

Competence, Career Development and Public Relations Performance of Sidoarjo Polresta



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ABSTRACT: The purpose of this study is to analyze the competence, career development and public relations performance of the Sidoarjo Police. The approach used for this research is a qualitative approach with descriptive case study methods, data collection techniques through observation and in-depth interviews with purposive selection of informants using SWOT model analysis. The results show that by analyzing the three indicators of Competence, Career Development and Public Relations Performance of the Sidoarjo Police, the authors can conclude that the skills, soft skills and competencies of members of the Sidoarjo Police Public Relations are in accordance with the role and job description as a whole, but there are several factors that hinder in carrying out public relations duties as a whole. This can be seen from the fact that some people still do not know the information updates submitted by public relations, because the Sidoarjo Police still utilize their official social media accounts such as Facebook, Instagram, Twitter and Youtube to the fullest to integrate services to the community. So the efforts that need to be made to improve the Sidoarjo Police, especially public relations are to increase the competence, career development needs of its members so that the performance achievements of members can be competent and maximal.

KEYWORDS: Competence, Career Development, Performance

INTRODUCTION

Accompanying the times, especially in the era of information technology which is growing rapidly, now Polri's public relations is no longer a supporting function, but has become the main function according to Percap No. 1 of 2019 concerning the management system and operational success standards of the Polri. The existence of a public relations function in a Polri agency is a functional and operational necessity. Polri's public relations duties are not getting easier, but increasingly difficult, so Polri's public relations must quickly adapt to developments in technology and information. Building and creating a positive image in the community is one of the goals of the organization, therefore the Public Relations Division of the National Police in this case has a significant contribution in improving the negative image that has been attached to the Police by increasing the competence of personnel, so that Polri's performance meets expectations, namely as a protector, protector and public servant. Human resources are an element that cannot be replaced by any technology. Human resources are a very important organizational asset, because how modern the technology is used, or how much funds are prepared, will not be meaningful without professional human resources (Tjutju, 2008) in the journal Hidayah (2017).

According to Hasibuan (2006:10) human resource management, namely the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Cutlip in Rani (2013:87) argues, "Public Relations is a management function that builds and maintains good and beneficial relationships between an organization and the public that influence the success or failure of the organization."

During the era of the leadership of the National Police Chief, General Police Listyo Sigit Prabowo, the level of public satisfaction with Polri's performance was higher than eight other high-ranking state institutions. This is based on a collaborative survey by Politica Research and Consulting (PRC) and Indonesian Political Parameters (PPI). Various kinds of obstacles faced by the public relations function of the Sidoarjo Polresta, one of which is educational background and Double Job which creates various obstacles in carrying out the public relations function as a whole. The phenomena that occur in the Public Relations function of the Sidoarjo Police in general are not people who have qualifications in the field of communication or are taking communication and multimedia education, along with educational background data on the public relations function:

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Table 1.1 Data on the educational background of the Sidoarjo Police in 2022

No	Position	Rank/goal	Education	Amount
1	Thank you Police	AKP/IIIB	S1	1
2	Thank you Police	Iptu/Ipda/IIIA	S1/SMU	9
3	Penmas sub-head	Iptu/Ipda/IIIA	high school	1
4	PIDM sub-head	Iptu/Ipda/IIIA	S2	1
5	Bamin	BA	S1	1
6	Penmas Member	BA	high school	2
7	PIDM member	BA	high school	6
Amount				21

Source: Sidoarjo Police Public Relations Function Data, 2022

From table 1.1, it can be explained that the educational background is still lacking in 2022. While the need for HR capabilities in each role is very important and the number of members is minimal in a division, especially the public relations function which is only carried out by 21 members. Based on findings in the field, the educational background of public relations personnel is not in accordance with the field they are engaged in and there are personnel who serve in the public relations function concurrently in other functions, so that it can hinder the achievement of the expected performance.

