The Effectiveness of Competence Development of Police Personnel of the Republic of Indonesia in Increasing Conflict Resolving Ability to Main Community Security and Order

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Abstract

The purpose of this study is to apply lecture material in the form of academic writing which is problem solving in nature with various dynamics of carrying out police duties in the field using a writing approach related to the effectiveness of personnel competency development. The method used is the manuscripts of indidual works writing method, which is a descriptive analysis that places more emphasis on a process, describes the existing data in the field, then analyzes it to find out the existing problems and efforts to solve them. In writing this personal manuscript works the data analysis technique used is descriptive by describing or describing the data that has been collected. The results of the research show strengthening the increase in personnel competence in overcoming conflicts over land disputes; Strengthening special assignments in Gajah Mada's innovations supports increasing conflict resolution capabilities; Strengthening the implementation of the Comander Wish of the Chief of Police for superior human resources; Strengthening the use of technological developments in fostering the competency of Gresik Police personnel. The condition of the personnel career development process at the Gresik Police in improving the ability to deal with conflicts is currently not optimal in terms of the special assignment aspect, the existence of Gajah Mada's innovations does not yet have a special team simultaneously in the field of pre-emptive, preventive and repressive; aspects of competency assessment, other activities have not been carried out to monitor the development of personnel competence; aspects of personnel information, there is still a lack of discipline in Bagsumda's personnel as seen from the incomplete data in the SIPP that supports the assessment. Based on the results of the research, it can be concluded that efforts need to be made: Strengthening the role of leaders at the Gresik Police in fostering personnel competence; Strengthening the transfer of positions according to the characteristics of regional vulnerability; Increasing the management meritocracy of the Gresik Police career development; Collaboration with public and private universities to support the development of Gresik Police personnel competence; Cooperation with the Regency Government for the implementation of superior human resources government programs.

Keywords: *police personnel, human resource development, discipline, and professional training.*

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Introduction

Implementation of Police functions based on the 1945 Constitution Article 30 paragraph (4) and Law no. 2 of 2002 concerning the National Police Article 13 is one of the functions of the State which plays a role in maintaining and maintaining security and public order, upholding the law by always providing protection, protection and service to the community. The presence of the National Police in the midst of society is one of the real forms of the presence of the State in the dynamic social life of society, therefore the National Police formulates various superior programs and strategic steps in carrying out these basic tasks, both coaching and operational in nature so that security and order is always realized. in a dynamically stable condition.

In the midst of the National Police's systematic efforts to maintain security and order, the spectrum of threats always comes from various aspects, both ideological, political and socio-cultural aspects that have an impact on the emergence of potential disturbances, threats of disruption and real disruption of security and order. As is the case in the jurisdiction of the Gresik Police, conflict fluctuations are quite prominent with the latest data in 2020 there were 11 potential conflicts where conflicts that emerged were 7 cases with 6 cases resolved. Of course, this must be able to be handled properly through various steps and appropriate police actions and effective where this is of course greatly influenced by the quality of the ability of personnel.

In order to support the increase in effective conflict management capabilities, an appropriate human resource management system is needed for the operational capacity of the Indonesian National Police in the Police 4.0 era with an effective pattern of personnel competency development at the Gresik Polres. However, there is the fact that the number of Kamtibmas disturbances in the jurisdiction of the Gresik Police is in the form of quite high conflicts, this indicates that the conflict management carried out by members of the Gresik Police is not optimal. Thus it is necessary to develop personnel competencies, in which the patterns carried out must be carried out effectively, because basically the development of personnel competencies has already been carried out but efforts are needed to optimize their effectiveness so that the capabilities of personnel, especially in terms of conflict management, can continue to increase.

Based on the description of the background above, the formulation of the problem in this study is "How is the effectiveness of developing the competence of the Gresik Police in order to support increased conflict resolution so that security and public order are maintained? Meanwhile, the purpose of this study is to apply lecture material in the form of academic writing that is problem solving in nature to deal with various dynamics of carrying out police duties in the field using a writing approach related to the effectiveness of personnel competency development.

