



Competence of Bhabinkamtibmas in Preventing Conflict among Traditional Martial Arts (Silat) Organization in Jombang Resort Police

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Abstract

This research was motivated by the rampant conflict between traditional martial arts (silat) organizations at the Jombang Resort Police due to the inadequate competence of Bhabinkamtibmas. Therefore, this study aims to analyze the competence of Bhabinkamtibmas in preventing social conflicts of this type. A qualitative approach with the field research method was used in this study. The research sources were related parties from the Jombang Police, and data collection techniques included interview techniques, document review, and observation, reinforced by focus group discussions and competency tests. The research found that the general competency profile of Bhabinkamtibmas in terms of knowledge, skills, and attitudes is still insufficient. Additionally, the conflict is mostly triggered by silat organizations with a large following. The main factors causing conflict are differences in identity and the doctrine of solidarity. The study concludes that professional competency of Bhabinkamtibmas is determined not only by knowledge and skill aspects, but also by other invisible aspects, such as motives, traits, concepts, and the characteristics of the Bhabinkamtibmas assignment area. Both general and professional competencies of Bhabinkamtibmas in preventing conflicts between silat organizations are limited, and the most significant influencing factor is the initiative of Bhabinkamtibmas and their direct superiors.

Keywords: *Bhabinkamtibmas; Competence; Silat Organizations; Social Conflict*

Introduction

The Indonesian National Police (Polri) is the primary institution responsible for maintaining national security and order. However, various social conflicts have the potential to cause divisions within the nation. As mandated by the 1945 Constitution of the Republic of Indonesia, Polri is responsible for maintaining security and order, enforcing laws, and protecting and serving society. The Chief of Police's Priority Program, "*Presisi*," emphasizes the importance of "Strengthening Social Conflict Handling." One of the prevalent social conflicts is the conflict among martial arts organizations, particularly in areas with a high concentration of silat organizations, such as Jombang Regency.

The conflict between silat organizations is a chronic issue in Jombang Regency, causing losses to the involved parties and sometimes resulting in violence and property damage in the surrounding areas.

The Jombang Resort Police has collected data on these conflicts over the past five years, which is summarized in Table 1:

Table 1. Police Report on Silat organization conflicts

YEAR	2019	2020	2021	2022	2023
CASES	9	7	9	13	3

Over a period of five years, persecution between silat organizations in Jombang has slightly increased until 2022. However, data collected in January 2023 has indicated an upward trend at the beginning of this year with three cases, highlighting the gap in conflict prevention measures implemented by the Jombang Police. Additionally, several cases of conflict between silat organizations in Jombang have resulted in acts of violence and murder (Budianto, 2023; Rohmadi, 2023). This conflict is not a new problem and has been occurring repeatedly over the past few years.

Prevention is a prioritized strategy in dealing with social conflict. Article 6 of The Conflict Social Handling Regulation outlines four aspects used as conflict prevention strategies, including (1) maintaining peaceful conditions in society, (2) developing a system for peaceful dispute resolution, (3) reducing potential conflicts, and (4) building an early warning system. Prevention is prioritized over other stages because it is the best way to reduce costs arising from the criminal justice system or post-conflict rehabilitation. It also helps to address the limited number of local police personnel and equipment, and minimize the impact of conflict that results in the disruption of government administration activities and the function of government services to the community.

Preventing conflicts is more beneficial than handling them after they occur. Article 19, paragraph (2) of Law Number 2 of 2002 about the Indonesian National Police emphasizes the importance of preventive actions. Community Liaison Police Officers, also known as *Bhabinkamtibmas*, are conflict prevention personnel who deal directly with the community (Polri, 2018).

However, the competence of *Bhabinkamtibmas* is a major obstacle in carrying out their duties effectively. *Bhabinkamtibmas* officers must possess knowledge, experience, and problem-solving skills to address issues that arise in the community. They should be able to accommodate community complaints, prioritize cooperation to solve problems, and be ready to carry out their duties (Polri, 2018). Nugroho (2018) highlights the importance of *Bhabinkamtibmas* officers in building partnerships and facilitating problem-solving within the community, including conflicts.

Studies have shown a positive correlation between the competence and task performance of personnel (Mayastinasari, 2023; Nguyen et al., 2020; Nursaid et al., 2020; Setyoko & Kurniasih, 2022; Shin et al., 2022; Tella et al., 2007; Zhang et al., 2013). Despite this, there are still several obstacles that prevent *Bhabinkamtibmas* officers from performing their roles effectively, such as: (1) heavy workload with multiple roles; (2) inadequate early detection capabilities; (3) police culture development; (4) accountability in responding to complaints and society's dynamics; (5) reward structure; (6) public satisfaction and trust in police performance; and (7) communication skills and knowledge of *Bhabinkamtibmas* (Surajab, 2020; Wahyurudhanto, 2018; Zulkarnaen, 2018).