According to Mulyono (2001: 38) competence is very important and plays a role in improving performance or work performance. Competence includes doing something, not just passive knowledge of what to do. However, competence is what members are able to do to achieve the desired performance from work to the fullest. The desired performance or results are achieved by behavior in the workplace based on the job description, skills and educational background of each member.

Career development is a staffing activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the fullest (Mangkunegara, 2004). Individuals who want their careers to develop must work as much as possible, namely by showing good performance. The success of carrying out the main tasks of the Polri organization is greatly influenced by how capable human resources currently are in the Polri organization. These qualities and competencies can be achieved through a proper, accurate, solid personnel development system by developing, managing and making the best use of each personnel in accordance with applicable regulations, in order to obtain maximum and optimal results.

So, it is not surprising that the public relations function is an important part of the Polri organization in the field of public communication relations. Public Relations, besides being able to produce information and as a vehicle for imaging, can also be part of the progress of an organization in achieving the expected goals. So it is important to improve public relations human resources in keeping abreast of current technological developments.

II. LITERATURE REVIEW

1) Competence

Definition of Competence Competence is something that is associated with abilities, knowledge/insight, and attitudes that are used as a guideline in carrying out the responsibilities of work carried out by employees. The success that employees get is the result of increasing employee competence while working in the company. According to Veithzal (2003) mentions competence is skills, skills, abilities. The basic word itself is competent which means capable, capable, skilled. Competence refers to a person's attributes/characteristics that make him successful in his job.

Types of Competency

There are several types of competence according to Hutapea and Thoha (2015), namely:

- Functional competence competence which includes the knowledge and expertise needed to do the job.
- Behavioral competence includes all aspects of individual behavior that can create success or failure for individuals in doing work.
- Knowledge competencies include factual, conceptual and procedural competencies
- Individual competence is a work ability possessed by a person based on experience and learning in an effort to carry out tasks in a professional manner.

2) Career development

Career is a word from Dutch; *carriere* is development and progress in one's work. It can also mean a level in a particular job.

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According to Greenhaus (Marwansyah, 2010) career is a pattern of work-related activities and experiences (for example, job positions, duties in office, decisions, and subjective interpretations of work-related events) throughout one's working life.

Career Development Indicators

According to Siagian (2011), various indicators that need to be considered in career development are as follows:

Information about promotion opportunities Employees generally expect that they have access to information about opportunities to be promoted. This access is very important especially if the available vacancies are filled through a competitive internal selection process. If such access does not exist or is very limited, employees will easily assume that the principles of fairness and equity and opportunity are considered.

There is an interest in being promoted The right approach to use in terms of fostering employee interest in career development is a flexible and proactive approach. That is, the interest to develop a career is very individualistic in nature. An employee takes into account various factors such as age, gender, type and nature of the current job, education and training completed, number of dependents and various other factors. These various factors can result in the magnitude of a person's interest in developing his career.

Satisfaction level Although in general it can be said that everyone wants to achieve progress, including in pursuing a career, the measure of success used is indeed different. This difference is the result of the level of satisfaction, and in the last context it does not always mean success in achieving a high position in the organization, but also means being willing to accept the fact that because of various factors the limitations faced by a person. Employees feel satisfied if they can reach a certain level in their career even though there are not many career ladders that they have managed to climb. Strictly speaking, a person can feel satisfied knowing that what he has achieved is already the maximum result and trying to reach a higher rung is an effort that will be in vain because it is impossible to achieve.

3) Performance

According to Rivai (2012: 309) performance is real behavior displayed by everyone as work performance produced by employees according to their role in the company. According to Prawirosentono in his journal (2019) defines performance as work results that can be achieved by a person or group within an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

According to Mangkunegara (2012: 9), performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Suparyadi (2015: 2), employee performance is basically an effort to manage employee competencies carried out by the organization systematically and continuously so that these employees have the level of performance expected by the organization, namely being able to make an optimal contribution, so as to be able to achieve goals. organization. The company makes performance a benchmark for achieving a set goal.