Effectiveness is a measure of the success or failure of an organization achieving its goals. If an organization achieves its goals then the organization has been running effectively. The effectiveness indicator describes the range of consequences and the impact (outcome) of the output of the program in achieving program objectives. The greater the contribution of the resulting output to the achievement of the specified goals or objectives, the more effective the work process of an organizational unit, (Mardiasmo, 2017).

Human resource development can be understood as preparing individual employees to assume different or higher responsibilities within the organization. Development is usually related to increasing the intellectual or emotional abilities needed to do a better job, (Priansa, 2014). Human resource development is a part of the human resource management system, which includes training and development, career development, and programs and processes for organizational development (Werner and DeSimone, 2011).

Training & development focuses on changing or improving individual knowledge, skills and attitudes. Training is usually in the form of providing knowledge and skills for employees to be able to carry out tasks or jobs even better. Development activities have a long-term focus on preparing employees for future job responsibilities, as well as increasing the capacity of employees to do their jobs at this time, (Werner and DeSimone, 2011).

Career development is a series (sequence) of positions or positions occupied by a person during a certain period of life. This understanding places the position/position of a worker in an organization/company environment, as part of a series of positions/positions occupied during his lifetime, (Nawawi, 2006). Knowledge is influenced by formal education factors and is very closely related. It is hoped that with higher education, the knowledge will be wider. But people with low education are not necessarily knowledgeable too. Increased knowledge is not absolutely obtained from formal education, but can also be obtained from non-formal education, (Noto Admojo, 2014).

Skills are divided into 4 categories, namely: Basic Literacy Skills, Technical Skills, Interpersonal Skills; and Problem Solving. Attitude is a readiness or willingness to act, which predisposes to the action of a behavior, not the implementation of certain motives. Attitudes have levels, namely accepting, responding, appreciating, being responsible, Robbins, 2000), (Notoatmodjo, 2003), (Maulana, 2009).

The concept of Polri Career Development (Perkap No. 99 of 2020 concerning the Management System and Standards for Success of Excellent Indoneisan Republic of Police Human Resources Development). Article 4 paragraph 6 Forms of career development within the Police Career development. Strategic management is the art and science of making, implementing, and evaluating cross-functional decisions that enable an enterprise to achieve its goals. Strategic management is setting organizational goals, developing policies and planning to achieve goals, as well as allocating resources to implement policies and plan to achieve organizational goals, (Rachmat, 2014).

Method

The writing method for this manuscripts of prsonal works is descriptive analysis which places more emphasis on a process, describes the existing data in the field, then analyzes it to find out the existing problems and efforts to solve them. In writing this manuscripts of prsonal works the data analysis technique used is descriptive by describing or illustrating the data that has been collected sober in the form of tables and diagrams, where the source of the data obtained is based on the author's experience while on duty, Lapsat, Indas, and internet media and direct communication with members in the area via telephone. The environment that influences the organization and analyzes the strengths and weaknesses of the organization itself as well as what are the advantages (opportunities) and things that are threats (Threats) for the organization. So based on the analysis of these two fields, we can create a profiling scenario (scenario about the future), (Riyanto Setyo, 2021).

Finding and Discussion

A. Factual Condition

As one of the Polri institutions, the Gresik Polres has carried out an organizational transformation as a form of implementing the Commander Wish of the Head of the Indonesian National Police Transformation towards a Precise Polri. One of the transformation programs is to make Polri human resources superior in the police 4.0 era.