This study aims to shed light on the importance of *Bhabinkamtibmas* officers' competence in preventing social conflict, particularly between silat organizations at the Jombang Police Station. Jombang Resort Police was chosen as the research location due to the presence of multiple silat training branches that frequently experience conflicts. Silat organizations are very active in the area, engaging in various activities such as recruiting members, training, and validating new residents in Jombang Regency. Given the direct link between *Bhabinkamtibmas* officers' duties and the community, their competence in

preventing conflicts is of great significance. Therefore, this study seeks to evaluate the effectiveness of Bhabinkamtibmas officers' competencies in preventing social conflict in the community.

Literature Review

2.1. Bhabinkamtibmas Competency Concept

Bhabinkamtibmas is a member of the Indonesian National Police (Polri) who is responsible for maintaining security and public order and is also a part of the Community Policing program (Polri, 2018). Bhabinkamtibmas applies the Polmas concept, which aims to partner with the community in solving various problems. This concept is similar to the Neighborhood Police Program in Western countries and the Japanese police Koban and Cusaizo, where each member of the police is responsible for their designated area.

According to Article 15 paragraph 5, *Perkap* no 7 of 2021 concerning Bhabinkamtibmas, Bhabinkamtibmas can only be transferred from one village to another after serving for at least 3 years in their duty area. The minimum requirement to become a Bhabinkamtibmas is the First Sergeant Police Rank, as stated in the same regulation. In their daily tasks, according to Article 3 Paragraph 2 of the above regulation, Bhabinkamtibmas is responsible to the Chief of Sector Police. The Bhabinkamtibmas guidebook (2017) states that the basic competencies that Bhabinkamtibmas must possess are knowledge, skills, and attitudes.

2.2. The Concept of Preventing Social Conflicts

Conflicts arise when two or more parties have opposing goals. The word "conflict" comes from the Latin word *confligere* which means clash (Robertson, 2005). Preventing social conflicts is an effort to manage conflicts within a society. This aligns with the understanding of conflict resolution stated in Article 1 paragraph 2 of the Law of the Republic of Indonesia Number 7 of 2012. Meanwhile, technical regulations for managing conflicts are provided in Police Regulation number 8 of 2013 concerning Technical Conflict Management. Four types of conflict prevention can be implemented, namely: (a) maintaining peaceful conditions in society; (b) developing a system of peaceful dispute resolution; (c) reducing potential conflicts; and (d) building an early warning system. According to Article 5 of the Social Conflict Handling Regulation, sources of conflict can be categorized into five groups: (a) problems related to politics, economics, and socio-culture; (b) feuds between religious communities and/or between religious communities, between tribes, and between ethnic groups; (c) disputes over village, district/city, and/or province boundaries; (d) disputes over natural resources between communities and/or between communities and business actors; or (e) unbalanced distribution of natural resources in society.

Considering the sources of conflict above, conflicts between silat organizations can be categorized as conflicts over resources, specifically membership. Klem (2007) in (Arisca & Lubis, 2022) identified four factors that cause conflicts, namely: (a) triggers, which are events that trigger conflicts but are not necessary or sufficient enough to explain the conflict itself; (b) pivotal factors or root causes, which are located at the root of the conflict and need to be addressed to resolve the conflict; (c) mobilizing factors, which are problems or situations that mobilize groups to commit violence; and (d) aggravating factors, which add to points 1 and 3 but are not sufficient to cause the conflict itself.

2.3. Police Science Paradigm

Police science employs various approaches such as multidisciplinary, interdisciplinary, and transdisciplinary approaches to manage social problems. The transdisciplinary approach, closely linked to police knowledge, is a problem-solving approach that can adapt to the form of the problem. It can use

both multi and interdisciplinary approaches in its application. According to Bergmann et al. (2012), transdisciplinarity is a fusion of various disciplines seeking new methods to study important themes or problems. Transdisciplinary research projects involve many specialized disciplines and seek solutions to specific constellations of problems. Real cases handled need to be generalized through a process of criticism and theoretical reflection on the results of specific cases, making it suitable for resolving social conflicts that require various scientific fields.

Various sciences are involved in managing social conflict in accordance with the paradigm of transdisciplinary police science. One of the essential supporting sciences is administrative science. Administrative science covers not only the scope of correspondence within an institution but also broadly covers the management process within an organization to achieve goals. According to Herbert A. Simon in (Miftah, 1990), "Administration can be defined as the activities of groups cooperating to accomplish common goals." In the broadest sense, administration can be formulated as the activities of groups of people working together to achieve common goals. This definition makes it clear that administration is a group activity that involves cooperation to achieve a common goal. In modern society, group cooperation activities are carried out with a formal structure called a formal organization. A formal organization is an established system of cooperative efforts in which each member has a clear role to carry out their work and obligations. Thus, administration has a very broad meaning, namely as organizational management by working together to achieve goals.

Having a police administration perspective means understanding police operational management, which intersects with development management and the management of technology as a supporting function of police operational management. According to Article 2 of Law no. 2 of 2002 concerning Polri, Polri is the function of the state government in maintaining public order and security, law enforcement, protection, and service to the community. This makes Polri practically inseparable from the executive state administration.