Performance Indicator

The method of measuring employee performance according to Mangkunegara (2005) can be measured based on 4 indicators:

- a. Quality of Work Shows the results of work achieved in terms of accuracy, thoroughness and skills.
- b. Work Quantity Shows the results of work achieved in terms of output or results of routine tasks and speed in completing their tasks.
- c. Cooperation Declare the ability of employees to participate and cooperate with others in completing tasks. Responsibilities Declare how much the employee accepts and carries out his work.
- d. Initiative Enthusiastic in completing their duties, as well as the ability to make a good decision without prior guidance.

4) Public Relations

Cutlip and Center through their book Effective Public Relations in the book Public Relations & Crisis Management by Rahmat Kriyantono, stated that "Public Relations is a management function that builds and maintains good and beneficial relationships between an organization and the public that influence the success or failure of the organization. Meanwhile, according to Prof. Harwood L. Child, Community Relations is the name for our activities and relationships with society, which have social meaning. Also Bertrand R. Canfield in his book: Public Relations, Principles Cases and Problems. RD Irwin Illinois 1956 page 19, says that Public Relations is a management philosophy that gives first priority to the interests of society in every decision and action.

Professor Edward L. Bernays said that public relations has the first three meanings, providing information to the public. Second, direct persuasion of the community to change attitudes and actions, as well as efforts to integrate attitudes and actions from our company and the community and from the community and our company. (Public Relations, University of Oklahuma 1952, page 3).

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The Role of Public Relations

The role of public relations itself is very closely related to the Public Relations function, according to Rachmadi (1992:21): "The main function of public relations is to foster and develop good relations between institutions/organizations and their publics, internal and external, in order to instill understanding, foster motivation and public participation in an effort to create a climate of opinion (public opinion) that benefits institutions or organizations."

There are four main roles in public relations described by Ruslan (2005:10).

1. As a communicator or liaison between the organization or institution represented and the public.
2. Fostering relationships, namely trying to build positive and mutually beneficial relationships with the public.
3. The role of back up management, namely as a supporter in the management function of an organization or company.
4. Forming a corporate image, meaning that the role of public relations seeks to create an image for the organization or institution.

From the opinion above, we can narrow down the understanding of the function of public relations as a means of connecting well between the community and corporate or institutions with the aim of forming good opinion from the public towards the institution.

Sidoarjo Police Public Relations

Duties and functions of the public relations section In accordance with Perpol No 2 of 2021 Article 21. Following is the Chart of the Duties of the Public Relations Section The Public Relations Section as referred to in Article 6 paragraph (3) letter g, is tasked with carrying out public relations activities, producing, managing information, presenting data, and documentation of Polres activities that can be accessed by the public. At the Sidoarjo Polresta, the task of Kasihumas is assisted by 3 sub-sections consisting of:

- 1) Information, Documentation and Multimedia Management (PIDM), tasked with collecting, processing, producing, presenting data, information and documentation in supporting the implementation of digital and electronic communication activities, monitoring media and managing crisis issues, both on social media and online media and mainstream media as well as dissemination/dissemination of digital information.
- 2) Public Information (Penmas), tasked with organizing public information in support of the delivery of information, both for the internal Police and for the community.
- 3) Administrative Affairs is in charge of carrying out administrative activities for civil servants at the National Police and logistics and general administration.

Public Relations Functions

In carrying out the tasks referred to in paragraph (1), the Public Relations Section carries out the function of collecting and processing data, as well as presenting information and documentation of police activities at the Polres level; management of information and documentation; information to the public to create a conducive social security and order; unit information and distribution of information between units; and managing media management by monitoring social media and online media, making creative products and disseminating digital police information

A. Tentative Research Theory

In this study, the author's concept is based on in-depth studies and relevant theories. An in-depth study of the problems to be examined with reference to the description of the theory as a direction in research theory. So that it can be seen the relationship that gives meaning or things that animate the whole of this writing. The Sidoarjo Police Public Relations Competency is in a state and condition that is not good, so it has not been able to answer the challenges of carrying out the main tasks of public relations. For clarity, the author will describe the framework for writing as follows which shows the line of duty of the Sidoarjo Police Public Relations function as follows