The Gresik Police has organized HR management to support the ability of all personnel to carry out their duties and functions, including the ability to resolve conflicts. The conflict management carried out by Gresik Police personnel can be seen in the following figure
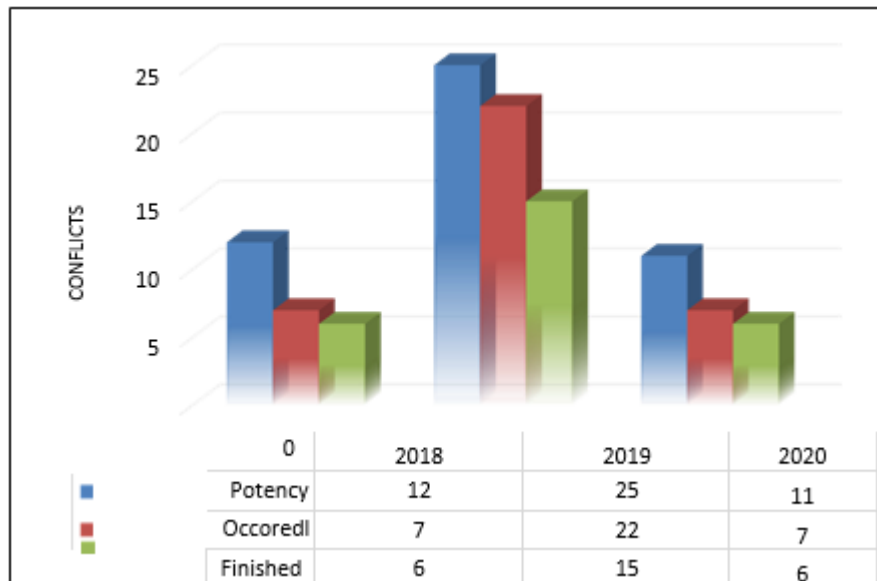

Figure 1. Conflicts Solving Anticipation of Gresik Regency for 2018-2020 Period

Source: Strategics Planning and Reports of Indonesia Police of Gresik Regency 2020

In the figure above, it can be seen that in 2018 there were 12 potential conflicts and 7 cases of conflict that emerged while 6 cases of conflict that could be resolved completely. In 2019 there were 25 potential conflicts, while 22 cases of conflict arose and 15 cases were resolved. In 2020 there were 11 potential conflicts while 7 cases of conflict emerged with 6 cases resolved.

This fact shows that personnel have been able to prevent the development of some potential conflicts into real conflicts and have been able to resolve some of the conflicts that occur every year. However, there are still many potential conflicts that emerge into real conflicts and there are cases of conflicts that have not been completely resolved, indicating that this capacity still needs to be improved.

Table 1. PESTLE Analysis of Gresik Regency

Components	Description
Politics	▪ The Gresik Regency Government carries out efforts to maintain security and order and provide support to the Gresik Police. ▪ Various mass organizations and NGOs emerged with various interests. Religious sects also grew which tended to be radical, such as FPI, HTI (disbanded groups) and opposition groups which always engage in religious activities
Economics	▪ There is a conflict over the development of the JIIPE port area into a special economic zone ▪ Conflict Problems Affected Residents with Pt. Gresik Jasatama related to coal loading and unloading

Socials	- The existence of radical groups has made several heretical jihadi groups develop and become active by committing allegiance to youth as a substitute for suicide bombings, targeting police stations, police posts, members of the police who work on the streets as well as government assets and places of worship - There is a land dispute between residents of Ds. Wedoranonom Kec. Driyorejo with the Kodam V Brawijaya since 1989 has not been resolved and the land dispute between Sumur Village and Kec. Panceng - Boundary Problems Ds. Campurejo district. Panceng Kab. Gresik with Ds. Weru Kec. Paciran Kab. Lamongan - here is a dispute related to the construction of the As Sunnah Mosque in Ds. Sumengko Kec. Wringinanom and the establishment of the jami' mosque foundation. Tebuwung kec. district shaman Gresik - There was rejection from Nu figures and residents regarding the existence of recitations conducted by Shia groups - There are conflicts between silat schools and dualism conflicts between PSHT (Brotherhood of Faithful Heart Terate) silat schools, madiun and Jakarta centers - There is conflict between the FPI mass organization and other mass organizations as well as with residents - Conflict Problems with residents who own land used for the construction of the JIIPE port - There are public and private universities in Gresik Regency - There are figures and potential community members who support the activities of the Gresik Police
Technology	Technological developments accelerate modernization in various fields
Legal	- There are government efforts to present a democratic life, especiallythe rule of law, and protection of human rights - Law violations committed by the community increase the number of crimes, drug abuse and traffic accidents
Environmental	Area of 1,191.25 KM2 and has a beach length of ± 140 KM2 in total the population of Gresik Regency in 2020 is 1,287,344 people

Thus, it is necessary to develop more effective Gresik Polres HR competencies to improve conflict resolution capabilities. Regarding effectiveness, the greater the contribution of the resulting output to the achievement of the specified goals or objectives, the more effective the work process of an organizational unit is (Mardiasmo, 2017). As for human resource development, HR development is part of the HR management system, which includes training and development and career development. Based on this theory and the facts that exist in the Gresik Police (Werner and DeSimone, 2011).

