

Article

Enhancing public safety and order: Assessing the role of SATLINMAS in Bandung

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Abstract: The research examines the function of the community protection unit in upholding public safety and order within Bandung City, Indonesia; operating within the framework of Sishankamrata (the community defense and security system). It is a crucial collaborator with the Military of Indonesia (TNI) and the Police of Indonesia (POLRI). SATLINMAS plays an essential role in preserving security and public order. Employing a mixed-methods approach, this study evaluates the status of the regional community unit in Bandung, with a specific focus on enhancing the capabilities of its members. The results of this research uncover deficiencies in the personal, organizational, and institutional system dimensions, thus underscoring the need for targeted capacity-building interventions. Furthermore, the study emphasizes the significance of community engagement in enhancing the efficacy of Sishankamrata.

Keywords: community protection unit; public safety; Sishankamrata; capacity building; security and order

1. Introduction

As social creatures, humans show a hierarchy of essential needs, as described by Maslow (1994), which includes the need to eat and drink, the need to be loved, the need to feel safe, the need to be recognized, to self-actualization, and not be humiliated. Of these, security emerges as a crucial concern once physiological needs are met. Therefore, in addition to fulfilling the basic requirements of its citizens, such as clothing, shelter, and food, a government is tasked with guaranteeing the safety and security of each individual. Therefore, the necessity of national defense and security surpasses mere obligation; it represents an undeniable mandate for any operational state (Blake, 2008; Francioni, 2017; Reza, 2017). Safeguarding the well-being of its citizens is not merely a task but a core obligation vested in the state, deeply rooted in its social covenant with the populace. In this framework, the state's responsibility expands beyond meeting material necessities to include providing the intangible yet crucial aspect of security for every citizen (Blake, 2008; Francioni 2017; Rusliadi and Aina, 2024). This involves shielding individuals from external dangers, maintaining law and order, and upholding individual rights and freedoms within the societal structure. Thus, national defense and security constitute fundamental elements of governance, imperative for nurturing societal welfare and advancement (Blake, 2008; Francioni, 2017; Liyandi et al., 2024).

The obligation to ensure national defense and security extends beyond government institutions; this is a collective task involving the state and civil society. In Indonesia, this principle is strengthened in the constitutional framework, specifically articulated in Article 30 paragraph 1 and paragraph 2 of the 1945 constitution. Implicit in this constitutional provision is the need for citizens to be

actively involved in protecting the interests of the state and ensuring its security. Citizens are not simply recipients of state protection; they actively participate in collective efforts to defend the country. The constitutional directive emphasizes the principle of inclusive security governance, where the state and its citizens work together synergistically to protect the state's interests and maintain its security. This constitutional provision also underlines the concept of collective security governance, where responsibility for defense and security is not solely handed over to the TNI and POLRI but also involves active community involvement through the Sishankamrata framework in Indonesia. As the cornerstone of the security and defense approach from Indonesia, Sishankamrata emphasizes the collaboration between official institutions and civil society in defending the security and interests of the state. The establishment of Community Protection Units (Satlinmas) is the true social expression of Sishankamrata as the defense and security system of the entire populace (Bakker, 2017; Reza, 2017; Wilson, 2015, 2017).

In compliance with Ministerial Regulation Number 69 of 2012 (Minister of Home Affairs Regulations), the coverage criteria for Community Protection Units (Satuan Perlindungan Masyarakat, Satlinmas) in districts or cities requires one Satlinmas member for each neighborhood unit (Rukun Tetangga/RT), with a target set in 2014. This regulatory framework underscores the necessity of ensuring adequate representation of Satlinmas personnel at the grassroots level to enhance community security and resilience. Adhering to this criterion would ideally result in every neighborhood unit having at least one designated Satlinmas member, thereby ensuring broad coverage and accessibility of security services within local communities (Bakker, 2017; Reza, 2017; Wilson, 2017). However, it is notable that the potential number of Satlinmas members, if fully realized, could exceed even the combined total of personnel within the TNI and the POLRI (Bakker, 2017; Reza, 2017; Wilson, 2017).

This abundance of Satlinmas members represents a substantial reservoir of human resources with significant potential, provided they are efficiently managed and empowered (Bakker, 2017). With appropriate training, resources, and support mechanisms in place, these Satlinmas members can serve as a formidable force for community protection and disaster management initiatives (Bakker, 2017; Reza, 2017; Wilson, 2017). Furthermore, harnessing the collective capabilities of Satlinmas members can promote greater collaboration between government agencies, security forces, and civil society organizations, thereby enhancing the overall effectiveness of local security governance. Therefore, while the Ministerial Regulation (Minister of Home Affairs Regulations) provides clear guidelines for Satlinmas deployment, the realization of their full potential depends on strategic planning, resource allocation, and capacity-building efforts at the local level (Bakker, 2017; Reza, 2017; Wilson, 2017).

As one of Indonesia's prominent urban centers, Bandung aspires to become a "cultured city of trade and services towards a prosperous society." The Bandung bears the responsibility of maintaining environmental peace and security amidst its pursuits of economic and social progress. However, this pursuit faces challenges, particularly concerning the prevalence of crime and disruptions to public order within West Java, with Bandung bearing a significant portion of these issues. In 2020 alone, West Java reported a staggering 9080 criminal cases, underscoring the pervasive nature of

security concerns in the region. To address this, the Bandung City Police launched the 2020 Sikat Jaran Candi Operation, targeting serious theft, violent crimes, and motor vehicle theft, leading to the arrest of 38 perpetrators. Additionally, data from 2017 published by *Jateng Today* highlighted the persistently high crime rates in Bandung City, with reports averaging 10–15 incidents daily (Prabowo, 2017). Given this context, the role of Satlinmas emerges as crucial in maintaining security and public order in Bandung. Entrusted with executing its primary duties effectively, Satlinmas plays a vital role in cultivating a safe and conducive environment that supports the community's daily activities and livelihoods. The community places significant trust in Satlinmas to deliver exceptional performance in fulfilling its mandate.