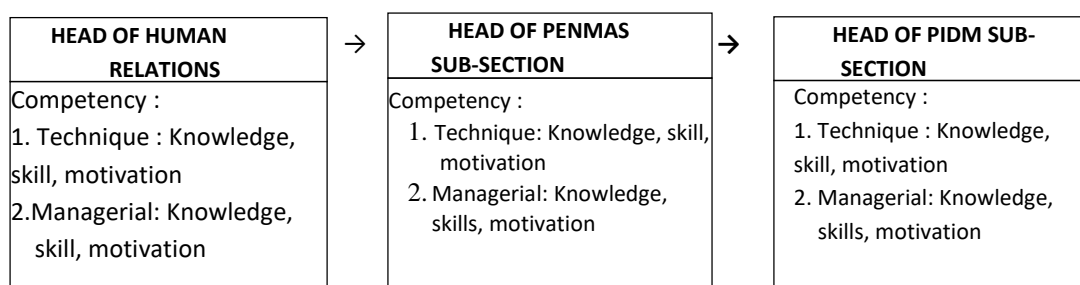


Figure 2.3 Main Duties of Public Relations

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From this frame of mind, public relations is seen in several personalities and several organizationalities which cannot be separated. The Head of Public Relations personally has technical competence and managerial competence in carrying out public relations tasks in accordance with the main tasks of public relations and SOPs, so as to produce a good performance process to support the realization of positive opinions for the Sidoarjo Police performance. The existence of the Head of Public Relations at an ideal level certainly influences the reciprocity between the Head of Public Relations and its members. The same goes for the existing Kasubi towards their respective members. Public Relations as an organization can be seen as an operational unit that has rules in carrying out its functions and roles to achieve results as planned.

The work performance of the Sidoarjo Polresta Police Public Relations as a unit is the result of the work of the public relations sector both personally and organizationally in building a positive image of the performance of the Sidoarjo Polresta through technical competence and managerial competence, and the ability to carry out existing rules in each field, sub, and min.

III. RESEARCH METHODS

1. Types of research

When viewed from the approach taken, this research is grouped into qualitative research. In this study, the authors provide a possible subjective description of the implementation of the Sidoarjo Police Public Relations Function in improving competence both technically and managerially, career development of members and performance in the Sidoarjo Police Public Relations.

2. Data source

a. Primary data

Primary data according to Moleong (2012: 157) "the main data sources in qualitative research are words and actions". Primary data is data that is directly and immediately obtained from data sources by researchers. Primary data in this study were obtained directly from respondents and parties involved in this study through direct interviews using prepared questionnaires.

b. Secondary Data

Secondary data according to Sugiyono (2016: 225) is a "data source that does not directly provide data to data collectors to data collectors, for example through other people or through documents".

In this study using the two data above, namely primary data and secondary data, primary data obtained from pond owners and secondary data obtained from books, journals to complement and assist data or information in this study.

3. Data and Information Collection Techniques

Data and information collection techniques in this study, as well as the method used by researchers to obtain the data needed in this research is through interviews. According to Riduwan (2009:29) interviews are a way of collecting data used to obtain information directly from the source. The sample chosen in this study was a purposive sampling technique. According to Kriyantono (2012: 68), "Purposive sampling was chosen by researchers for certain considerations and for certain purposes". The sample in this study is the selection of sources to be interviewed by researchers. In this study, the researcher conducted interactions such as unstructured interviews in stages with a number of members of the National Police and civil servants.

4. Data analysis technique

Data analysis according to Bogdan & Biklen in Moleong, (2012: 248) is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what is important. learned, and decide what to tell others.