In the table above it can be seen that in 2020, the Gresik Police has included 1 person in SIP development education and 1 person in SAG. As well as involving personnel in functional training held by units of as many as 23 personnel for coaching and operational functions. There are no personnel who take part in special development education. The Gresik Police also did not carry out independent training, either In House Training, Workshop or Choaching Clinic.

Training and development focuses on changing or increasing individual knowledge, skills, and attitudes (Werner and DeSimone, 2011). By using this theoretical analysis knife and the facts at the Gresik Polres, the process of training and development of personnel at the Gresik Polres in improving conflict management capabilities can be described as follows: The process of training and development in increasing knowledge. Knowledge is influenced by formal education factors and is very closely related, (Noto Atmojo, 2014).

It is hoped that with higher education, the knowledge will be wider. Increased knowledge is not absolutely obtained from formal education, but can also be obtained from non-

formal education. By using this theoretical analysis knife and based on the facts in the Gresik Polres, the training and development process in increasing personnel knowledge can be described as follows: The personnel have attended formal education at least up to high school level where one of the requirements to become a member of the police is a minimum of high school education . As many as 9.9% of personnel have attended tertiary level while 90.1% have only attended high school/equivalent. The personnel have been given the opportunity to continue their general education level independently.

There is no cooperation mechanism for awarding S1/S2/S3 scholarships; Not conducting socialization or workshops related to conflict management at the Gresik Police to increase the development of conceptual, factual and technical knowledge for operational function personnel (Intelkam, Criminal Investigation Unit, Police society management scurity, society management scurity, Trafic management) to support increased knowledge related to conflict; The process of training and development in improving skills (Skills) is divided into 4 categories, namely: Basic Literacy Skills, Technical Skills, Interpersonal Skills, and Problem Solving, (Robbins, 2000).

By using this theoretical analysis knife and based on the facts in the Gresik Polres, the training and development process in improving personnel skills can be described as follows: 23 personnel have been included in functional training and training functions to support Technical Skills. This activity is based on the upper unit with the amount according to the available quota.

However, personnel have not been included in Dikbangspes to support the specific skills of personnel in dealing with conflicts according to their field of work; There has not been any independent training in the form of In House Training, Choaching Clinic or mentorship at the Gresik Police both functional and cross-functional in nature to anticipate actual issues that have the potential for conflict to support Technical Skills or other activities to support Interpersonal Skills, and Problem Solving personnel.

The process of training and development in improving attitudes that have levels, namely accepting, responding, appreciating, and being responsible. By using the theoretical analysis knife and based on the facts in the Gresik Police, the training and development process in improving personnel attitudes can be described as follows: Police values. However, special training has not been carried out regarding the formation of attitudes and mentality at the Gresik Police in 2020, (Noto Atmodjo, 2003), Maulana, 2009).

The Gresik Police have carried out disciplinary coaching by carrying out supervision and providing punishment for behavior that violates the rules. There are no specific coaching activities to form a productive attitude in receiving and responding to complaints or information related to potential conflicts or building respect in establishing synergies with agencies or the community to support conflict management and increase conflict management responsibilities.

Career development is a series (sequence) of positions or positions occupied by a person during a certain period of life. In carrying out career development, the Gresik Polres has empowered Bagumda personnel by referring to Perkap number 99 of 2020 concerning management systems and standards for the success of developing Polri human resources. In Perkap number 99 of 2020 article 4 paragraph 6, career development as referred to in paragraph (1) letter e, includes: (a) position transfer, (b) rank, (c) special assignment, (d) competency assessment and (e) personal information, (Nawawi, 2006).