However, to realize the effective functioning of Satlinmas and ensure its continued efficacy, concerted efforts in capacity building among its members are imperative. Capacity building encompasses a range of initiatives aimed at enhancing the skills, knowledge, and expertise of Satlinmas personnel, facilitating their ability to achieve organizational goals (Ratnasari, 2013; Sobeck and Agius, 2007). This includes provisions for coaching, policy-governance, organizational enhancements, technological advancements, and budget support (Wilson, 2017; Yudha, 2018). In this regard, the Bandung City Government, particularly the Bandung City Civil Service Police Unit, assumes a critical role in spearheading capacity-building initiatives for Satlinmas. Central to this endeavor is the formulation of Satlinmas Unit from city of Bandung, aligning with the city's Long Term Development Plan (Rencana Pembangunan Jangka Panjang, RPJP) and City Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Daerah, RPJMD). The identification process serves as a foundational step in delineating the scope, structure, and operational framework of the Linmas Unit, thereby informing subsequent capacity-building strategies. By prioritizing the enhancement of Satlinmas' quality and performance, the Bandung City Government seeks to bolster the city's overall security apparatus and advance its developmental aspirations.

Against this backdrop, researchers are motivated to delve deeper into the nuances of the Identification of Satlinmas Unit from city of Bandung. By examining the intricacies of Linmas unit formation and capacity-building initiatives, the study aims to offer valuable insights into enhancing local security governance and fostering community resilience. Through rigorous investigation and analysis, researchers aspire to contribute meaningfully to the advancement of security paradigms in Bandung City and beyond.

2. Review of literature

The section literature review encompasses several articles related to Sishankamrata (System Pertahanan Keamanan Rakyat Semesta), Community Protection Unit (Linmas), and Capacity Building. Anyik (2019) sheds light on the performance of the Community Protection Unit in fostering security, peace, and comfort in Malinau District, providing insights into how such units contribute to capacity building and the creation of safe and orderly environments at the local level.

2.1. Universal People's Security Defense System (Sishankamrata) in Indonesia

1945 Constitution Indonesia (in Article 30 Section 2 of the defense and security), constitution delineates the cooperative approach to national defense and security endeavors in Indonesia. It specifies that “national defense and security efforts are conducted through the defense and security system of the entire populace, with the Indonesian National Armed Forces (TNI) and the Indonesian National Police (POLRI) serving as the main forces and the people providing support.” This constitutional provision underscores the concept of collective security governance, where defense and security responsibilities are not solely entrusted to the TNI and POLRI but also involve active citizen engagement through the framework of Sishankamrata (Bunga and Tukan, 2019). Sishankamrata (System Pertahanan Keamanan Rakyat Semesta), as a cornerstone principle of Indonesian security doctrine, underscores the partnership between state institutions and civil society in protecting the nation's interests and ensuring its security. A tangible embodiment of Sishankamrata within communities is Satlinmas (Community Protection Unit in Indonesia) (Pramono et al., 2018). Salinas plays a crucial role in society, working in conjunction with The Military of Indonesia and the Police of Indonesia to uphold public security and order (Kamtibmas). Established by village or sub-district administrations, Satlinmas units consist of trained members equipped with the necessary knowledge and skills to engage in disaster management activities, mitigate the impact of the latest disturbances, and create security, promote order, and create peace in their communities (Setiawan, 2014). Given its pivotal role, Satlinmas assumes a sense of urgency and significantly contributes to preserving public order and security (Pramono and Kinasih, 2018; Wilson, 2017).

In essence, the formation of Satlinmas embodies a proactive approach to security governance, empowering local communities to actively participate in safeguarding their well-being and that of their neighbors. By fostering collaboration among citizens, governmental bodies, and security forces, Satlinmas epitomizes the principle of collective security and underscores the significance of community-based initiatives in addressing contemporary security challenges.

2.2. Community protection unit (Satlinmas)

Arifin (2015) delves into the practical aspects of Satlinmas's roles and functions in Tani Harapan Village, offering a valuable understanding of how SATLINMAS contributes to community capacity building in terms of security and order maintenance. While lacking specific details, Hamudy's (2014) and Wilson (2017) study likely discusses the significance of community protection units in local contexts, emphasizing their role in building capacity and ensuring security at the grassroots level.

Pramono et al. (2021) and Wilson (2017) exploration of “capacity development in community protection implementation in Surakarta City, Indonesia” offers insights into effective strategies and approaches for enhancing capacity in community protection implementation, thereby promoting security and order within communities. Though lacking specific details, Ricketts's (2016) “capacity increase” likely addresses capacity enhancement within the context of community protection and security,

suggesting relevance to the literature review topic.

Collectively, these studies contribute to understanding capacity building, community protection, security, and order maintenance. They underscore the importance of local-level initiatives, such as community protection units, in fostering security and order within communities. Moreover, the articles highlight the need for strategic capacity development efforts to empower communities in effectively addressing security challenges. Insights from these studies can inform policy interventions aimed at strengthening community resilience and promoting safer environments. Additionally, the research findings underscore the role of community-based approaches in achieving sustainable security outcomes. Overall, the literature reviewed provides valuable perspectives on capacity building and community protection, crucial for enhancing security and maintaining order at the local level.

2.3. Capacity building

Capacity-building is a strategy to increase the capacity of individuals, groups, or organizations in achieving their goals and vision. Capacity building aims to strengthen the ability of individuals or groups to use existing resources to overcome the problems or needs they face (Eade, 2007; Honadle, 2018; Simmons, et al., 2011). According to Kaplan (2000), capacity building helps improve the skills and capacity of individuals and organizations to face new challenges and opportunities. According to Merino and de los Ríos Carmenado (2012), capacity building helps organizations increase capacity to identify, develop and implement effective strategies. According to Liberato et al. (2011), capacity building helps organizations become more self-sufficient and sustainable to maintain and improve future programs and activities. According to Sobeck and Agius (2007), capacity building can help organizations build networks and collaborate with other organizations so that they can support each other in achieving common goals. In capacity building activities, what must be done is organizing the incentive system, utilization of existing personnel, leadership, communication, and managerial structure. Concerning institutional reform, attention needs to be paid to changes in existing systems and institutions, as well as the influence of macro structures (Kaplan, 2000; Merino and de Los Ríos Carmenado, 2012; Sobeck and Agius, 2007).