Police administration is an essential aspect of the police discipline, which deals with solving problems related to police matters. According to Parsudi Suparlan (2004), police science is a new interdisciplinary field that studies social problems and their management to create social order. Police administration is a sub-domain that contributes to identifying and managing social problems to achieve the goals of Polri. This involves managing resources within the organization and requires a close interdependence between administration and management.

In line with the current Human Resources (HR) paradigm, HR is considered a valuable asset or human capital that is crucial for an organization's success (Apdillah et al., 2022; Sutrisno, 2021). This differs from the old HR paradigm, which viewed HR as a "human resource" or a supporting asset on par with machinery, budget, and logistics. According to Becker (2009), the main concept of human capital is that humans are not just resources but capital that generates returns as an investment for the company. Edvinsson & Malone (1997) define human capital as individual knowledge, experience, capability, skill, creativity, and innovation. Knowledge can be gained through education, training, or self-study, while skill is the ability to perform practical tasks. Therefore, human capital is closely linked to human competence.

2.4. Competency Theory

Etymologically, the term "competence" is derived from the English word "competency", which means skill or ability (Echols & Shadily, 1983). According to Spencer and Spencer (2008), competence is "an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation". This means that competence is a fundamental trait that underlies a person and is related to their effectiveness in their work. Based on this definition, the phrase "underlying characteristic" implies that competence is an inherent part of a person's personality and behaviour that can be predicted in various situations and work tasks. The term "causally related" suggests

that competence is a predictor of behaviour and performance. Meanwhile, the term "criterion-referenced" means that competence predicts who will perform well and who will not, as measured by the criteria or standards used.

From the above understanding, it can be concluded that competence is a fundamental trait that is inherent in a person's personality and behaviour, and serves as an incentive to achieve and carry out tasks effectively. Competence can be classified into two types: professional competence, which is related to the role we choose, and general competence, which we must possess as human beings. For example, competence as a good spouse. Spencer and Spencer (2008) identify five components of competence, as shown in the following Iceberg Model:

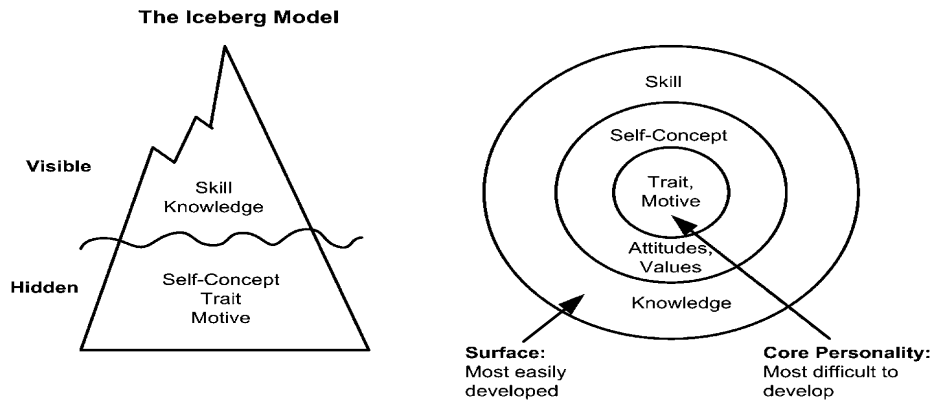


Figure 1. Ice Berg Model
Source: (Spencer & Spencer, 2008)

Spencer and Spencer's Competency Theory identifies five components of competence: motives, traits, self-concept, knowledge, and skills. According to Darma (2002), motives, traits, and self-concept are considered hidden competencies because they are more deep-seated and difficult to measure than knowledge and skills, which are referred to as visible competencies.

1. Motives refer to an individual's consistent thinking about something desired, which results in behavior such as controlling, directing, guiding, or making choices to achieve certain goals. Traits are an individual's physical characteristics and consistent responses to particular situations. Self-concept pertains to an individual's attitudes, values, or imaginings.
2. Knowledge refers to the information an individual possesses in a particular field. This component of competence is complex because measuring actual knowledge and abilities required for a job can be challenging. Tests measuring knowledge sometimes fail to predict performance accurately.
3. Skills, on the other hand, refer to an individual's ability to perform particular physical or mental tasks. Skills tend to be more visible than other components of competence and are relatively easier to measure and develop.

Research Methods

This study adopts a qualitative research approach using field research methods to describe the problem phenomenon of Bhabinkamtibmas officers' competence in preventing conflicts between silat organizations. The study will draw on three sources of data: primary, secondary, and tertiary.

The primary data sources consist of the Head of Jombang Resort Police, Deputy Head of Jombang Resort Police, Head of HR, Head of Community Development Unit, Head of Criminal Investigation Unit, Head of Intelligence Unit, Head of Sector Police, Bhabinkamtibmas officers,

Community Leaders, and Actors in the conflict. The secondary data sources will be obtained from Jombang Resort Police Basic Intel Report, Monthly Police Reports, Criminal Case Data, Personnel Data Based on Number, Placement, Rank, Dikjur, logistics, Daily Bhabinkamtibmas Reports, Monthly Reports, Work Plans, Laws and Regulations, and other relevant literature. Meanwhile, the tertiary data sources will come from various scientific journals on personnel competence.