By using this concept analysis knife and based on the facts that exist at the Gresik Polres, the forms of career development for Gresik Polres personnel in increasing conflict management capabilities can be described as follows: Gresik Polres has carried out job transfers both promotion, demotion, Tour of Area or Tour of Duty by conducting competency mapping and assessment but these activities are not able to improve the competence of Intelkam personnel.

Police society management scurity, society management scurity or officer of Police society management scurity in the area of conflict management which can be seen from the performance achievements of conflict management as shown in the data in picture 1; Rank: Polres Gresik has carried out regular rank activities, no extraordinary rank activities have been carried out based on personnel performance achievements; Special Assignment: an innovative Bhabinkamtibmas activity has been carried out in the form of Gajah Mada (crime anticipation and village problem solving movement) in the form of a democratic policing concept implemented by the Gresik Police, in the form of accelerating the role and function of bhabinkamtibmas carrying out sobo kampung activities (door to door) to the community.

Gresik by involving the community in solving problems with the assistance of FKPM/BKPM (3 pillars, Toda and Tomas) to make decisions. However, special assignments have not been given for Satintelkam, Satreskrim, Satsamapta and Satbinmas in this activity to become a team to further strengthen conflict management; Competency Assessment: Performance appraisal is carried out at the Gresik Polres every semester in Vocational High School. Other activities have not been carried out to monitor the development of personnel competence; Personnel information: an SIPP has been prepared which contains personnel information regarding identity, educational history, rank history, achievements, personnel records and transfer history. However, the lack of discipline in Bagsumda's personnel can be seen from the lack of complete data in the SIPP that supports the assessment.

B.   Implikasi

The not optimal effectiveness of competency development at the Gresik Polres has implications for the lack of achievement in increasing the knowledge, skills and attitudes of personnel in early detection, preventive efforts, mediation, Interpersonal Skills, Problem Solving and Polmas to support conflict resolution. Against the maintenance of kamtibmas. The not yet optimal effectiveness of competence development at the Gresik Polres has implications for the development of the potential to become a real disturbance of conflict and there are still unresolved conflicts.

Efforts to solve problems related to the effectiveness of developing the competence of Gresik Polres personnel in order to support the increase in conflict management capabilities in the context of maintaining security and order require the right strategy by considering factors that influence both internal and external. Therefore a strategic analysis process is needed based on these factors and then a strategic management process is carried out so that the appropriate steps can be identified in implementing the policies and strategies set as described below:

C.   Strategic Analysis

1.   External Factors

Analysis of external factors is carried out through EFAS and AHP calculations as follows:

Table 2. EFAS (External Factor Analysis Summary)

NO	OPPORTUNITY	WEIGHTED	RATING	SCORE
1	Program of superior human resources improve government access and quality of education	0,106	8	0,848
2	Rapid technological development	0,105	7	0,735
3	There are potential community groups	0,089	6	0,534
4	There are public and private universities	0,109	8	0,872
5	Society security management system pillar support	0,091	6	0,546
	JUMLAH	0,50		3,535
NO.	THREATS	WEIGHTED	RATING	SCORE

1	The strong currents of globalization give rise to negative attitudes	0,097	4	0,388
2	Silat school with dualism problems management and conflict between colleges	0,085	4	0,340
3	The extent of Gresik Regency with different regional vulnerability characteristics	0,111	2	0,222
4	The extent of Gresik Regency with different regional vulnerability characteristics	0,099	4	0,396
5	The high potential for conflict in the field of religion	0,108	3	0,324
SUM		0,50		1,670
TOTAL		1,00		5,205

In the table above it can be seen that the score for external factors (EFAS) is 5.205.