After carefully examining each of the aforementioned definitions, we can conclude that capacity development is a process that people, groups, and organizations go through to increase their ability to perform their roles and produce the intended outcomes. Using this knowledge, we can highlight two crucial points: 1) The process of developing capacity is mostly an internal one, and 2) efforts to increase capacity need to be results-oriented.

3. Methodology

3.1. Research design

This study employs a mixed-method approach, integrating mixed (qualitative with quantitative) methodologies to thoroughly assess the status of the Satlinmas Unit from the city of Bandung. The research focuses on Satlinmas members in Bandung

City, selected through a randomized sampling technique, resulting in a final sample size of 250 Linmas members. At the core of the research framework are six key variables: motivation, Satlinmas member's capacity, the institution of Satlinmas, Satlinmas' primary duties and functions understanding, strengths and weaknesses, as well as hopes and goals. These indicators are guided by the capacity-building theory which suggests that capacity-building efforts encompass personal, organizational, and systemic dimensions (Grindle, 1997; UNDP, 1999).

3.2. Data collection

Primary data collection methods include both questionnaire surveys and field interviews. The questionnaire utilizes a closed format, incorporating Likert and Gutman scales to gauge respondents' perspectives. Additionally, open-ended questionnaires are utilized to capture nuanced insights into the condition of Satlinmas in Bandung. Secondary data sources are derived from document analysis and literature review, incorporating statistical document data by government sources, media mainstream reports, scientific reports, official government documents, and other pertinent materials.

3.3. Data analysis

Data analysis is conducted by the nature of the collected data. Quantitative data undergo descriptive statistical analysis to depict the status of Satlinmas in Bandung City based on respondents' feedback. This descriptive approach offers a nuanced portrayal of the Satlinmas condition without getting sweeping generalizations. Therefore, qualitative data undergo interactive analysis, comprising three distinct stages: data reduction, data presentation, and conclusion drawing, following the methodology outlined by Miles and Huberman (1992).

Through this comprehensive and methodologically rigorous approach, the research aims to provide nuanced insights into the condition of the Satlinmas Unit in the city of Bandung. By triangulating quantitative findings with qualitative observations, the study seeks to offer a holistic understanding of Satlinmas dynamics, thereby informing strategic interventions to enhance its effectiveness and contribute to broader discussions on security governance and community resilience.

4. Results

The research on the exploration of Satlinmas unit in the city of Bandung involved 250 Linmas members, comprising 242 men and 8 women. This gender disparity is influenced by societal assumptions suggesting that Linma tasks are predominantly suited for men. Among the respondents, 190 individuals (76%) were below 50 years old, while 60 individuals (24%) were aged 50 and above. The breakdown of respondents' gender and age is summarized in **Tables 1** and **2**.

Table 1. The Respondents in this study (the gender aspects) (Source: Processed by authors).

| No | Gender | Frequency | Percentage |
|----|--------|-----------|------------|
| 1 | Man | 242 | 96.8% |
| 2 | Woman | 8 | 3.2% |
| | | 250 | 100.0% |

Table 2. The Respondent in this study (the age aspects) (Source: Processed by authors).

| No | Age | Frequency | Percentage |
|----|-------|-----------|------------|
| 1 | <20 | 1 | 0.4% |
| 2 | 20–30 | 16 | 6.4% |
| 3 | 21–40 | 84 | 33.6% |
| 4 | 41–50 | 89 | 35.6% |
| 5 | 51–60 | 55 | 22.0% |
| 6 | >60 | 5 | 2.0% |
| | Total | 250 | 100.0% |

Regarding educational background, 2.0% of respondents did not complete primary school, while 26.4% completed primary school, 34.8% completed junior high school, and 35.2% completed high school. Only 1.6% of respondents had attained higher education qualifications. The distribution of respondents from education levels is outlined (see **Table 3**).

Table 3. The Respondents in this study (educational background aspect) (Source: Processed by authors).

| No | Level | Frequency | Percentage |
|----|------------------------------------|-----------|------------|
| 1 | Did not finish elementary school | 5 | 2.0% |
| 2 | Elementary school (primary school) | 66 | 26.4% |
| 3 | Junior high school | 87 | 34.8% |
| 4 | High school | 88 | 35.2% |
| 5 | Diploma (D3/Academy) | 4 | 1.6% |
| | Total | 250 | 100.0% |

In **Table 4**, a distribution of respondents’ professions reveals a diverse array of occupations within the study cohort. The largest group comprises individuals engaged in labor, representing 18.0% of the total respondents. Following closely are Linmas members, constituting 29.2% of the sample, indicating significant participation in community protection roles. Other notable professions include those working in the private sector (24.4%) and security personnel (4.0%). Conversely, some respondents chose not to disclose their profession, accounting for 16.4% of the total. This breakdown underscores the varied occupational backgrounds of the participants, reflecting the multifaceted nature of the study population.

Table 4. The Respondents in this study (the profession aspects) (Source: Processed by authors).

| No | Profession | Frequency | Percentage |
|----|--|-----------|------------|
| 1 | Worker/Labor | 45 | 18.0% |
| 2 | Honor worker on Heroic Service Hospital enlisted | 2 | 0.8% |
| 3 | Linmas | 73 | 29.2% |
| 4 | Driver | 5 | 2.0% |
| 5 | Farmer | 4 | 1.6% |
| 6 | Civil servants | 1 | 0.4% |
| 7 | Pension worker from ESDM PSDA | 1 | 0.4% |
| 8 | Security | 10 | 4.0% |
| 9 | Private sector | 61 | 24.4% |
| 10 | Businessman | 7 | 2.8% |
| 11 | Did No answer | 41 | 16.4% |
| | Total | 250 | 100.0% |

Additionally, 35.2% of respondents were actively involved in other social organizations, including youth groups, neighborhood associations, religious organizations, and political parties. This underscores their broader community engagement beyond their roles as Linmas members. The distribution of respondents' involvement in other social organizations is presented (see below on **Table 5**).