The study will utilize four data collection techniques, including interview techniques, observation, document review, and knowledge and skill tests to assess the competence of Bhabinkamtibmas officers. Data analysis techniques in this study will include data reduction, data presentation, drawing conclusions, and data verification.

Research Result and Discussion

Description of the Profile of Bhabinkamtibmas's General Competency at the Jombang Resort Police

In this study, we conducted a knowledge and skills test for 111 Bhabinkamtibmas at the Jombang Resort Police using a set of 20 questions. The test consisted of 10 general knowledge questions and 10 general skills questions adapted from the basic guidebook for Bhabinkamtibmas and used a true or false format (Polri, 2018).

The results of the general knowledge test are presented in Figure 2, which shows the percentage of Bhabinkamtibmas who answered each question correctly. It should be noted that the questions covered various topics, including legal regulations, community policing, and conflict resolution. Overall, the Bhabinkamtibmas demonstrated a strong level of general knowledge, with an average score of 85%.

Further analysis of the data will be presented in the following sections to provide a more detailed profile of the Bhabinkamtibmas' general competencies in terms of both knowledge and skills.

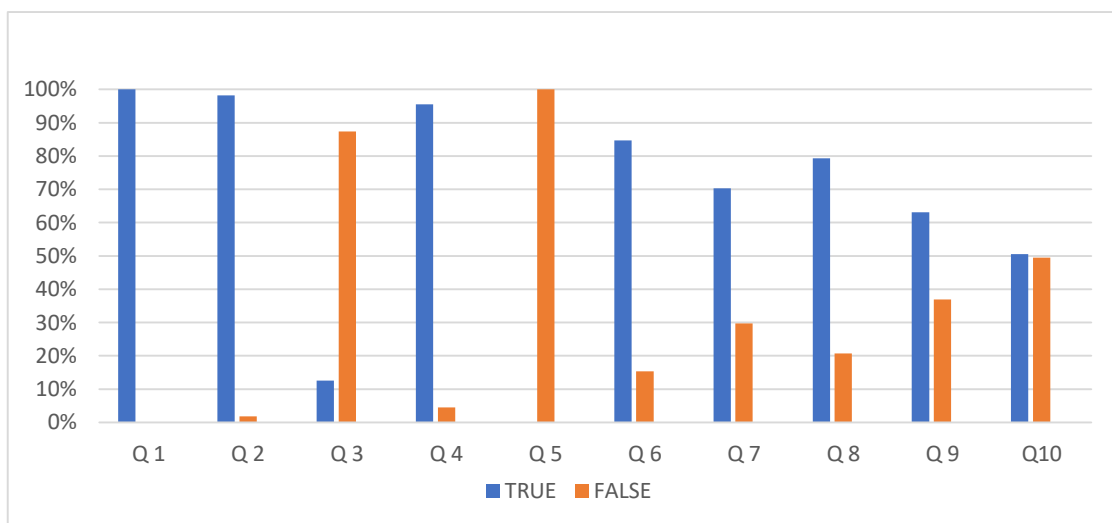


Figure 2. The Results of General Knowledge Test

Figure 2 presents the results of a general knowledge test administered to Bhabinkamtibmas officers. The test revealed that all officers scored highly on question number one, which pertained to the characteristics of their assignment area. However, the questions that received the most incorrect answers

were question number 3, which tested knowledge related to legislation supporting the task of Bhabinkamtibmas, and question number 5, which focused on understanding Community Policing as a strategy and philosophy.

It is worth noting that understanding laws and regulations is crucial for Bhabinkamtibmas officers, as it can help minimize errors and avoid violations of the law that may result in sanctions or other negative consequences. According to Harahap (2013), officers with a good grasp of laws and regulations can carry out their duties professionally and responsibly. Miftah (1990) also stresses that this knowledge is essential for officers to fulfill their obligations and prevent losses, both material and immaterial.

Furthermore, familiarity with the Community Policing concept is valuable for strengthening relationships with the community and implementing conflict prevention strategies that align with the region's characteristics. In summary, the results of the test underscore the importance of possessing a strong knowledge base in both legislation and Community Policing for Bhabinkamtibmas officers.

