



**Factors That Influence the Decision to Carry Out Lay Off
(Study Case at the Pamong Police Unit Office Praja Kutai Kartanegara)**

**Thalita Rifda Khaerani¹, Nurpadillah Ramadani², Ahmad Dimas Nabil Sabhy³,
Muhammad Alif Yurizky Zuniar⁴, Dinda Aulia Fitriani⁵**

Universitas Mulawarman, Samarinda, Indonesia

Email: thalitarifdakhraerani@fisip.unmul.ac.id

Abstract

Decision-making in carrying out duties is important for police officers. This study was conducted to analyze the factors that affect the decision-making process to carry out duties at the Prajakan Kutai Kertanegara Police Station. This research aims to analyze the factors influencing decisions to implement layoffs at the Office of the Kutai Kartanegara Public Order Police Unit. The research method used is a case study, collecting data through interviews and documentation analysis. The findings highlight several key factors influencing layoff decisions, including economic conditions, organizational policy changes, and internal employee dynamics. These findings provide a better understanding of the factors that need to be considered in human resource management within public service environments such as the Office of the Kutai Kartanegara Public Order Police Unit. The results of this research are expected to provide new insights for the police in increasing effectiveness and efficiency in decision-making to carry out tasks in the field. This is important to maintain public trust in police performance. This case study can be a valuable input for policy makers in the police environment to strengthen a more targeted and responsive decision-making process to the needs of the community.

Keywords: Factors, Layoffs, Human Resource Management

INTRODUCTION

Humans are an important asset in an organization that can mobilize other resources in the organization (Suwarno 2016); (Sastrohadiwiryono and Syuhada 2021). These human resources influence the performance of an organization or agency in terms of effectiveness and efficiency, both directly and indirectly (Dessler 2015); (Widianti 2022). This makes the agency aware of the important role of Human Resources, known as employees or employees in the agency because in searching, finding, employing, motivating, training and developing human resources as well as retaining quality workers because it requires investment in terms of time, energy and costs which are not a little (Puspitasari 2016); (Abidin 2022); (Marhaeni 2023). So agencies are required to understand and manage human resources as best as possible to achieve organizational goals (Daya 1996); (Sabrina 2021).

Termination of employment is when the agency and its workers stop working together forever, this can happen when the worker leaves alone or when the agency issues them (Nugroho 2023). Even though layoffs are agency policy, the government also regulates this matter. This study focuses on the factors that influence the decision to lay off at the Kutai Kartanegara Pamong Praja Police Unit Office, which is a public sector organization. This is different from many previous studies that focused more on the private sector (Edy 2016).

Termination of Employment Relations (PHK) is a concept carried out by agencies to end employment relationships, which can be caused by various things. In this way, the rights and obligations between employees and agencies can be lost. This understanding is stated in Article 1 Number 25 of Law Number 13 of 2003 concerning employment. In general, there are three things that can cause layoffs. The first is because of legal reasons, such as retirement, death, or PKWT has ended. The purpose of this research is to find out what factors can influence employees to be terminated and to find out the

factors that influence the agency's decision to terminate employment (PHK) of its employees. In dynamic and challenging situations, the ability of police officers to make the right and quick decisions is essential. However, there are often various factors that can affect the decision-making process. Therefore, this research is important to identify and understand the key factors that affect the decision-making process in the police environment.

This study aims to explore and analyze the factors that affect the decision-making process to carry out duties at the Prajakan Kutai Kertanegara Police Station. The results of this study are expected to provide valuable input for the police in improving the effectiveness and efficiency of decision-making, so that it can improve performance and public trust. In addition, the findings of this research can also be an academic reference for the development of theories and practices related to decision-making in the police environment.

METHODE RESEARCH

This study uses a case study approach to analyze the factors that affect the decision to carry out termination of employment (PHK) at the Kutai Kartanegara Pamong Praja Police Unit Office. This study collected data through interviews and documentation analysis to find out the factors that influenced the decision to carry out layoffs at the Kutai Kartanegara Pamong Praja Police Unit Office. The data analysis in this study was carried out qualitatively to identify and understand the factors that affect the decision to lay off (Sekaran and Bougie 2017).

RESULTS AND DISCUSSION

Factors influencing the decision to carry out layoffs in the Kutai Kartanegara Civil Service Police Unit

The Kutai Kartanegara Civil Service Police Unit (Satpol PP) is an institution responsible for maintaining order and security in the Kutai Kartanegara area (Zulfahmi and Yulianingrum 2024). Its main duties include enforcing regional regulations, monitoring public order, enforcing discipline and community order, as well as carrying out other activities related to security and public order functions at the local level. Kutai Kartanegara Satpol PP plays a role in maintaining community discipline, monitoring compliance with regional regulations, and supporting the creation of a safe and orderly environment for residents in the area

One of the government policies implemented by the Civil Service Police Unit is regarding termination of employment or what is abbreviated as layoffs (Hayati 2020). The policy regarding provisions for termination of employment (PHK) is contained in Article 81 of Law Number 11 of 2020 (Abas, Kholiq, and Wicaksono 2022); (Butarbutar 2022).