Table 5. The respondents (the activeness of other social organizations aspect) (Source: Processed by authors).

| No | Liveliness | Frequency | Percentage |
|----|------------|-----------|------------|
| 1 | Agree | 88 | 35.2% |
| 2 | Unagree | 150 | 60.0% |
| 3 | No answer | 12 | 4.8% |
| | Total | 250 | 100.0% |

4.1. Motivation for joining Linmas

Each Linmas member has unique reasons for joining the organization. The majority of respondents, accounting for 69.6%, cited self-encouragement as their primary motivation for joining Linmas. Meanwhile, 16.8% mentioned being influenced by friends, 9.6% were persuaded by the chief of a neighborhood association/citizens association (Rukun Tetangga/Rukun Warga, RT/RW), and 2.4% were encouraged by the village chief. A small percentage also mentioned being influenced by their parents or being elected by residents. The distribution of respondents' motivations for joining Linmas is presented (see on **Table 6**).

Motivation's influence on membership motivation plays a significant role in determining individual outcomes in various endeavors. Among those who joined Linmas, 68.4% were motivated by a desire to contribute to society, 26.4% aimed to secure employment, and 4.8% were attracted by the prospect of receiving an honorarium. Additionally, one respondent mentioned other motivations not captured

by the listed categories. The breakdown of respondents' motivations for joining Linmas is summarized in **Table 7**.

Table 6. Joining Satlinmas unit (reasons for be coming member) (Source: Processed by authors).

| No | Reason | Frequency | Percentage |
|----|------------------------------|-----------|------------|
| 1 | Self-encouragement | 174 | 69.6% |
| 2 | Persuaded by friends | 42 | 16.8% |
| 3 | Requested by chairman RT /RW | 24 | 9.6% |
| 4 | Requested by village head | 6 | 2.4% |
| 5 | Another | 4 | 1.6% |
| | Total | 250 | 100.0% |

Table 7. Motivations for joining Satlinmas (Source: Processed by authors).

| No | Motivation | Frequency | Percentage |
|----|--------------------|-----------|------------|
| 1 | Dedicate to public | 171 | 68.4% |
| 2 | Get a job | 66 | 26.4% |
| 3 | Get honorarium | 12 | 4.8% |
| 4 | Other | 1 | 0.4% |
| | Total | 250 | 100.0% |

Willingness to fulfill duties The responsibilities of the Satlinmas unit (by members) demand a high level of commitment from each individual. The majority, comprising 44.0% of respondents, expressed a strong willingness and seriousness in fulfilling their duties. Additionally, 46.0% stated that they were willing to carry out their responsibilities, while 9.6% felt willing enough. Only one respondent reported feeling less willing. The distribution of respondents' willingness to fulfill their duties as Linmas members is detailed in **Table 8**.

Table 8. Willingness to fulfill duties as Satlinmas member (Source: Processed by authors).

| No | Willingness | Frequency | Percentage |
|----|----------------|-----------|------------|
| 1 | Very willing | 110 | 44.0% |
| 2 | Willing | 115 | 46.0% |
| 3 | Willing enough | 24 | 9.6% |
| 4 | Less willing | 1 | 0.4% |
| | Total | 250 | 100.0% |

4.2. The Satlinmas members' capacity

Every Satlinmas unit (by member) should comprehend the duties and responsibilities they carry. Out of 250 respondents, 45 individuals (16.0%) have a profound understanding of Linmas duties, 155 people (62.0%) possess a basic understanding, 53 individuals (21.2%) have an adequate understanding, while only 2 people (0.8%) have a limited understanding. To enhance the understanding of Linmas

members regarding their duties and responsibilities, it's crucial to provide training sessions for those who have a lesser understanding. The breakdown of respondents' understanding levels is presented in **Table 9**.

Table 9. The Satlinmas units (capacity building efforts) (Source: Processed by authors).

| No | Understand | Frequency | Percentage |
|----|-------------------|-----------|------------|
| 1 | Truly understand | 45 | 16.0% |
| 2 | Understand | 155 | 62.0% |
| 3 | Understand enough | 53 | 21.2% |
| 4 | Less understand | 2 | 0.8% |
| | Total | 250 | 100.0% |

However, several Satlinmas unit (by members) still lack an understanding their duties and responsibilities are not carried out due to the absence of ongoing training, necessary courses, and there is still no education that is appropriate to the existing tasks. Among the respondents, 150 individuals (56.0%) have never received any form of training or education pertinent to their Linmas duties and responsibilities. Moreover, the lack of understanding is exacerbated by the preference to send elder members for training opportunities. State defense, people's security training (Keamanan Rakyat, Kamra Training), Linmas Education and Training, self-protection (Pengamanan Swakarsa, Pam Swakarsa), SAR coaching, security coaching, and education that is appropriate, character capacity and discipline distribution, line-up drill coaching, security system coaching, and threat management are just a few of the topics covered by the training programs available to Linmas members. **Table 10** provides information about the training, courses, and education that Linmas members have taken about their roles and responsibilities.

Table 10. Steps for capacity building in Linmas (Source: Processed by authors).

| No | Experience | Frequency | Percentage |
|----|---------------|-----------|------------|
| 1 | Experienced | 110 | 44.0% |
| 2 | No experience | 140 | 56.0% |
| | Total | 250 | 100.0% |

Respondents view any education-training, coaching or courses taken as helpful for performing their roles as Linmas as beneficial. Among the 250 respondents, 239 individuals (95.6%) affirmed that the training they received had advantages. This is evident in the enhancement of their abilities and skills, as reported by 246 (98.4%) respondents. Additionally, the content delivered during the training sessions aligns with their expectations, with 245 respondents (98.00%) considering it appropriate. A preference for more regular training sessions was voiced by respondents as a means of augmenting the competencies and proficiencies of Linmas members. **Tables 11–13** provide information about respondents' opinions of the value of education, training, or courses about Linmas's tasks and responsibilities, as well as the appropriateness of program materials.