Tabel 3. AHP External Factors

OPPORTUNITY	A	B	C	D	E	A	B	C	D	E	VALUES	RATING	VALUES SCORE
A	1	8 / 7	8 / 7	6 / 8	8 / 6	1,000	1,143	1,143	0,750	1,333	0,106	8	0,848
B	7 / 8	1	8 / 7	8 / 7	8 / 7	0,875	1,000	1,143	1,143	1,143	0,105	7	0,735
C	7 / 8	7 / 8	1	7 / 8	6 / 7	0,875	0,875	1,000	0,875	0,857	0,089	6	0,534
D	8 / 6	7 / 8	8 / 7	1	7 / 6	1,333	0,875	1,143	1,000	1,167	0,109	8	0,872
E	6 / 8	7 / 8	7 / 6	6 / 7	1	0,750	0,875	1,167	0,857	1,000	0,091	6	0,546
											0,5		3,535

2. Internal Factors

Analysis of external factors is carried out through IFAS and AHP calculations as follows:

Table 4. IFAS (Internal Factor Analysis Summary)

NO	STRENGTHS	WEIGHTED	RATING	SCORE
1	Commander Wish Kapolri transformation towards the Precision Police	0,108	8	0,864
2	There is an innovation in maintaining Gajah Mada's kamtibmas	0,114	8	0,912
3	There are various career coaching applications Member	0,094	7	0,658
4	There is a standard to conduct personnel performance appraisals	0,097	7	0,679
5	Internal supervisory functions perform discipline development	0,087	6	0,522
TOTAL		0,50		3,635
NO.	WEAKNESS	WEIGHTED	RATING	SCORE
1	Education and training quota limitations	0,119	2	0,238
2	Lack of productive attitude of personnel	0,070	4	0,280
3	The lack of a leader's role at the Gresik Police in personnel development	0,113	2	0,226
4	Lack of management meritocracy career coaching	0,108	3	0,324

5	Lack of Polres independent activities that support competence development	0,090	4	0,360
	SUM	0,50		1,428
	TOTAL	1,00		5,063

In the table above it can be seen that the score for internal factors (IFAS) is 5.063.

Table 5. AHP Internal Factors

												STRENGTHS		
	A	B	C	D	E	A	B	C	D	E	SCORE	RATING	VALUE SCORE
A	1	7 / 8	8 / 7	8 / 6	8 / 7	1,000	0,875	1,143	1,333	1,143	0,108	8	0,864
B	8 / 7	1	8 / 7	8 / 6	8 / 7	1,143	1,000	1,143	1,333	1,143	0,114	8	0,912
C	7 / 8	7 / 8	1	6 / 7	7 / 6	0,875	0,875	1,000	0,857	1,167	0,094	7	0,658
D	6 / 8	6 / 8	7 / 6	1	8 / 6	0,750	0,750	1,167	1,000	1,333	0,097	7	0,679
E	7 / 8	7 / 8	6 / 7	6 / 8	1	0,875	0,875	0,857	0,750	1,000	0,087	6	0,522
											0,5		3,635

												WEAKNESS		
	A	B	C	D	E	A	B	C	D	E	SCORE	RATING	VALUE SCORE
A	1	4 / 3	4 / 2	3 / 4	4 / 3	1,000	1,333	2,000	0,750	1,333	0,119	2	0,238
B	3 / 4	1	2 / 4	3 / 4	2 / 4	0,750	1,000	0,750	0,750	0,500	0,070	4	0,280
C	2 / 4	4 / 2	1	4 / 3	3 / 2	0,500	2,000	1,000	1,333	1,500	0,113	2	0,226
D	4 / 3	4 / 3	3 / 4	1	4 / 3	1,333	1,333	0,750	1,000	1,333	0,108	3	0,324
E	3 / 4	4 / 2	2 / 3	3 / 4	1	0,750	2,000	0,667	0,750	1,000	0,090	4	0,360
											0,5		1,428

3. Strategic Factors

Table 6. Tabel Strategic Factors Analysis (SFAS)