IV. DISCUSSION

1. Public Relations

Public Relations has three important functions in the organization, namely, providing information to the public, persuading the public to change attitudes and actions, and trying to represent the attitude of the organization towards the public and vice versa (Bernays in Gassing and Suryanto, 2016: 105). Subbaghumas (Subdivision of Public Relations) Polresta Sidoarjo is more directed at documentation and information activities. The Sidoarjo Police Public Relations activities go out, namely providing information to the public, while the Sidoarjo Police Public Relations activities go in, namely collecting data and information to be reported to all functions at the Sidoarjo Polresta. Sidoarjo Polresta Public Relations is the entry point for news and information entry for the community, and is a necessary and foremost function. But currently, the Sidoarjo Police Public Relations is directly under the Sidoarjo Police Chief.

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In the organizational structure of the Sidoarjo Police, in carrying out their duties Public Relations of the Sidoarjo Police have the responsibility to report the results of their work to the Kapolresta (Head of City Police), Deputy Chief of Police (Deputy Head of City Police).

In this study, the authors used the SWOT model analysis to evaluate the success of the Sidoarjo Police Public Relations task in serving the community. This model was chosen by the author because it is effective in mapping and knowing what are the strengths, weaknesses, opportunities and challenges faced by the organization before deciding to improve future strategies. The author conducted a two-stage SWOT analysis. The first stage of the SWOT analysis was carried out for the Sidoarjo Polresta organization in general, then the second stage of the SWOT analysis was carried out for tasks related to the media in particular.

Table: 5.2 SWOT Analysis of the Sidoarjo Police

No	Strength	Weaknesses	Opportunity	Threat (Threat)
1	The strategic location of the Sidoarjo Polresta office. close to public access.	The Sidoarjo Polresta office area is a new location	The Sidoarjo Polresta is widely known to the public	Some residents, especially the people of Sidoarjo, still find it difficult to communicate with the police especially public relations
2	Modern facilities and infrastructure	Not even the ability of mature soft skills among members of public relations within each - each task and role	Some residents were satisfied with the services provided by the Sidoarjo Police Public Relations	There are still many residents who still do not trust the Police
3	HR (Human Resources) who are trained and professional in their fields	There is no application that supports and controls the news received in the community	Many residents feel the good public service and fast response.	Many crimes are still in the name of the police and education society is still very small.

Source: Processed by the author based on the results of interviews with Public Relations Officers of the Sidoarjo Police and the Sidoarjo Police.

2. Competence

There are 2 major competencies that will be discussed in this study, the first is public relations competence in technical and managerial terms. First, the outcome resulting from this research is to find out the competence of the current Poldasu Public Relations personnel, and to avoid what is called encroachment. Both technical and managerial abilities consist of knowledge, skills and motivation. The technical and managerial skills must be owned by a Public Relations personnel. These abilities possessed by a public relations personnel must be excellent.

B. Technical Knowledge

Technical Knowledge Competence means: (authority) the power to determine or decide something (Poerwadar Minta, 2015: 518). With regard to authority and power, Berger and Luckman say that: "reality is socially constructed when a person or group of people interact together in a social system Kriyantono, (2014: 209). Knowledge is obtained from social processes where knowledge is the result of human construction about their world through interactions with other people. Knowledge as the next human construction: constructed and disseminated repeatedly from one generation to another so that it becomes "truth" or "knowledge" in society.

C. Understanding of Photography Competency (PIDM)

The competence of technical photography knowledge means the technical understanding of the theory of photographic composition that the researchers asked the three informants, there are similarities in answers where the technical knowledge regarding knowledge of the theory of photographic composition by the three informants does not have a good and sufficient understanding. In other words, the three informants did not know what photographic composition theory was because their educational background did not come from communication science but from the Police.

D. Elements of Knowledge Writing Articles, Press Releases, and Communication Materials (PENMAS)

The results of the interviews show that Public Relations personnel currently only have the ability to practice habits. When viewed from the theory used by researchers, that a PR personnel must excel in terms of knowledge about the elements needed to

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write articles, press-releases, and other communication materials properly. so that the competency value of technical knowledge is knowledge of the elements needed to write articles, press-releases, and other communication materials, Sidoarjo Police Public Relations personnel are not yet excellent and require special skills.