Table 11. Level of benefits of education, courses, and training for respondents when implement and perform Satlinmas assignments (Source: Processed by authors).

| No | Profitable | Frequency | Percentage |
|----|-------------------|-----------|------------|
| 1 | Very beneficial | 50 | 20.0% |
| 2 | Beneficial | 100 | 40.0% |
| 3 | Beneficial enough | 89 | 35.6% |
| 4 | Less beneficial | 5 | 2.0% |
| 5 | Unclear | 4 | 1.6% |
| 6 | No answer | 2 | 0.8% |
| | Total | 250 | 100.0% |

Table 12. The participating in education or training for Satlinmas members (the improvement in abilities and skills) (Source: Processed by authors).

| No | Enhancement | Frequency | Percentage |
|----|-----------------|-----------|------------|
| 1 | Very improved | 45 | 18.0% |
| 2 | Improved | 90 | 36.0% |
| 3 | Improved enough | 111 | 44.4% |
| 4 | Do not develop | 2 | 0.8% |
| 5 | No answer | 2 | 0.8% |
| | Total | 250 | 100.0% |

Table 13. Suitability of course materials, education/school, or training/coaching with respondents' hopefulness (Source: Processed by authors).

| No | Suitability | Frequency | Percentage |
|----|-----------------|-----------|------------|
| 1 | Very suitable | 25 | 10.0% |
| 2 | Suitable | 105 | 42.0% |
| 3 | Suitable enough | 115 | 46.0% |
| 4 | Less suitable | 3 | 1.2% |
| 5 | No answer | 2 | 0.8% |
| | Total | 250 | 100.0% |

4.3. Institutional matter

Respondents expressed concerns regarding the coordination of Linmas at the regional level, indicating a perceived lack of coordination. Among the 250 respondents, 176 individuals (69.6%) reported no regional coordination within Linmas, while the remaining 74 respondents (30.4%) indicated regular coordination with the Satlinmas unit (by members). Details of responses regarding the presence of routine coordination with Satlinmas Unit (by members) (see below on **Table 14**).

Satlinmas unit (by members) at both village and sub-district levels are perceived to fall short of meeting the ideal requirements. Specifically, 152 respondents (60.8%) expressed that Satlinmas unit (by members) at the village level had not met the ideal requirements, while 173 respondents (69.2%) felt the same regarding Linmas personnel at the sub-district level. Details regarding the fulfillment of ideal requirements for Satlinmas representative (by members) at the unit-district (in Village

and Sub-district) of Bandung City are presented (see below in **Tables 15** and **16**).

Table 14. Regular in the regional level (the coordination) (Source: Processed by authors).

| No | Coordination | Frequency | Percentage |
|----|----------------------|-----------|------------|
| 1 | No coordination | 74 | 30.4% |
| 2 | Regular coordination | 176 | 69.6% |
| | Total | 250 | 100.0% |

Table 15. Achieving ideal requirements for Satlinmas personnel (representative members) from each village of Bandung City (Source: Processed by authors).

| No | Fulfillment | Frequency | Percentage |
|----|-------------------|-----------|------------|
| 1 | Fulfilled | 98 | 39.2% |
| 2 | Not yet fulfilled | 152 | 60.8% |
| | Total | 250 | 100.0 |

Table 16. Achieve the ideal requirement of Satlinmas personnel (representative members) from each sub-district of Bandung City (Source: Processed by authors).

| No | Fulfillment | Frequency | Percentage |
|----|-------------------|-----------|------------|
| 1 | Fulfilled | 77 | 30.8% |
| 2 | Not yet fulfilled | 173 | 69.2% |
| | Total | 250 | 100.0% |

In executing Satlinmas’s duties, Satlinmas unit (by members) are required to adhere to established SOPs (Operational Procedures of Standard). At unit-district (included village and sub-district), SOPs include carry out the duties pickets, reports of activity maintenance, carry out the duties of a patrol officer, situation reporting to unit-district and city authorities, and environmental reporting. Similarly, SOPs at the sub-district level encompass pickets, activity book maintenance, patrols, and situation reporting to sub-district and city authorities. Detailed information with to Satlinmas (in SOPs) at unit-district (including village and sub-district levels) see in below **Tables 17** and **18**.

Table 17. Satlinmas' SOPs (operating procedures of standard) at the smallest area of Bandung City (village level) (Source: Processed from primary data).

| No | SOUP | Frequency | Percentage |
|----|---|-----------|------------|
| 1 | Picket | 171 | 68.4% |
| 2 | Stuffing in the activity book | 32 | 12.8% |
| 3 | Patrol | 20 | 8.0% |
| 4 | Situation reports to sub-districts and cities | 22 | 8.8% |
| 5 | Another | 5 | 2.0% |
| | Total | 250 | 100.0% |

Table 18. Satlinmas' SOPs (operating procedures of Standard) at the smallest area of Bandung City (village level) (Source: Processed by authors).

| No | SOP | Frequency | Percentage |
|----|---|-----------|------------|
| 1 | Picket | 153 | 61.2% |
| 2 | Stuffing in the activity book | 40 | 16.0% |
| 3 | Patrol | 10 | 4.0% |
| 4 | Situation reports to sub-districts and cities | 44 | 17.6% |
| 5 | Another | 3 | 1.2% |
| 6 | No answer | 0 | 0.0% |
| | Total | 250 | 100.0% |

The establishment of an institutional structure is crucial for delineating the responsibilities of Linmas members and defining lines of command. However, among the 250 respondents, 158 individuals (63.2%) indicated the absence of a Satlinmas Institutional structure at both village and sub-district levels. Furthermore, 194 respondents (74.9%) reported the non-existence of detailed duties and responsibilities of Satlinmas Unit (by members) at these levels in addition, Linmas members have rights including receiving uniforms, compensation, and attending training sessions to improve their abilities and skills. **Tables 19** and **20** provide information on the existence of Satlinmas institutional structures at the village or sub district level.

