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Management to Strengthen the Capacity of Human Resources in An Effort to Increase the Effectiveness of Handling Traffic Accidents at the Bantul Police Station

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ABSTRACT

Traffic accidents in the jurisdiction of the Bantul Police are still a problem that requires serious attention due to the high mobility of the community, the growth in the number of motor vehicles, and the dominance of human error factors that cause the high number of accidents. This condition shows that the effectiveness of handling traffic accidents is not only determined by facilities and regulations, but also by the capacity of human resources (HR) owned by Traffic Unit personnel. This study aims to analyze the obstacles in the management of strengthening the capacity of human resources as well as the efforts made to increase the effectiveness of handling traffic accidents at the Bantul Police Station. The research method used is qualitative research with a descriptive approach. Data were obtained through observations, in-depth interviews with the Chief of Police, the Gakkum Satlantas Office, investigator members, and the public, as well as documentation studies. Data analysis is carried out through the stages of data reduction, data presentation, and drawing conclusions. The results of the study show that strengthening the capacity of human resources still faces obstacles in the form of limited personnel, uneven competence in the use of accident investigation technology, limited education and continuous training, suboptimal facilities and infrastructure, and inter-agency coordination that still needs to be improved. Efforts made include planning human resource needs based on workload analysis, improving competencies through competency-based training, developing learning organizations, modernizing investigative technology, strengthening performance evaluation systems, improving cross-sector coordination, and providing motivation and rewards to personnel. These efforts are expected to improve the professionalism of Satlantas members so that the handling of traffic accidents can be carried out more quickly, precisely, effectively, and oriented towards community service.

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1. INTRODUCTION

Traffic accidents are still one of the main problems in the implementation of security, safety, order, and smooth traffic (Kamseltibcarlantas) in Indonesia. According to the World Health Organization, traffic accidents are one of the leading causes of death in the world, with more than 1.19 million deaths each year, as well as being the dominant cause of death in the productive age group [1]. This condition shows that efforts to handle traffic accidents require a comprehensive approach, not only through law enforcement, but also through strengthening traffic management systems supported by competent human resources (HR).

From the perspective of HR management, competence is a combination of knowledge, skills, and attitudes that enable a person to carry out his or her work effectively [2]. Therefore, the success of the implementation of the traffic function is greatly influenced by the competence of Satlantas members in carrying out preventive, preemptive, repressive, public service, accident investigation, and traffic safety analysis. [3] emphasized that public sector organizations will be able to produce optimal performance if they have competent, adaptive, and continuously developed human resources through the continuous learning process. Thus, strengthening human resource capacity is a strategic issue because the effectiveness of traffic management ultimately depends on the ability of personnel to manage various increasingly complex traffic dynamics.

Empirically, the complexity of the duties of Satlantas members continues to increase along with the increase in the number of motor vehicles, the development of transportation technology, and the increase in community mobility. Satlantas personnel not only carry out law enforcement functions, but are also responsible for traffic regulation, vehicle registration administration services, accident investigations, traffic safety education, preparation of black spot analysis, and coordination with related agencies in realizing road safety.

In Bantul Regency, the characteristics of the area, which is passed by national roads, tourist areas, educational areas, and increased community mobility during the holiday season and holidays, cause the level of vulnerability to traffic accidents to be relatively high. This condition requires Satlantas members to have adequate technical competence in conducting traffic engineering, data-based decision-making, risk analysis, and handling accidents quickly and professionally. Digital transformation within the National Police has also changed the work patterns of traffic personnel. The use of information technology in public services, accident data management, and traffic management systems requires members to have digital literacy and high adaptability. However, opportunities to participate in specialization development education, technical training, and competency certification cannot always be followed equally by all personnel due to budget limitations, operational needs, and daily workloads. This condition has the potential to cause a competency gap between members, thus affecting the effectiveness of task implementation [4].

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This phenomenon is in line with the opinion of [5], who stated that organizations will have difficulty achieving optimal performance if individual competencies have not developed according to the complexity of their work. Thus, the main challenge in handling traffic accidents does not only lie in the aspect of infrastructure or regulation, but also in the readiness of personnel competencies as the main implementers of traffic management.

The phenomenon of traffic accidents in the Bantul Regency area shows a fluctuating tendency but remains a strategic issue in the implementation of police functions, especially in traffic units. High community mobility, growth in the number of motor vehicles, and traffic behavior that is not fully orderly are the main factors that trigger accidents. In this context, the effectiveness of traffic management is not only determined by regulatory aspects and infrastructure, but also highly dependent on the capacity of human resources (HR) who carry out these functions. Human resources who have limited competence, both in terms of technical knowledge, operational skills, and professional attitudes, have the potential to hinder the process of preventing and handling traffic accidents optimally [6].