E. Understanding How to Edit Manuscripts (PENMAS)

The results of the interviews with the researchers concluded that a Public Relations personnel must excel in understanding how to edit texts. Habit factors also affect competence. So the competence of technical knowledge of understanding editing of the Polresta Public Relations manuscript is already excellence.

F. Introduction to Graphic Design and Layout Principles (PIDM)

The results of the interviews revealed that if it was needed for work related to graphic design and matters related to layout, Public Relations of the Sidoarjo Polresta used outside personnel.

G. Have Skill in Desktop Publishing (PIDM)

Competency of technical skills regarding desktop publishing, the researcher interviewed the three informants, there were similarities in the answers where the technical skills concerning desktop publishing of the three informants stated that they and other PR personnel did not have good expertise regarding desktop publishing. According to the researcher, there are still Public Relations personnel who do not have the expertise referred to. the existence of Sidoarjo Polresta Police Public Relations personnel still needs soft skill training in technical skills regarding desktop publishing.

H. Adapting Messages For Different Publics

Regarding the competence of technical expertise, which the researchers asked the three informants, there were similarities in answers where technical expertise adapted messages for different publics, the three informants emphasized that the delivery of messages to different publics was based more on the background of the recipient of the message. So from the results of the interviews, the researchers concluded that the understanding of adapting messages to different publics according to public and media segmentation. Even though the informant was unable to explain academically, provide reasons or grounds regarding the ability to adapt messages to different publics, the existence of technical expertise competence regarding adapting messages to different publics, Sidoarjo Police Public Relations, has excelled in adapting messages to different publics.

3. Career development

In career development which states that the organization is ready to reward and meet the emotional needs of its employees, so as to create confidence that the organization values its contribution and cares about career development. So from the results of the interviews with the three informants, the researcher concluded that, there are similarities in answers where an understanding related to career development can increase the job satisfaction of members and personnel of the Sidoarjo Police. This is able to prove that the increase in job satisfaction is also influenced by career development.

I. Availability of Human and Operational Resources

The availability of resources shows that the capability already exists. Based on the statements of the three informants it is very clear that they already understand how to estimate costs and the availability of resources. The ability to estimate costs and the availability of resources was owned by the three informants, so the Sidoarjo Police Public Relations personnel already had the ability to develop their careers.

J. Ability to Identify Potential Problems Facing the Organization

The existence of skills in career development, from the results of interviews with three informants about the ability to identify potential problems faced by the organization, it can be seen that this ability only exists in the Kabid. Public Relations has been able to describe well how to identify potential problems faced by the organization. the ability to identify potential problems faced by the organization is only owned by the Kabid. Public Relations, it can be stated that the Sidoarjo Police Public Relations personnel have not been maximal in identifying potential problems faced by the organization.

K. Ability to Create Public Segmentation

Creating public segmentation that is capable of creating innovation, from the results of interviews with three informants regarding the possession of good capabilities for segmenting publics owned by public relations personnel, it can be seen from the results of interviews conducted by researchers with three informants appointed or determined by researchers, it appears that the three informants already have good skills for segmenting the public and can be accepted by the external and internal environment of the Sidoarjo Police.

Satisfaction in Planning a Public Relations Program

In career development, Satisfaction planning a Public Relations program needs support from personnel or members of the Sidoarjo Police Public Relations. from the results of interviews with three informants about the informants' satisfaction in planning public relations programs owned by public relations personnel. From the results of the researcher's interaction and the

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statements given by the three informants, it appears that the three informants really enjoyed their work in making public relations programs. So it can be stated that the Sidoarjo Police Public Relations personnel are capable of planning a public relations program. That is, from managerial motivation in the public relations sector, the Sidoarjo Polresta created a public relations program for success that satisfied the organization and was able to enhance careers.