Table 19. The Satlinmas institutional structure (the existence) in the smallest areas (in village and sub-district levels) (Source: Processed by authors).

| No | Status | Frequency | Percentage |
|----|----------|-----------|------------|
| 1 | Exist | 92 | 36.8% |
| 2 | No exist | 158 | 63.2% |
| | Total | 250 | 100.0% |

Table 20. The fact that Satlinmas unit (by members' responsibilities and duties) are detailed at in the smallest areas (in village and sub-district levels) (Source: Processed by authors).

| No | Status | Frequency | Percentage |
|----|----------|-----------|------------|
| 1 | Exist | 66 | 26.4% |
| 2 | No exist | 184 | 73.6% |
| | Total | 250 | 100.0% |

4.4. Implications of the inhibiting and supporting aspects of Satlinmas in Bandung City

Many enabling and impeding elements are important in how Linmas members do their jobs. The availability of communication tools (HT), Coaching/training to increase aptitudes and competencies, uniform availability, operational housing, transportation, and the Satlinmas Unit (by member or staff) are some of these variables. To improve Linda's services, steps are being taken to introduce more communication tools (HT), hold training sessions more frequently, guarantee that all members wear

full uniforms, offer transportation choices, and make the best use of operating funds.

Support availability from facilities and infrastructure for the Satlinmas Unit (by members) is a significant aspect. Among the 250 respondents, 55 individuals (21.2%) considered support availability from facilities and infrastructure for the Satlinmas unit (by members) as inadequate, while only 10 respondents (3.9%) deemed them very inadequate. Improving the performance of Linmas members necessitates concurrent enhancements to existing facilities and infrastructure. Notably, most of the facilities required from the Satlinmas unit (by members), including uniforms, Linmas attributes, and other essentials, have been met at approximately 88%. Data concerning the availability of facilities and infrastructure owned from Satlinmas Unit are presented (see from **Table 21**).

Table 21. The Satlinmas Units from the respondents’ areas (by facilities and infrastructure owned) (Source: Processed by authors).

| No | Facility and infrastructure | Frequency | Percentage |
|----|--|-----------|------------|
| 1 | Uniform, Linmas attribute, and other uniforms | 220 | 88.0% |
| 2 | Useful talk too much (HT) And radio retransmission | 3 | 1.2% |
| 3 | By transport in the work area | 3 | 1.2% |
| 4 | Monitoring post | 20 | 8.0% |
| 5 | The solution equipment | 2 | 0.8% |
| 6 | Other | 2 | 0.8% |
| | Total | 250 | 100% |

4.5. Understanding of main duties and responsibilities

During recruitment, 180 respondents indicated that there was no explanation provided regarding the Satlinmas Unit (by the primary duties and responsibilities), while only 70 respondents reported receiving such explanations. It is essential to provide a clear explanation of the main duties and responsibilities of Linmas members during the recruitment process.

Despite the lack of explanation during recruitment, respondents demonstrated a good understanding of the Satlinmas Unit (by duties and functions). Out of 250 respondents, 180 mentioned understanding the Satlinmas Unit (by the duties and functions):

- 1) Preserving order in public spaces and safeguarding city government property in accordance with directives from the Civil Service Police Unit.
- 2) Conducting assembly and standby pickets based on predetermined schedules.
- 3) Monitoring designated areas.
- 4) Coordinating hamlet security system (Siskamling) activities in assigned areas.
- 5) Supervising and issuing warnings to individuals or groups violating regulations.
- 6) Assisting in disaster management activities, including risk reduction, mitigation, evacuation, and rehabilitation, and performing special tasks from city of Bandung (by government policies).
- 7) Submitting direct reports on public order offenses to the appropriate authorities.

Concern:

Respondents have expressed several expectations to enhance services to the

community, including:

- 1) Conducting the annual member selection process openly and transparently.
- 2) Establishing specific criteria for member recruitment based on age and education.
- 3) Implementing various examinations, such as written and physical tests, as part of the selection process.
- 4) Providing regular coaching sessions for Satlinmas Unit (by members).

5. Discussion of this study

The Satlinmas Unit (the community protection unit from Indonesia), also known as Satlinmas or Linmas, is an important part of society since it helps maintain safety, security, and order in the community. This contribution is in line with a new paradigm in public services that highlights community development and involvement, both of which are crucial elements of carrying out policy in a democracy. By actively participating, the community develops a sense of involvement in governance that goes beyond merely depending on the government to look out for its interests (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017, 2021).

Linmas represents a tangible manifestation of Sishankamrata, which involves all segments of society. In Sishankamrata, the TNI serves as the defense force of Indonesia, while POLRI is responsible for maintaining security and public order. The Indonesian people, including Linmas, collaborate with TNI and POLRI to ensure the security, order, and protection of the community. Additionally, Linmas is entrusted with tasks such as disaster management, supporting community social activities, assisting in maintaining peace, order, and security during elections, and contributing to national defense efforts (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017, 2021).

However, despite the idealistic vision of Linmas playing a prominent role in Bandung City's society, this has yet to be realized due to numerous organizational and individual deficiencies. Presently, Linmas' presence in Bandung City appears perfunctory and lacks distinct advantages. Its role is primarily confined to securing village or sub-district offices, with its function in ensuring safety and comfort holding little significance. Consequently, many perceive Linmas' existence as non-essential, viewing it merely as a formal obligation.

This situation is mirrored in various other regions across Indonesia, where Linmas members often encounter undervaluation from the community, largely attributed to their perceived low competence. Consequently, Linmas' role is relegated to a mere formality, lacking substantial prestige among the populace. Instead, it is regarded as a voluntary undertaking with minimal remuneration (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017, 2021). This issue is closely linked to the condition of Linmas members in Bandung City, who still exhibit several weaknesses. According to the study findings, a significant proportion of members (61.2%) have completed only elementary and junior high school education. Moreover, the age distribution indicates a notable percentage of Linmas members aged over 50 (86.0%). Many Linmas members are employed as laborers or in the private sector, reflecting their relatively low socioeconomic status.

Nevertheless, despite these weaknesses and prevailing stereotypes, Linmas

members demonstrate a strong motivation to participate in the organization. The research reveals that 69.6% of respondents are self-motivated to join Linmas, while 31.4% join upon the persuasion of their quest of the chief of RT or the village chief. Additionally, 67.2% of respondents become Linmas members to dedicate themselves to community service. The remaining 31.6% cite economic motivation, such as seeking employment and salary, as their reason for joining.