On the other hand, the table below presents the results of the Bhabinkamtibmas general skills test, namely:

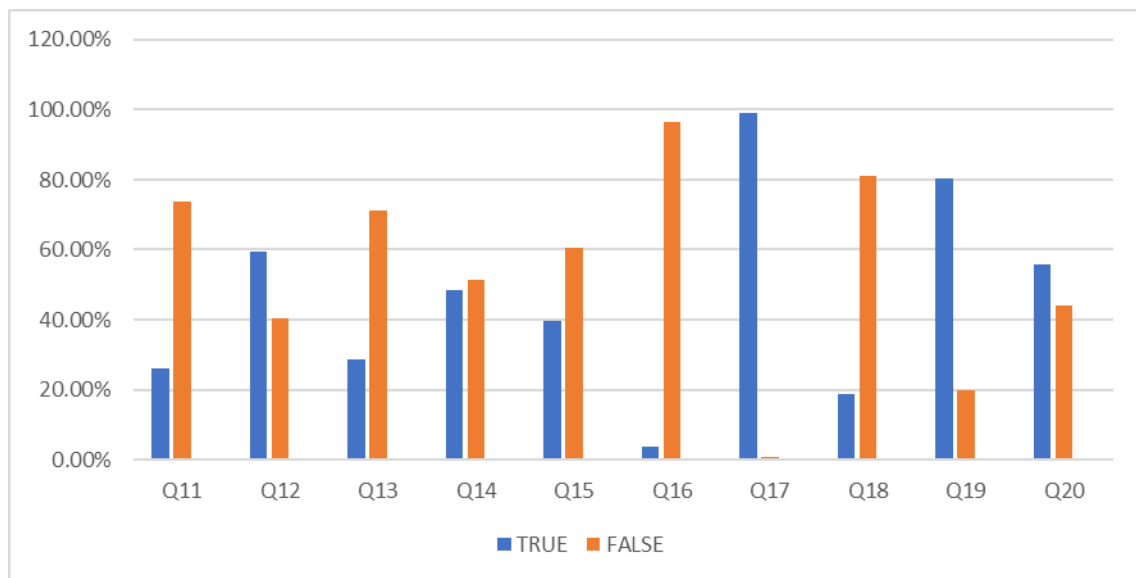


Figure 3. Results of the General Skills Test Bhabinkamtibmas

Figure 3 show the results of the Bhabinkamtibmas general skills test, which assessed various competencies, including effective communication skills, team building, managing group dynamics and motivation, mediation and negotiation skills, and implementing community policing strategies.

The graph indicates that Bhabinkamtibmas officers performed well on questions number 17 and 19. However, many officers misunderstood other questions, resulting in incorrect answers. It is clear that effective communication skills require the most attention for improving the performance of Bhabinkamtibmas services.

Enhancing effective communication skills is essential for officers to establish positive relationships with the community, as it enables them to better understand the needs and expectations of the people they serve. Moreover, effective communication skills can also help officers de-escalate potentially volatile situations, manage conflicts, and build trust with community members. Overall, the

results of the general skills test provide insights into the areas where Bhabinkamtibmas officers can improve their competencies to enhance their service delivery.

Effective communication is critical for the success of Bhabinkamtibmas officers. However, many officers feel insecure about expressing their opinions and leading discussions in public forums, which negatively impacts their performance. According to Girardi et al. (2021), poor communication skills can make people feel insecure in social situations, and may also hinder their ability to build healthy relationships.

In addition to communication issues, various other factors hinder the development of Bhabinkamtibmas competencies. Interviews, observations, and FGD techniques identified the following obstacles: (1) the majority of Bhabinkamtibmas officers only have a Senior High School education, which hinders their confidence when communicating with the public; (2) a lack of training to support Bhabinkamtibmas duties; (3) insufficient duty experience; (4) a lack of discipline and integrity; (5) insufficient operational funds; (6) outdated regulations governing their tasks; (7) irregular rotation of duties that do not comply with regulations; and (8) a shortage of Bhabinkamtibmas officers resulting in excessive concurrent assignments.

These factors contribute to attitudes and behaviors that hinder Bhabinkamtibmas officers' performance, thus hindering the success of their mission to protect and serve the community. Addressing these obstacles will require a comprehensive approach that involves providing adequate training, resources, and support, as well as updating regulations and procedures to align with current needs and standards. By doing so, Bhabinkamtibmas officers will be better equipped to carry out their duties and deliver effective services to the community they serve.

Characteristics of Silat Organizations Conflict in Jombang Resort Police

Jombang is home to 12 silat organizations with a considerable number of members. Based on several interview sources, three of these organizations stand out as being frequently involved in violent conflicts with other silat groups. These are Persaudaraan Setia Hati Teratai (PSHT), Kera Sakti (IKSPI), and Pagar Nusa (PN). To shed more light on the matter, the following section details the incidents of violence involving martial arts organizations in Jombang Resort Police from 2020 to 2023. Table 2 shows the number of conflicts between silat organizations that the police have processed.

Table 2. The number of conflicts between silat organizations that were processed

No	Conflicted martial arts organizations	Number of cases
1	PSHT with IKSPI	9
2	PSHT with the community	7
3	PSHT with Pagar Nusa	5
4	PSHT with PSHW	4
5	IKSPI with the community	3
6	IKSPI with PN	2
7	PN with the community	2
8	PSHT 16/ 17/ PSHW with the community	4

From 2020 to 2023, the Jombang Police processed 36 cases of conflict involving silat organizations, as shown in Table 2. One interesting fact is that most of the violent conflicts occurred between silat organizations with the largest mass base, namely PSHT, IKSPI, and PN. Internal conflicts also arose between Persaudaraan Setia Hati Winongo (PSHW) and PSHT, as well as between PSHT 16 and PSHT 2017.