Based on the results of an interview with Mr. Mulyadi, SE., as Head of the Civil Service Sub-Division of the Kutai Kartanegara Civil Service Police Unit, he said that the factors for termination of employment at Satpol PP are predominantly assessed by the behavior and percentage of employee attendance.

In the Kutai Kartanegara Regency government, there are several types of workers, namely civil servants as the first, followed by P3K as the second, then honorary workers as the third, and there are also Banpol PP, which has a slight difference from honorary workers. Even though their salaries are different, civil servants and P3K have larger salaries. The main difference between P3K and PNS lies in the absence of a pension program for P3K, but the salary received is almost comparable to PNS. In addition, there are two main categories, namely PNS and P3K, in the ASN structure.

As a civil servant, the first factor that influences his status is inactivity at work (Sakinah and Indahingwati 2019). The process begins with being absent for three consecutive working days which is

then followed by the issuance of Order 1 (SP1). If the absence continues for five working days, an Order 2 (SP2) will be issued. SP1 and SP2 are notifications to the Regent, Inspectorate and BKPSDM to decide whether the civil servant concerned will be dismissed or not. We only provide proof of the civil servant's absence. Those who do not fulfill their work obligations will be subject to punitive sanctions, be they light, medium or heavy.

Light punishment includes several types of sanctions, namely:

1. Postponement of periodic salary increases for 2 years. For example, a civil servant who is supposed to receive a periodic salary increase of Rp. 100,000 every two years, will have his salary increase stopped during that period. This is the lightest punishment.
2. Demotion is also included in the light to moderate punishment category.
3. If an ASN who is an official is punished, the sanction could be in the form of demotion and revocation of his rights as an official, so that he returns become a regular ASN. This also falls into the light to heavy punishment category.

According to Mr Mulyadi, the process of dismissing an employee can take a long time, perhaps even up to a year before it is completed. Consequences will occur if the employee remains absent from work after receiving SP1 and SP2. They will be summoned, and if within 40 days they are still absent without a clear reason, in accordance with the latest law, namely Law no. 40, dishonorable discharge will be carried out.

The process for first aid workers and honorary staff is almost the same as the process that applies to civil servants and ASN. Both P3K and honorary personnel will follow similar procedures if they are absent and receive SP1 and SP2, but the difference lies in the application for absences which is done directly through the head of service, while in Satpol PP they are referred to as Kasat (Unit Head). In contrast to civil servants, levels in the administrative structure for honorary staff do not require approval from the Regional Secretary (Regional Secretary) and the Regent.

At Satpol PP, fingerprint technology is used as a method for employee attendance. Fingerprint is used as a tool for taking attendance, both when employees come to work at 07.00 WITA - 16.30 WITA or when they leave work. Attendance is carried out twice a day. Absence data for a month will then be summarized. Every 3 or 7 days, Satpol PP checks employee attendance. Those who rarely attend will be summoned and given a verbal warning. However, if the employee has a problem or violation, they will be given a Summons Order (SP1).

The Satpol PP internal investigation team, known as Internal Action Officers (PTI), consists of around 7 officers who are civil servants. They have a duty to investigate problematic employees. The results of their investigation will produce an official report as proof that the employee has a problem. If the problem persists, PTI will take action. If the violation persists, SP2 will be issued. If violations continue, this will authorize the head of the department or Head of Satpol PP to directly dismiss the employee.

Satpol PP is currently not carrying out layoffs (PHK), but employees of their own free will move to work at other agencies. In 2020, every time the Satpol PP decree is extended, it will carry out drug tests for Banpol PP personnel, with the policy that anyone proven to be using drugs will be immediately dismissed.

In 2020, 2 people were given summonses for being involved in drug use and were ultimately dismissed. Meanwhile, other employees at Satpol PP voluntarily left because they moved to other agencies. Over the last 3 years, there have been no layoffs except in 2020, where only 2 people were dismissed due to drug use.

In research Currently , the decision to terminate employment relations (PHK) at Satpol PP is based on several crucial factors. In 2020, implementing a drug testing policy will become a central

point. According to this policy, anyone proven to be using drugs is immediately dismissed. The results of this policy resulted in two employees being dismissed after testing positive in a drug test and being given a summons regarding the case. Meanwhile, some employees chose to voluntarily leave Satpol PP because they chose to move to work at another agency. In the last three years, no layoffs have been carried out except in 2020, where the drug test policy resulted in two people being dismissed because they were involved in drug use in accordance with company policy.

CONCLUSION

In our research, the decision to terminate employment (PHK) at Satpol PP was based on several key factors. In 2020, implementing the drug testing policy will be the main focus. In accordance with this policy, anyone proven to be using drugs is immediately fired. The results of this policy resulted in two employees being fired after testing positive in a drug test and being given a summons regarding the matter. Meanwhile, several employees chose to leave Satpol PP voluntarily because they chose to work elsewhere. Over the past three years, no layoffs have been carried out except in 2020, when the drug testing policy led to the dismissal of two people for being involved in drug use in accordance with company policy.

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