NO	Strategics Planning	WEIGHTED	RATING	SCORE	PERIOD		
					JPD	JSD	JPJ
1	Anticipate quota limitations	0,077	2	0,154	🟥		
2	Education and training	0,100	8	0,800	🟨	🟨	
3	Gajah Mada innovation empowerment	0,062	2	0,124	🟥		
4	Lack of a leadership role in Gresik Police under construction	0,058	2	0,116	🟥		
5	Anticipate the extent of Gresik Regency with different units in the regency	0,156	8	1,248	🟩	🟩	🟩
6	Handling of conflict over land issues	0,076	3	0,228	🟥		
7	College collaboration state and private	0,102	8	0,816	🟨	🟨	
8	Handling of conflict over land issues	0,049	3	0,147	🟥		
9	Commander Wish Empowerment	0,157	8	1,256	🟩	🟩	🟩

| 10 | Transformation of the National Police Chief into a Precision Police | 0,163 | 7 | 1,141 | | | |

Table 7. AHP Strategic Factors

	A	B	C	D	E	F	G	H	I	J	SCORE	RATING	SCORE VALUES
A	1	4 / 6	4 / 3	4 / 2	4 / 8	3 / 2	4 / 6	4 / 2	2 / 8	3 / 8	0,077	2	0,154
B	6 / 4	1	6 / 4	6 / 4	6 / 8	6 / 4	6 / 7	6 / 4	6 / 8	6 / 8	0,100	8	0,800
C	3 / 4	4 / 6	1	3 / 2	2 / 8	3 / 4	3 / 7	4 / 2	3 / 7	3 / 8	0,062	2	0,124
D	2 / 4	4 / 6	2 / 3	1	2 / 8	3 / 4	4 / 6	4 / 2	3 / 8	3 / 8	0,058	2	0,116
E	8 / 4	8 / 6	8 / 2	8 / 2	1	8 / 4	8 / 6	8 / 3	7 / 8	7 / 8	0,156	8	1,248
F	2 / 3	4 / 6	4 / 3	4 / 3	4 / 8	1	8 / 6	4 / 3	4 / 8	3 / 7	0,076	3	0,228
G	6 / 4	7 / 6	7 / 3	6 / 4	6 / 8	6 / 8	1	6 / 4	6 / 8	6 / 8	0,102	8	0,816
H	2 / 4	4 / 6	2 / 4	2 / 4	3 / 8	3 / 4	4 / 6	1	3 / 8	2 / 8	0,049	3	0,147
I	8 / 2	8 / 6	7 / 3	8 / 3	8 / 7	8 / 4	8 / 6	8 / 3	1	7 / 8	0,157	8	1,256
J	8 / 3	8 / 6	8 / 3	8 / 3	8 / 7	7 / 3	8 / 6	8 / 2	8 / 7	1	0,163	7	1,141
											1,000		

In the table above it can be seen that the highest score is 1.256 and the lowest score is 0.116. So that the phasing of the strategy is calculated by means of the highest weighted score (1.256) minus the lowest weighted score (0.116) then the result of the difference is divided by 3 (1.14 : 3 = 0.380). Program: Strengthening Gresik Polres independent training.

The Police Chief empowers the Regional Head of Sumdag to hold In House training on conflict management management which is attended by personnel from Satintelkam, Stabinmas, Satsamapta, Satreskrim, Satlantas and Bhabinkamtibmas in stages by inviting competent resource persons and empowering personnel who have attended Dikbangspes and training held by top units as presenters.

 Program: Strengthening workshops on factual issues with potential conflicts. The Police Chief empowers the Regional Head of Kabagsumda in coordination with Kasatintelkam, Kasatbinmas, Kasatsamapta, Kasatreskrim and Kasatlantas to hold joint workshops to discuss actual issues of potential conflict in Gresik Regency and develop programs for planning pulbaket, fundraising, binluh, investigation and turjawali with the target of actual issues of potential conflict. Program Performance Indicators: conducting workshops on factual issues of potential conflicts once a month and incidentally according to banglingstra.

Program: Strengthening Joint Training. The Police Chief empowered Kasatintelkam, Kasatbinmas, Kasatsamapta, Kasatreskrim and Kasatlantas to hold training on a combination of operational functions with material on tactical conflict management. Strengthening the increase in the competence of personnel in overcoming conflicts over land disputes; Program: Strengthening problem solving abilities. The Kapolres empowers the Kabagsumda to hold an FGD (Focus Group Discussion) which is attended by Kasatintelkam, Kasatbinmas, Kasatsamapta, Kasatreskrim and function officers and invites BPN personnel to conduct FGDs with material on conflict mapping, land status and related regulations and alternative land dispute resolution.

