving dynamically and there was a

spike in the number of poor people in 2021. According to the Central Statistics Agency, poor people have an average monthly per

capita expenditure below the poverty line. Poverty can be identified in several models. First, poverty can happen because of the impact of off-target planning or policies by the government. Second, poverty can be caused by the community itself in the form of being lazy and not wanting to change attitudes, not improving, and not doing self-actualization which turns into a culture. These models of poverty can cause the emergence of vagrants and beggars who disturb public order and peace (Fadri, 2019).

Public order and security should be a priority according to the mandate of Law Number 23 of 2014. It is stated the government has the obligation to provide basic services due to the presence of beggars and vagrants. With their presence, people feel unsafe and threatened which can cause insecurity, and if this is left unchecked, it can affect the quality of people's lives (Yulia Sari & Bakar, 2020). Additionally, vagrants and beggars can create discomfort for the community when viewed from a visual and aesthetic perspective (on the streets or public facilities such as sidewalks, parks, bus stops, and others) and reflect the social conditions in the environment. Then, in terms of public security, it creates a feeling of fear when crossing a quiet road with

minimal lighting (Idza, 2023).

The Regulation of the Minister of Home Affairs Number 42 of 2017 explains that capacity building is related to activities to improve the knowledge and skills of Satlinmas members so that they are empowered in carrying out their duties and functions according to the Regulation of the Minister of Home Affairs Number 26 of 2020. In addition, through capacity building, Satlinmas members can build attitudes and behaviors that reflect a public servant who practices the values of Pancasila. The essence of increasing the capacity of Satlinmas is to empower the abilities of the members. Therefore, the empowerment of Satlinmas members aims to enable them to carry out their duties and functions independently in the community (Mardikanto & Soebiato, 2013).

Satlinmas has a very important role in maintaining peace and order at the village and sub-district levels, especially in facing various challenges related to security, disasters, and the implementation of social activities. In Tanah Bumbu Regency, the number of Satlinmas members has continued to increase in recent years, reflecting ongoing efforts to strengthen their role in society. However, the increase in the number of members is accompanied by challenges in fulfilling the facilities and infrastructure needed to support their duties and functions.

Although various recruitment and training programs have been conducted to build the members' capacity, there are still major obstacles that hinder the effectiveness of Satlinmas. One of them is the limited budget to support operations and provide incentives for the members.

Moreover, building the capacity of Satlinmas members is still a challenge, considering the need to improve knowledge, skills, and involvement of members in various existing protection activities. Without adequate support in terms of facilities, infrastructure, and a clear incentive system, it will be difficult for Satlinmas to carry out their duties optimally and sustainably.

The main problem faced by the Satlinmas in Tanah Bumbu Regency is the lack of capacity of the members in carrying out their duties and functions optimally. This is due to limited budget, supporting facilities, and infrastructure, as well as the lack of adequate training for the members. Therefore, it is important to identify the efforts to empower Satlinmas members by the Community Protection Task Force of Tanah Bumbu Regency and overcome various existing obstacles.

The government, especially at the village and sub-district levels, has a responsibility to provide protection to the community so that they can live a good

life, maintain self-esteem, freedom, and safety in accordance with humanitarian values (Eviany & Sutiyo, 2023). In Tanah Bumbu Regency, Satlinmas is losing their existence, especially after the COVID-19 pandemic. However, the role of Satlinmas as the front line in community protection remains very important. Referring to the above explanation, the purpose of the research is to analyze and obtain a clear picture of the empowerment of Satlinmas members by the Community Protection Task Force of Tanah Bumbu Regency, South Kalimantan Province.

THEORETICAL STUDIES

This research focuses on empowerment in the context of Satlinmas. The concept of empowerment can be interpreted as an effort to build and optimize the capacity of individuals and groups by strengthening their potential, providing access to opportunities, and creating a supportive environment. According to Mardikanto and Seobiato (2013), empowerment involves the process of building community power by providing motivation and increasing awareness of existing potential, accompanied by real actions in the form of providing input and opportunities for development. The principles of empowerment as formulated by Dahama and Bhatnagar (1980) include

community needs and interests, organizational involvement at the community level, and cooperation and active participation of the community in implementing empowerment programs. Sumadyo (2001) added that community empowerment involves three main pillars, namely human development to increase individual capacity, business development to support economic sustainability, and environmental development to create supportive social conditions (Hapsoro & Bangun, 2020). The success of this empowerment requires strong institutional support to ensure its sustainability (Mardikanto & Soebiato, 2013).