Moreover, the table reveals that conflicts often arise between silat organizations and the community. Thus, these conflicts also have negative impacts on the surrounding environment, including civil society not involved in the martial arts organizations.

Conflicts between silat organizations involve several parties, either directly or indirectly. Rohmadi (2023) notes that the parties involved in conflicts between silat organizations in Indonesia include individuals from the warring organizations, community groups who are directly involved, and security forces assigned to handle the conflict. Conflicts between silat organizations in Jombang were dominated at the grassroots level, while at the leadership level, silat organizations tended to be peaceful. Even the leaders of these martial arts organizations are willing to work together to spread the message of peace and take firm action against members who commit violence. Nevertheless, there have been attempts by the leaders of the silat organizations to implicitly defend their members who are in conflict. This effort is described in various teachings and doctrines to defend "brothers" even though what was done was wrong. The following is an analysis of the causes of conflict according to Fisherman (2002), namely:

A. Conflict Triggers

Social and online media play a significant role in triggering conflict between silat organizations. The conflict between silat organizations at the Jombang Police Station can be explained using the classification of triggers proposed by Klem (2007) in (Arisca & Lubis, 2022). In some cases, clashes between different groups are often triggered by posts or comments that are considered demeaning or insulting to a particular group. Due to the viral nature and wide reach of social media, false and invalid information can easily spread and create polarization between groups. In addition, personal problems are also the main trigger of conflict between silat organizations. This occurs when members of one group have personal problems with members of another group, which then develop into disputes between groups. For example, a dispute between PSHT and PN members that star

B. Pivotal Factor of Conflict

Silat organizations that have a large following tend to build a social identity seeking membership from groups that share the same values and identity (Tajfel & Turner, 2004). However, conflict can arise when two silat organizations have different values or identities and compete for recognition and support from society. Lestari (2018) highlights that conflict arises when individuals or groups feel that their identity is threatened by the existence of other groups. In the context of silat organizations, conflicts may arise when one organization feels that another organization poses a threat to their identity or existence.

Furthermore, the cause of conflict between silat organizations is disagreements in their understanding of the values and basic principles of silat organizations. Each silat organization has different characteristics and philosophies, which often leads to differences in understanding and interpretation. This may cause disagreements regarding self-defense techniques, movement patterns, and training principles, which can escalate into a bigger conflict, particularly if there is rejection or humiliation of other silat organizations.

Doctrines such as solidarity, corps spirit, and brotherhood form the main foundations for strengthening the internal ties of silat organizations. Even in extreme conditions, some silat organizations defend their "*Dulur*" (the term used for silat members) even though their actions are wrong. Although the leaders of each silat organization convey messages of peace and mutual respect among fellow organizations, the internal doctrine may state the opposite. The doctrine of "defending comrades in martial arts even if they are wrong" is instilled in students when they study martial arts at that organization. This creates a high level of solidarity and corps spirit, particularly when fellow members are in conflict with other people. In most cases of conflict between silat organizations, the trigger factor is personal matters.

C. Factors that Mobilize Conflict

The conflict between silat organizations in Jombang has distinctive characteristics. Conflict mobilization occurs before and after events such as the ratification and promotion of silat organization members. Large masses gather, not only from members of silat organizations in Jombang but also from surrounding districts. These large convoys may exacerbate the situation because the group's ego may surface when they are in groups. They often pass through main routes and disturb other people. During the convoy, there are incidents where vehicles are nudged, but they still feel justified. Especially when their convoy meets other silat organization attributes used by the community, they may bully or even throw stones at the community. These actions sparked the conflict between silat organizations in Jombang.

D. Factors that Exacerbate Conflict

Factors exacerbating conflicts among silat organizations in Jombang are complex and often rooted in personal problems between members. These conflicts may escalate due to corporatism and become an arena for revenge between groups. For example, personal problems between members of PSHT and PN can develop into conflicts between groups that bear the name of each silat organization. This can happen during the ratification ceremony when group members convoy each other using vehicles. During these convoys, members may damage the headquarters of rival organizations or commit violence against members of other organizations simply because they wear a logo or shirt that is considered a symbol of a rival silat organization. These convoys can also target ordinary people suspected of being members of rival silat organizations and cause damage to their vehicles due to the psychological effects of the masses. This cycle of violence may continue indefinitely and become an ongoing venue for revenge.

Bhabinkamtibmas Professional Competence in Preventing Conflict between Silat Organizations in Jombang Resort Police

Bhabinkamtibmas' professional competence in preventing conflict between silat organizations in Jombang is crucial to maintain peace and security in the community. In assessing their knowledge and skills, Bhabinkamtibmas members underwent tests based on several indicators outlined in the Bhabinkamtibmas smart book. The test was conducted using a Google Form with true or false multiple-choice questions at two different Sector Polices. The participants included 21 Bhabinkamtibmas members from the Jombang City Sector Police and 15 Bhabinkamtibmas members from Diwek Sector Police.