This contrasts somewhat with the findings of Pramono and Kinasih (2018); Pramono et al., (2018, 2017, 2021), which suggest that the primary motivation for Linmas members is economic. According to these studies, the majority of Linmas members join with the expectation of securing employment with a satisfactory salary. However, the reality is that Linmas is considered an unpaid voluntary role, with members receiving only minimal operational costs (Arifin, 2015; Kinasih and Pramono, 2018; Ratnasari, 2013; Rohmanu et al., 2019). Despite the high motivation exhibited by Linmas members, motivation alone is insufficient to ensure high-quality performance. This is because not all Linmas members have received training, courses, or education about their main duties and responsibilities. Only 44.0% of respondents have participated in such programs, while the majority (57.9%) have never undergone any training. Nonetheless, most members already possess an understanding of their main duties and functions. However, understanding alone does not guarantee optimal performance; hence, training becomes crucial. Research indicates that training yields significant benefits for Linmas members by enhancing their understanding and improving their performance.

This is consistent with findings from studies by Anyik (2019) and Hamudy (2014), which indicate that the majority of Linmas members have a low level of education. Moreover, not all Linmas members have received or participated in education and training programs related to the main duties and functions of Linmas. This situation contributes to their lack of knowledge, skills, and discipline. It's ironic that Linmas, defined as community members equipped with knowledge and skills for specific duties and functions, still has many members who haven't undergone any education or training related to Linmas responsibilities. This indicates they haven't fully fulfilled the Linmas definition. According to the Linmas definition, those without training aren't truly Linmas members; they're just regular citizens whose names are listed at the sub-district office, lacking the necessary qualifications.

The same observation is echoed by, Mavhura (2016), Pramono and Kinasih (2018); Pramono et al. (2018, 2017) and Rohmanu et al. (2019) Linmas faces several challenges, including members' limited understanding of their authority. Although training sessions have been conducted, they are often brief, and most of the member's skills are acquired through on-the-job learning. Another issue is the inadequate coverage of Linmas Patrols across all areas due to the vast territory, insufficient number of members, and limited support facilities. Additionally, the supervisory function is not effectively carried out, resulting in a lack of oversight over Linmas members' performance in specific areas (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017).

The deficiency in the quality of human resources within Linmas necessitates immediate efforts for capacity building, particularly at the individual level. This individual capacity development aims to enhance the competencies, knowledge, and

skills required within the organization. The quality of human resources holds paramount importance as it represents an asset that must be effectively managed to attain organizational objectives (Michal et al., 2019; Sobeck and Agius, 2007; Safer World, 2014).

Enhancing the human resource capacity of Linmas members encompasses various facets, including knowledge enhancement and competency development, training initiatives, recruitment procedures, terms of service, payroll arrangements, and working conditions. Knowledge and competency serve as fundamental pillars for Linmas members, providing them with essential information regarding their duties and responsibilities, organizational position, relevant regulations within their operational jurisdiction, problem-solving methodologies, legal frameworks, standard operating procedures (SOPs), and disaster management protocols (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017, 2021).

Recruitment processes also demand careful attention, as the current Linmas recruitment procedures often lack proper adherence to established requirements. This issue is substantiated by research conducted by Ratnasari (2013) and Sobeck and Agius (2007) recruitment holds immense significance as it reflects the preparedness of human resources. Capacity-building efforts can also be facilitated through the provision of adequate salaries or incentives to Linmas members, thereby enhancing motivation and performance. Thus far, Linmas members have not received salaries and solely rely on operational costs for their minimal activities. Consequently, this situation results in subpar performance and contributes to the socio-economic challenges faced by Linmas members. To date, Linmas is predominantly perceived as voluntary work, leading members to forego receiving proper salaries. This paradox is further compounded by the fact that many individuals' express interest in joining Linmas due to economic and financial motivations (Pramono and Kinasih, 2018; Pramono et al., 2018, 2017, 2021).

In addition to individual challenges, institutional aspects within Linmas Kota Bandung also exhibit numerous weaknesses. Presently, inter-regional coordination among Linmas units remains minimal, with operations often conducted independently rather than in synergy. Furthermore, many Linmas units lack a clearly defined organizational structure, along with ambiguous delineations of duties and responsibilities. The membership of Linmas is also suboptimal, as numerous units fail to meet the required standards. Furthermore, in terms of the current Standard Operating Procedure (SOP), most Linmas units only carry out their picketing duties; reports and patrols are rarely carried out.

Similar conditions are noted in Tani Harapan Village, Kutai Regency, where the absence of a Standard Operating Procedure (SOP) makes it difficult for Linmas members to carry out their primary responsibilities of maintaining peace and security in the village. This underscores that Linmas members rely solely on unwritten rules and verbal directives to carry out their responsibilities. Ideally, village government policies should be supported by robust administration, including the establishment of SOPs for Linmas to facilitate optimal enforcement of their duties and functions (Arifin, 2015; Kinasih and Pramono, 2018; Ratnasari, 2013; Rohmanu et al., 2019).

The lack of personnel and limited operational funds, as well as the lack of facilities and infrastructure, are the obstacles faced by Bandung City Linmas. This is

a challenge for Linmas units in various regions of Indonesia, not only in Linmas units in Bandung City (Arifin, 2015; Rohmanu et al., 2019). Shows a very lack of support in terms of facilities and infrastructure for Linmas. Apart from that, there are no welfare guarantees, or legal protection, and have not received adequate salaries so their performance is of poor quality and very poor, in maintaining security and public order to fulfill their duties and functions (Ummatullah et al., 2019).

Dube (2015) and Rhinard et al. (2012) have conducted research in various countries where civil protection organizations face challenges due to inadequate infrastructure and financial support.