The forms of empowerment include social, economic, institutional, and legal aspects. In this case, social empowerment focuses on strengthening social interactions within the community, while economic empowerment supports the development of micro-enterprises and productive activities. Institutional empowerment aims to increase the capacity of community organizations, and legal empowerment aims to expand community access to legal protection. The empowerment's success depends on several key factors, which are effective leadership, active community participation, availability of resources, functional institutional structures, and a

conducive environment supported by relevant government policies.

In the context of Satlinmas, empowerment plays an important role in strengthening the function of this organization in protecting the community. Satlinmas is formed by the regional government with the main task of protecting the community from threats of danger, whether natural disasters, social conflicts, or security disturbances. Satlinmas also has a role as a protector of the community to provide a sense of security and encourage active participation in maintaining public order. The functions of Satlinmas include direct protection for the community and supporting the implementation of government policies related to security and order (Setio Nugroho & Supardal, 2022).

The legal basis governing Satlinmas are several regulations, including Law Number 23 of 2014 concerning Regional Government, Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit (*Satpol PP*), and Regulation of the Minister of Home Affairs Number 26 of 2020 concerning the Implementation of Public Order and Public Security and Community Protection. In addition, regional regulations such as the Regulation of the Regent of Tanah Bumbu Regency Number 11 of 2020 concerning Village and Sub-district Community

Institutions are also the operational basis. With effective empowerment, Satlinmas is expected to carry out their strategic role in protecting the community and maintaining order, in accordance with the principles of community empowerment based on collaboration and institutional strengthening.

METHOD

This research uses a descriptive qualitative method. Using this method, the research was conducted in natural conditions without making any changes that could affect the research object. The researchers went directly to the data source and the acted as the main instrument. The descriptive method emphasizes data in the form of words or images which are then analyzed and then described or described so that they are easy to understand (Sugiyono, 2019, p. 6). The data were collected directly (primary data) from informants. The informants provided information about the research object. They were considered experts in the topic being investigated and were helpful in the data collection process. Purposive sampling technique was used to select the informants, which involved special considerations (Sugiyono, 2019, p. 124).

The data were collected through interviews, observations, and

documentation. In-depth interviews with 12 informants consisting of the Head of the Security and Public Order and Community Protection Division, the Head of the Community Protection Section of the Civil Service Police Unit, Tanah Bumbu Regency Fire Department, five Heads of the District Peace and Order Section, two Heads of the Satlinmas, and three Satlinmas members. The analysis used the empowerment theory from Sumadyo (2001) which stated that empowerment can be successfully achieved if several dimensions are considered, namely human development, business development, environmental development, and institutional development.

To analyze the collected data that has been collected, qualitative data analysis technique with a systematic approach was used. The analysis process began with data reduction, in which relevant data were selected and sorted based on the research objectives. The required information was then summarized to answer the research question. Furthermore, the data were presented by compiling information obtained from interviews, observations, and documentation in descriptive form, so that the findings can be clearly understood. After that, the conclusions were drawn based on the data analysis. The conclusions described the influence of empowerment of Satlinmas members, referring to the dimensions of

empowerment put forward by Sumadyo (2001), which include human development, business development, environmental development, and institutional development. With this analysis technique, researchers can provide a deep understanding of the success and challenges of empowering Satlinmas members in Tanah Bumbu Regency.

RESULTS AND DISCUSSION

The empowerment of Satlinmas members by the Tanah Bumbu Regency Community Protection Task Force was in accordance with several dimensions of empowerment according to Sumadyo (2001). The dimensions consist of human development, business development, environmental development, and institutional development.

1. Human Development

The improvement of community capacity attempted through the empowerment was prioritized for members of Satlinmas in the villages. According to Mardikanto and Seobiato (2013, p. 114), the participants in the empowerment process function as resources. Therefore, the community empowerment through human development was concentrated on this aspect. Members of the Tanah Bumbu

Regency Satlinmas were the main resources that needed to be considered in every empowerment effort by the Community Protection Task Force of Tanah Bumbu Regency. In the human development dimension, the empowerment focused more on building the members' capacity. Based on interviews and observations, the Community Protection Task Force of Tanah Bumbu Regency implemented routine training and coaching programs from 2022 to 2024. The training and coaching programs were implemented individually in village level and collectively in the regency level. In 2022, activities were directed at the socialization of tasks and functions based on the Regulation of the Minister of Home Affairs Number 26 of 2020 as well as disaster management, in collaboration with the Regional Disaster Management Agency. In 2023 to early 2024, the focus of training shifted to election preparation, including securing polling stations and handling accidents, in synergy with Satpol PP and the Tanah Bumbu Regency Fire Department.

The 2023-2024 period had a higher intensity of training and coaching activities with 3-4 activities in each village and sub-district. The role of village and sub-district governments was needed to help propose activities that were appropriate with the conditions of their respective areas so that the activities were effective (Setio Nugroho &

Supardal, 2022).