The test covered various topics related to preventing social conflict, such as laws and regulations, maintaining peaceful conditions, building an early warning system, reducing potential conflict, and developing a peaceful dispute resolution system. The specific questions were as follows:

1. Laws and regulations related to social conflict (questions 21, 22, and 34)
2. Maintaining peaceful conditions in society (questions 23, 32, 37, and 38)
3. Building an early warning system (questions 24, 25, 29, 33, 36, and 39)
4. Reducing the potential for conflict (questions 26, 27, 30, and 31)
5. Developing a peaceful dispute resolution system (questions 28, 35, and 40)

The following figure presents the results of the Bhabinkamtibmas professional knowledge and skills test in preventing social conflict:

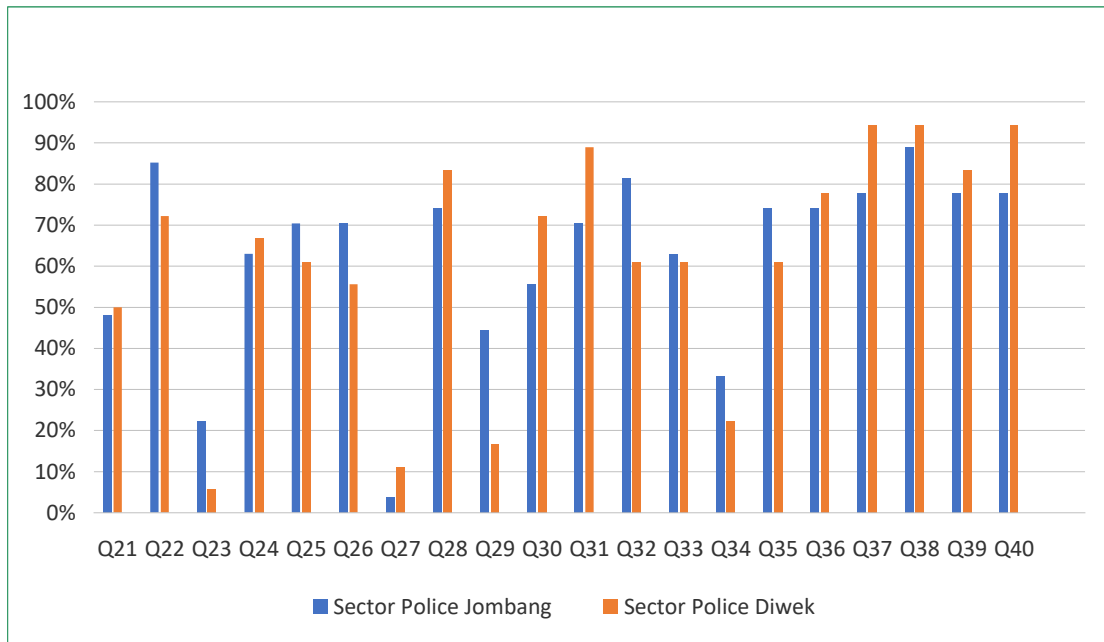


Figure 4. Test Professional knowledge and skills at the Jombang City Sector Police and the Diwek Sector Police

Upon comparing the technical competency tests for preventing social conflict between the Jombang City Sector Police and the Diwek Sector Police, it was observed that the graphs depicting the correct answers for the two sectors were similar. The only difference was in the average percentage score, with the Jombang Sector Police outperforming the Diwek Sector Police. Specifically, the Jombang City Sector Police, which had 21 Bhabinkamtibmas personnel, scored 60%, while the Diwek Sector Police, with 17 Bhabinkamtibmas personnel, had an average score of 58%.

It is important to note that the number of cases of martial arts organization conflicts in the last 5 years differed between the two police jurisdictions. The Jombang City Police had 4 cases of conflict, while the Diwek Police had only one case. This indicates that the test results of the average Sector Police member have no significant impact on determining the occurrence of incidents involving violent conflict between martial arts organizations.

The knowledge and skills possessed by Bhabinkamtibmas are indeed important, but they are not the only factors that determine their performance and effectiveness in maintaining security in their area. In addition to knowledge and skills, Spencer and Spencer (2008) mention other factors, such as Bhabinkamtibmas behavior, which is reflected in their nature, self-concept, and motives, as well as regional characteristics that are invisible determinants of Bhabinkamtibmas' performance. The following describes these factors:

A. Spencer's Iceberg Theory of Competency

Spencer's "Iceberg model" of competence illustrates that there are two types of competencies: observable competence and hidden competence. Visible competence includes behaviors that can be directly observed or measured by others, such as technical skills, communication skills, or the ability to lead a team. Meanwhile, hidden competencies include factors that are not directly visible, such as attitudes, values, or individual motivation. These hidden competencies have a significant impact on individual behavior at work, but they are difficult to observe directly. According to Spencer and Spencer (2008), visible competence is only a small part of the overall individual competency. Hidden

competencies, although not directly visible, are also important in achieving superior performance in the workplace. In this "iceberg model," visible competencies are only the part of the surface of the iceberg that is visible above the water surface, while hidden competencies are a larger part and are hidden beneath the water surface.