Increasing the management meritocracy of Gresik Police career development. Program: Tour of Duty mutation strengthening. The Police Chief empowers the career considerations Council to implement a merit system in the implementation of rotational function mutations or Tour of Duty through a process of competency assessment and assessment;

Strengthening special assignments in Gajah Mada's innovations supports increasing conflict resolution capabilities; Program: Strengthening the involvement of personnel in Gajah Mada The Head of Police empowers the Head of Regional Police to prepare an analysis of the competency needs for conflict management and compile a competency

mapping for Satintelkam, Stabinmas, Satsamapta and Satreskrim personnel to be involved in Gajah Mada in conflict-prone areas with a personnel appointment decree; Strengthening the implementation of the Chief of Police's Comander Wish Superior Human Resources Program: Strengthening the creativity and innovation of members' work. The Kapolres empowers the Wakapolres to hold members' creative brainstorming activities once a month to provide stimulus for creative ideas and innovations in carrying out members' duties as well as disseminating innovations made by members.

Collaboration with public and private universities to support the development of Gresik Police personnel competence; Program: Strengthening the synergy of visiting students The Head of Regional Police empowers the Head of Sumda to work together with the rectors of state and private universities to develop visiting student programs by involving personnel in courses related to conflict management; Collaboration with the Regency Government for the implementation of superior HR government programs; Program: Synergy training and development. The Head of Police coordinates with the Regency Government to hold conflict management training organized by the Regency Government and can be attended by Gresik Police personnel.

Strengthening the use of technological developments in fostering the competency of Gresik Police personnel. Program: Strengthening the empowerment of the Binkar application. The Kapolres empowers the Kabagsumda and personnel to discipline the input of personnel information in SIPP and use an online SMK which can be downloaded on an Android cellphone. Program: Strengthening Choaching Clinic Online. The Kapolres empowers the Kabagsumda and the Kasatfung to make the Choaching Clinic Online application and use it to provide training to members by uploading materials and evaluating members' understanding of the material.

Conclusion

From the results of the study it can be concluded that: The condition of the personnel training and development process at the Gresik Police in improving the ability to deal with conflicts is currently not optimal in terms of aspects of increasing knowledge, formal education with no cooperation for awarding bachelor, master, and doctoral degree scholarships and no socialization or workshops related to conflict management; aspects of improving skills: there are no personnel involved in Dikbangspes in the last 1 year and no independent training has been held either in the form of In House Training, Choaching Clinic or mentorship; aspects of improving attitudes: there has not been any specific training related to the formation of attitudes and mentality and there have been no specific coaching activities to build respect and establish synergies to support conflict resolution. So that efforts need to be made: Anticipating the limitations of the Education and Development quota and training through the independent activities of the Gresik Police; Strengthening the increase in the competence of personnel in overcoming conflicts over land disputes; Strengthening special assignments in Gajah Mada's innovations supports increasing conflict resolution capabilities; Strengthening the implementation of the Comander Wish of the Chief of Police for superior human resources; Strengthening the use of technological developments in fostering the competency of Gresik Police personnel.

The condition of the personnel career development process at the Gresik Police in improving the ability to deal with conflicts is currently not optimal in terms of the special assignment aspect, the existence of Gajah Mada's innovations does not yet have a special team simultaneously in the field of pre-emptive, preventive and repressive; aspects of competency assessment, other activities have not been carried out to monitor the development of personnel competence; In terms of personnel information, the lack of discipline in Bagsumda's personnel can be seen from the incomplete data on the SIPP that supports the assessment. So that efforts need to be made: Strengthening the role of leaders

at the Gresik Police in fostering personnel competence; Strengthening the transfer of positions according to the characteristics of regional vulnerability; Increasing the management meritocracy of the Gresik Police career development; Collaboration with public and private universities to support the development of Gresik Police personnel competence; Cooperation with the Regency Government for the implementation of superior HR government programs.

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