2. Business Development

The efforts of the Tanah Bumbu Regency Community Protection Task Force in fulfilling the rights, facilities, and infrastructure of Community Protection Unit members were the benchmark for empowerment analysis. According to Mardikanto and Soebiato (2013, p. 225), this condition showed that empowerment in business development must be linked to increasing technical capabilities, improving quality, and the rights obtained, as well as guarantees of security and welfare as members of Satlinmas. Therefore, capacity building, which is one of the rights the members have, needs to be fulfilled so that all members can develop their abilities, expertise, knowledge, and build their attitudes and behavior (Dinata & Kurnia, 2021).

Based on the results of interviews and observations in 2024, the Task Force procured and distributed field uniforms and shoes to support the implementation of the members' duties, especially related to the General Election and Regional Election.

Huda (2009, p. 70) explained that in the process of implementing the community empowerment, facilities are needed to encourage Satlinmas members, as the subject of the empowerment, to be

able to position themselves in the environment and can be seen by the environment. However, research results showed that some members had not yet received uniforms and equipment such as whistles and tonfas. For mobility, the members were still using private vehicles because the village/sub-district governments were reluctant to provide vehicles from the Village Budget. Thus, further socialization from the Tanah Bumbu Regency Community Protection Task Force regarding the provision of facilities and infrastructure for members is required. Tanah Bumbu Regent Regulation Number 11 of 2020 in Article 32 explains the rights of Satlinmas members in the form of membership cards, operational honorariums, and training certificates to support the implementation of tasks. Based on research results, several villages in 6 districts were still experiencing difficulties in making and registering the membership cards and paying operational honorariums. Membership cards had not yet been obtained because they did not understand the online registration and printing systems through the Linmas application.

The payment of operational honorariums which was mostly carried out in each village and sub-district. By oppointeng the RT secretary as a member, it was hoped that the salary can cover the operational costs of protecting the environment. The amount of

the operational honorarium varied in each village. Electronic-based certificates also made it difficult for members to obtain the honorarium even though there was socialization in how to obtain them (Patria et al., 2024).

3. Environmental Development

The existence of Satlinmas in a village or sub-district will have an impact on the surrounding environment. Satlinmas can act as informants and first responders when there are disturbances to security and order in the community, such as fires, and can keep the environment safe and orderly. Environmental development is related to the contribution of Satlinmas members to the physical and social environment. The benefits can be felt directly or indirectly.

Satlinmas members, in their social environment, play a role in maintaining security and order in the environment through mobile security activities. They help with disaster management, securing social activities, and security during elections or regional elections. However, there are obstacles to its application in the field. Satlinmas are only trusted to carry out a few tasks and the rest are handled by professionals such as the police, firefighters, and SAR teams. This view has led to a decline in the Satlinmas members' existence.

4. Institutional Development

Having a well-functioning institution is needed to empower communities through human, business, and environmental development. (2014, p. 113) defined the institutional development dimension as the government's efforts to foster or improve poor management structures. At the end of the New Order government era, civil defense affairs were handed over to the Department of Home Affairs or what is now the Ministry of Home Affairs. The term civil defense was changed to adjust to the developments into Community Protection or *Perlindungan Masyarakat* (Linmas).

This indicator relates to community participation in becoming members of the Satlinmas and the suitability of the organizational structure based on Ministerial Regulation Number 26 of 2020. Based on information from several districts, the recruitment 8 was carried out with a representative system of 10 people, either by direct appointment by the village head or sub-district head, voluntarily, or through an open recruitment system. In terms of community participation, the participants who had become Satlinmas members did not understand their duties or were inactive. Based on data, from 152 villages and 5 sub-districts, only around 30 percent of the members were active. This indicates that the community participation in becoming

Satlinmas members is still poor. In fact, community participation is expected to increase awareness about the importance of public order and security. This tendency can have an impact on people who turned into perpetrators of disturbances to public order and security (Rahmadanita & Nurrahman, 2022).

This problem was influenced by several factors. One factor was that only older people volunteered to join or were willing to be appointed as Satlinmas members while the younger people or teenagers were not interested in becoming Satlinmas members due to economic factors. The youngsters preferred to work and made a higher income than having to volunteer to work as a Satlinmas. The community had lost interest in volunteering and without compensation. Therefore, the government needs to provide welfare to the members (Hamudy, 2014).