The potential that Linmas has in empowering the community is very significant due to its large membership base, where the coverage ratio indicator in each city or district is that each neighborhood unit (RT) is one Linmas member, in line with achieving the 2014 target. This means that it is a human resource for Linmas members. the largest in Indonesia. The Indonesian National Army (TNI) only reached the sub-district level, its smallest unit called the Military Rayon Command (Koramil). The number of members of the Linmas also exceeds the number of members of the National Police of the Republic of Indonesia at the sub-district level who are called Sector Police (Polsek). Meanwhile, the POLRI and TNI officers at the village level are represented by one person, namely Babinkamtibmas and Babinsa, this number is lower when compared to Satlinmas members who reach the RT and RW levels in the lowest line of command (Gunawan, 2015; Pramono and Kinasih, 2018; Pramono et al., 2018, 2017).

Linmas members, who are very large in number, if they have been equipped with these skills and knowledge, are a strength and opportunity to maintain peace, security, and public order in assisting social activities in the community, in their disaster management duties. When members of the TNI, Polri, and Satpol PP cannot quickly, directly, and precisely serve the community, Satlinmas replaces the task of serving the community. Therefore, Satlinmas must be equipped with adequate competence and an in-depth understanding of their duties and responsibilities so that this potential has a significant and positive influence on public order and security. The structure and system of government in the region is a principal issue in social, economic, and political organization which is an effective social contract in the social relations of society. Therefore, optimizing the role of local government is important to resolve various problems, including violence and discomfort, to be further connected from the regional to the national level (Kotter, 2007; Parker et al., 2019; Saferworld, 2014; UNDP, 2009).

Research implications

The main tasks and functions carried out in the field by Linmas will essentially be maximized if they are supported by a good work system, organized and include members of the neighborhood. Even though the number of Linmas personnel is large, the involvement of the surrounding community is an important prerequisite and will be ineffective if it does not receive real support and an active role from the community. The task of Linmas is not just monitoring and patrolling but also includes maintaining order and security in the village environment which is the responsibility of all

Indonesian people. Linmas, which is an integrated part of Sishankamrata, must fulfill aspects of relevant legal status, support for infrastructure availability, budgeting needs, and coordination mechanisms between ministries and institutions and have program objectives (Arifin, 2015; Kinasih and Pramono, 2018; Ratnasari, 2013; Rohmanu et al., 2019). In essence, Satlinmas unit plays a role as a village apparatus tasked with order and security so it needs community involvement. To realize village order and security carried out by the community under the leadership of Linmas as village officials (Arifin, 2015; Kinasih and Pramono, 2018; Ratnasari, 2013; Rohmanu et al., 2019; Yudha, 2018).

The active role of society can produce sustainable security, protected from the top down, growing and developing from the bottom up, thereby realizing effective human security (Kotter, 2007; Parker et al., 2019; Saferworld, 2014; UNDP, 2009). Local communities understand their environmental conditions and know their needs so this is an effective approach. (Gwimbi, 2007; Michall, 2019). Community cooperation in improving security mutually strengthens security while increasing security strengthens society (UNHCR, 2015). based on the transformation of community protection from control and command-oriented practices to information sharing, collaboration, and division of tasks between organizations is an effort to increase community involvement (Prior et al., 2016; Safe World, 2013). To increase capacity internally within the Linmas environment as a potential for facing challenges, this must be done. various efforts to improve quality, capability which includes systemic, institutional, and individual dimensions, towards Linmas which can realize the effectiveness of general security (Diakakis et al., 2020; Mavhura, 2016; Mavhura, 2019). Community protection requires increased capacity in protecting the community related to knowledge development, the ability to reach the entire community through information networks, capabilities in early warning issues, competence in technology, and coordinating human resource needs (Gaetani, 2013).

Efforts to increase capacity in the Linmas environment, namely:

- a) The performance of Bandung City Linmas is improved by:
 - 1) Strengthening coordination from the Civil Service Police Unit level (by village level), by holding regular coordination meetings;
 - 2) Improving the quality and quantity of facilities and infrastructure at Satlinmas;
 - 3) The welfare of Linmas members must be improved.
- b) As an effort to ensure organizational activities are efficient and effective (Kinasih and Pramono, 2018; Sakti and Pribadi, 2018). These standards must be flexible yet humane, adapted to the varying needs and contexts of Linmas operations; work standards and measures that must be met humanely and flexibly.
- c) Through a consistent and sustainable monitoring and evaluation process, strengthening Linmas development at the sub-district and village levels.
- d) Through comprehensive training that includes skills relevant to their main tasks and functions, this increases the human resource capacity of Linmas in the City of Bandung, as well as leadership and development of cooperation.

6. Conclusion and limitations

6.1. Conclusion

In conclusion, the research conducted sheds light on the significant shortcomings within the Linmas Units of Bandung City across various dimensions—individual, institutional, and systemic. At the individual level, members often lack adequate education and are aging, with a notable portion having never received essential training or coaching related to their duties and responsibilities. Consequently, many members struggle to comprehend their roles effectively. Institutionally, minimal coordination exists among Linmas units, compounded by a lack of clarity regarding duties, functions, and organizational structures. Furthermore, the absence of official Standard Operating Procedures (Standard Operasional Prosedur, SOP) and inadequate facilities and infrastructure further exacerbate the challenges faced.

Addressing these deficiencies necessitates immediate capacity-building efforts, particularly focusing on individual development. Enhancing individual capacity is crucial for bolstering the quality of human resources, encompassing the cultivation of personal skills, knowledge, and abilities essential for organizational effectiveness. This development should encompass various aspects, including knowledge enhancement, comprehensive training, improved recruitment practices, better terms of service, adequate remuneration, and conducive working conditions.

Despite these challenges, the potential for empowering Linmas remains considerable due to their significant numbers. Community involvement is pivotal in supporting Sishankamrata, with collaboration between the community and Linmas offering a pathway to effective and efficient security mechanisms. By fostering partnerships and promoting active participation, a strengthened Sishankamrata can be realized, ensuring the safety and well-being of the community at large.

6.2. Limitations

This study has several limitations, including a small research sample size, a lack of funding, time, and energy, and a narrow emphasis on a single topic, which raises the possibility that some data was not collected entirely in the study setting.

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