In competency development, the Iceberg model shows the importance of paying attention to these two types of competencies and developing both in a balanced way. By paying attention to and developing visible and hidden competencies, individuals can improve performance and achieve desired career goals. In the results of the technical competency test between the Jombang City Sector Police and the Diwek Sector Police, it was found that technical competency alone is not too significant in reducing the number of crime scenes in the martial arts organization conflict case over the past five years.

B. Differences in the characteristics of the Jombang Kota sub-district and Diwek sub-district

While technical competency is important for Bhabinkamtibmas in maintaining security, it is not the sole determining factor of their performance and effectiveness. The results of a technical competency test between the Jombang City Sector Police Bhabinkamtibmas and the Diwek Sector Police revealed that a higher technical competency does not necessarily result in better prevention efforts than lower technical competence. There are other factors that play a role, such as the characteristics of each region.

The Jombang City Sector Police is located in the center of Jombang City, a densely populated location with many conflicting economic, political, social, and cultural interests. The city center is also heavily impacted by rapid urbanization and modernization, causing major social and cultural changes. The denser the population and the more heterogeneous the community, the higher the risk of conflicts arising from differences in identity, ethnicity, religion, and political interests.

On the other hand, the Diwek Sector Police is farther away from the urban center of Jombang and has a lower level of security and order. Identity conflicts in densely populated areas are often places of interaction between groups of people with different backgrounds, such as ethnicity, religion, or culture. This difference in identity can trigger conflicts if one group feels disrespected or threatened by another group.

One of the triggers for inter-organizational conflicts is the convoy that is carried out before and after the event, involving large masses of the organization. The characteristics of the Jombang City Sector Police, being the center of the city, make it more trafficked by motorists or convoys of martial arts organizations than the Diwek Police. The potential for convoys to trigger destruction and violence in cases involving silat organizations can be explained by the routine activity theory put forward by Cohen and Felson in 1979. According to this theory, the occurrence of criminal acts is influenced by three factors: the motivation of the perpetrators, the existence of attractive targets, and the opportunity or conditions that allow the criminal act to occur. In this case, the existence of convoys provides opportunities and conditions that support the occurrence of criminal acts. Convoys can also provide a sense of security for perpetrators because of the support from other convoy members, making them more courageous to commit crimes.

Vehicle convoys can be used to commit crimes such as robbery, theft, or extortion. Motorcycle convoys are often used by motorcycle gangs to carry out criminal acts such as wild racing, brawls, or beatings. They can also be used to facilitate acts of theft or extortion. Setiawan (2020) highlights the potential for convoys to cause road crimes, especially when the convoy consists of vehicles that have high speeds and perform dangerous maneuvers. This can result in accidents and loss of life, as well as provide an opportunity for perpetrators to escape. In the context of convoys conducted by silat organizations, they can be used as a show of strength against rival silat organizations. Groups in convoy feel psychologically protected because they are in a group and can commit acts of violence and destruction when they see

symbols on the clothes, headquarters, or flags of rival silat organizations. In a planned way, convoys dominated by teenagers can be used as a venue for revenge on opponents from their martial arts organization.

Conclusion

Based on the results of the research and the related theories and concepts discussed, the following conclusions can be drawn:

According to Spencer, competence encompasses five aspects: knowledge, skills, self-concept, traits, and motives. The study finds that Bhabinkamtibmas lack adequate knowledge and skills in understanding laws and regulations, community policing, and effective communication. This can be attributed to the lack of vocational education and training opportunities and the high performance burden due to concurrent assignments.

Moreover, the primary cause of conflicts between silat organizations is the differences in identity and the doctrine of solidarity. While Bhabinkamtibmas' knowledge and skills in preventing social conflicts are important, they are not the only factors that contribute to the success of conflict prevention. Competence in self-concept, traits, and motives, as well as the characteristics of the assignment area, also play a significant role.

In summary, to improve the effectiveness of conflict prevention among silat organizations, it is crucial to provide Bhabinkamtibmas with adequate training opportunities and reduce their performance burden. Additionally, addressing the root causes of conflicts and considering the context of the assignment area are essential factors to be taken into account.

Recommendations

Based on the findings of this study, the following recommendations are proposed to address the three questions raised:

- a. To enhance the performance of Bhabinkamtibmas in preventing conflicts between silat organizations, the Jombang Resort Police commander should prioritize efforts to improve their knowledge, skills, and attitudes. This can be achieved by implementing a reward and punishment system, providing good supervision, and promoting reading and media literacy.
- b. Given the multi-factorial nature of conflicts between silat organizations, it is essential to establish continuous collaboration between various parties, including the local government, police, community, and silat organizations. To foster better relations and promote mutual understanding, the Jombang Resort Police could organize various competition and social activities that bring together members of different silat organizations.
- c. To provide effective guidance for Bhabinkamtibmas in preventing social conflicts that is tailored to their assigned areas, modern multimedia tools should be utilized. These should be accessible to all Bhabinkamtibmas in various formats, such as e-books and videos, and adapted to the specific characteristics of their assigned areas.

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