L. Motivated To Fulfill Organizational Goals

The existence of organizational goals also greatly influences the career development of personnel or members of the Sidoarjo Polresta Police. The results of interviews with three informants regarding the motivation of Public Relations personnel in meeting organizational goals can be illustrated from the results of interviews that the researchers conducted with three informants appointed or determined by the researchers. From the results of the interaction between the researcher and the statements given, it can be seen that the three informants were truly motivated to fulfill organizational goals. Seeing that the three informants were motivated to fulfill organizational goals, it can be stated that the Sidoarjo Police Public Relations personnel were well motivated to fulfill common organizational goals.

4. Performance

Performance is commensurate with actual work performance, which is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The Role of Expert Advisors in Performance (Expert Prescriber Communication)

The existence of organizational goals also greatly influences the performance of personnel or members of the Sidoarjo Polresta, the results of interviews with three informants regarding the performance of personnel where the role of public relations as an expert prescriber is the role of public relations in helping find solutions in solving public relations problems. An expert prescriber is also an expert in conducting research and formulating organizational problems related to the field of communication and communication disorders in achieving organizational goals, seeking solutions to problems through useful programs, and being responsible for program implementation. This is intended so that Public Relations can create communication that runs in two directions, in order to achieve a sense of mutual understanding,

The Role of the Problem Solving Process Facilitator in Member Performance (Problem- Solving Process Facilitator)

The existence of organizational goals also greatly influences the performance of personnel or members of the Sidoarjo Polresta, the results of interviews with three informants regarding the performance of personnel where all members of the Indonesian National Police can become public relations for their institution. This is because the strategy carried out by Polri public relations to improve its image will not work if other members of the POLRI do not provide good service in order to create a positive opinion about Polri. As a problem solving facilitator, in this case Public Relations is appointed as an adviser (adviser) to take action (decisions) because they are considered competent to solve the problem. As a problem solver, the role of public relations emphasizes the function of public relations in carrying out its duties to solve existing communication problems. Public Relations can be part of a strategic planning team.

Role as a Technician in supporting Performance (Communication Technician)

The existence of organizational goals also greatly influences the performance of personnel or members of the Sidoarjo Polresta, the results of interviews with three informants regarding the performance of personnel in order to carry out this role, Public Relations of the Sidoarjo Polresta uses various available media to convey messages to the public. Sidoarjo Police Public Relations invites journalists, both electronic and print media and media portals, to activities such as press conferences or names of suspects and evidence with the aim that the public can find out information not only through electronic media, but also print media and media portals. The Sidoarjo Polresta develops the personal skills of its members in the field of public relations, cameramen,

CONCLUSIONS

Based on the research that has been carried out by the author using the SWOT model analysis, by analyzing three managerial indicators, career development and the performance of members of the Sidoarjo Polresta Police Public Relations, the authors can conclude that the skills, soft skills and competencies of members and public relations personnel of the Sidoarjo Polresta are in accordance with the role and job description as a whole, but there are several factors that hinder the implementation of public relations duties as a whole, including:

1. Technical knowledge in terms of competence in public relations consists of:
 - Understanding of photographic composition theory (PIDM)
 - Knowledge of the elements of writing articles, press releases and communication materials (PENMAS)
 - Introduction to graphic design and layout principles (PIDM)

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- Understanding of concepts and identification of problems and solutions
- 2. Skills in career development in public relations consist of:
 - Skills in writing articles, press releases, and other communication materials (PENMAS)
 - Skills in desktop publishing (PIDM)
 - Ability to identify potential organizational problems.
- 3. Work motivation that affects performance in public relations consists of:
 - Can produce public relations messages
 - Role as a communication facilitator, as well as problem solving
 - The role of technicians or providing adequate information to the public
 - Discriminate and ethics in withholding or disseminating information for the media and the public.

On the other hand, the strategy carried out by the Public Relations of the Sidoarjo Police has not yet covered the whole. This can be seen from the fact that some people are still not aware of the updated information conveyed by public relations, because the Sidoarjo Police are still making the most of their official social media accounts such as Facebook, Instagram, Twitter and Youtube to fully integrate service assistance to the community.

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