Article 18 of the Regulation of the Minister of Home Affairs Number 26 of 2020 stated that villages and sub-districts have the right to form teams according to the needs and conditions of the area. Each team has to have at least five members. Based on the research results, Satlinmas had implemented an organization according to the rules, had been managed by the village head, had consisted of at

least six squads and each squad consisted of six people. In contrast to interview results, in several villages, some of the squads was not fully employed. As a result, deployment of members was carried out alternately. In the Decree on Community Protection Unit, each village should actually have five squads with six members. In the field, however, there is the operational honorarium constraint. Each village only had 10 members, so the number of squads remained the same but the squad members were rotated and this clearly had an impact. On the other hand, there were villages in several districts that implemented institutional structures in accordance with applicable regulations.

Discussion of Key Findings

Based on obtained data, in the human development dimension, the empowerment focused more on developing the capacity of Satlinmas members. Related to training and coaching programs, it had been adjusted to an urgent theme each year. The implementation of empowerment carried out by the Community Protection Task Force of Tanah Bumbu Regency is in line with Mardikanto and Soebiato (2013, p. 204), that the empowerment program for Satlinmas members needs to be planned in advance and systematic. The planned program needs to be analyzed for needs. The training and coaching also referred to the needs in the

present and in the future.

The second dimension is business development that supports human development. The efforts made by Tanah Bumbu Regency Community Protection Task Force to fulfill the rights and provide the facilities for Satlinmas members were also a benchmark in the analysis to determine the extent to which the empowerment of Satlinmas members in Tanah Bumbu Regency was implemented. Based on research results, some Satlinmas members had not received uniforms and some equipment such as whistles and tonfas, and they still used for private vehicles for mobility. This was because villages and sub-districts still felt reluctant to provide funds from the Village Budget.

Environmental development, the third dimension, which is an aspect related to the benefits provided by Satlinmas members to the physical and social environment. Environmental benefits can be felt directly or indirectly. One of the social benefits that can be provided by Satlinmas members is providing a sense of security and order in the environment through security activities or patrols, helping with disaster management, helping to secure community social activities, and helping with security during elections or regional elections. However, the presence of Satlinmas members of the Community

Protection Unit is still looked down upon by both the village/sub-district government and the community.

The institutional development dimension was assessed based on two indicators. The first indicator is human resources, namely community involvement in Satlinmas. Based on interviews and observations, the community had very little interest in joining Satlinmas, especially among teenagers up to 40 years old because the benefits or compensations received or feedback received by the community had been very little. The problem of limited human resources and the uneven distribution of the number of patrol officers at the sub-district/village level were still the obstacles in maintaining peace and order (Rahmadanita, 2023). To increase public interest in becoming Satlinmas members and obtain quality human resources to support effective and efficient operations, the Tanah Bumbu Regency Community Protection Task Force must conduct socialization.

The second indicator is related to the institutional structure in Satlinmas. Research results showed that the implementation of the empowerment of Satlinmas members carried out by the Community Protection Task Force of Tanah Bumbu Regency had not been carried out optimally, hence S Tanah Bumbu Regency Satlinmas members were still not empowered and their existence was still low.

This research highlights several critical aspects related to the empowerment of Satlinmas members by the Community Protection Task Force of Tanah Bumbu Regency. In general, the empowerment was not optimal and linked to low existence and limited facilities. The main obstacles faced include budget limitations and lack of synergy between village governments in allocating Village funds (Badan Pusat Statistik Provinsi Kalimantan Selatan, 2017). In addition, community participation in the Satlinmas members recruitment was still low, because awareness of the importance of Satlinmas' role has not been evenly distributed. Efforts that had been made include budget optimization, socialization, and improvement of facilities, but better synergy is needed between related parties to increase the effectiveness of Satlinmas empowerment and supervision that allows for better evaluation for future improvements.

CONCLUSION

Based on the research discussion, it can be concluded that efforts to empower Satlinmas members in Tanah Bumbu Regency was not fully optimal. Although there had been several initiatives, such as training activities, supplies provision, and budget allocation, their implementation

was still limited. Factors that influenced the success of empowerment include limited resources, lack of continuous training, and low levels of community participation in organizing Satlinmas. The lack of support from various parties, both local governments and the community, hindered the sustainability of the empowerment. This was also reflected in the lack of communication between Satlinmas and related agencies in discussing the capacity building of the members.

Therefore, a policy is needed to support Satlinmas empowerment, especially in terms of funding, training, and incentives for Satlinmas members. Coordination between Satlinmas and local governments as well as public understanding of the importance of Satlinmas' role in maintaining security and order are required. As for improving the quality of communication conducted by Satlinmas in serving the state and society, policy makers need to have equal perceptions in terms of the professionalism of human resources as the starting point for the success of a government in protecting the community through skill transformation from the manual system to a continuous digital system (Hasan, 2020).

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