Phenomena in the field show that there is still a gap between the demands of tasks and the capacity of personnel, especially in terms of accident analysis, technology-based traffic management, and educational capabilities for the public. This is in line with the view that strengthening human resource capacity is a key element in improving the performance of public sector organizations, including police institutions [7]. In practice, the lack of optimal continuous training programs, the limited number of competent personnel, and the uneven distribution of workload are factors that weaken the effectiveness of traffic management at the Police level.

The development of transportation technology and traffic information systems requires a quick adaptation from the police apparatus. However, the emerging phenomenon shows that the use of technology such as electronic ticketing systems, accident data analysis, and mapping of accident-prone areas has not been fully supported by adequate human resource competence. In fact, according to modern management concepts, increasing human resource capacity through education, training, and sustainable development is a strategic investment that has a direct impact on increasing organizational effectiveness [8]. Therefore, without systematic and planned strengthening of human resource capacity, efforts to handle traffic accidents will tend to be reactive and have less significant impact.

Thus, the phenomenon that occurred at the Bantul Police illustrates that optimizing the strengthening of human resource capacity is an urgent need in order to increase the effectiveness of traffic management. The strengthening not only includes improving technical competence, but also developing soft skills such as communication, decision-making, and integrity. This approach is believed to be able to encourage the creation of a traffic management system that is more responsive, adaptive, and oriented towards accident prevention, so that it can reduce the number of traffic accidents in a sustainable manner.

The Bantul Police itself has implemented various programs to reduce the number of accidents, such as the Caring Police Program (Si Dul), which focuses on patrol and

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education activities for the community to increase traffic compliance. However, data show that human error is still the main cause of accidents, which shows that there are challenges in disorderly driver behavior and the internal capacity of the police in traffic control and education.

Normatively, the implementation of traffic functions within the National Police of the Republic of Indonesia requires each personnel to have professional competence according to the standards of the position. This is in line with the mandate of Law Number 22 of 2009 concerning Road Traffic and Transportation, which emphasizes that the implementation of traffic and road transportation aims to realize security, safety, order, and smooth traffic through effective and efficient implementation. In addition, the competency development of state apparatus is also part of modern human resource management, which emphasizes the importance of continuous professional development. According to [9], public organizations need to build employee capacity through education, training, organizational learning, coaching, mentoring, and competency evaluation on an ongoing basis in order to be able to adapt to changes in the strategic environment.

In the context of the police, the ideal conditions that are expected are the availability of Satlantas members who have technical competence in traffic policing, analytical ability in identifying factors that cause accidents, the ability to utilize information technology, public communication skills, and the ability to work collaboratively with various stakeholders. This competence is expected to increase the effectiveness of traffic management so that the number of traffic accidents can be reduced sustainably.

Research conducted by [10] shows that the optimization of accident handling is influenced by organizational coordination, the availability of infrastructure, and the implementation of the duties of Laka Lantas Unit members. However, the study focuses more on the operational aspects of handling accidents and has not examined in depth how personnel competencies are built as part of strengthening human resource capacity that supports the effectiveness of traffic management.

[11] also emphasizes efforts to optimize accident handling through improved coordination, work procedures, and organizational support. However, the study has not placed member competencies as a strategic factor in improving the effectiveness of overall traffic management.

Furthermore, research by [12] proves that competence has a significant effect on personnel performance, and training is a factor that strengthens this relationship. However, the study uses a quantitative approach, so it only explains the relationship between variables and has not described in depth how the process of strengthening human resource capacity is carried out in supporting the effectiveness of traffic management, especially in handling traffic accidents.

In addition, research by [13] concluded that competence is a factor that affects the improvement of the performance of Satlantas members. However, the research is oriented towards personnel performance and job satisfaction, so it has not examined competence as an organizational capacity that contributes to the effectiveness of traffic management in an effort to reduce the number of traffic accidents.

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Based on the previous research analysis, there are several research gaps that are the basis of this research. First, the substance gap, previous research mostly discussed personnel performance, accident handling procedures, and accident cause factors, while this study focuses on strengthening human resource capacity as a strategy to increase the effectiveness of traffic management. Second, related to the conceptual gap, previous research positioned competence as a factor that affects individual performance, while this study views competence as part of organizational capacity that determines the effectiveness of traffic management.

2. METHOD

This study uses a qualitative approach with a descriptive method to understand in depth the strengthening of the capacity of human resources (HR) in improving the effectiveness of traffic management in handling traffic accidents in the Bantul Police. According to [14], qualitative research is used to examine phenomena in natural conditions with researchers as the main instrument, while [15] explained that this approach aims to understand social phenomena holistically based on the perspective of the research subject. Research data were obtained from primary sources through non-participatory observation and in-depth interviews with the Chief of Police, the Gakkum Satlantas Office, investigator members, and the public, as well as secondary sources in the form of relevant documents, reports, and regulations. Data collection was carried out through observation, interviews, and documentation studies using research guidelines and field notes. Furthermore, the data were analyzed qualitatively through the stages of data reduction, data presentation, and conclusion drawing as stated by [14], so that a comprehensive picture was obtained of the implementation of traffic management, obstacles to strengthening human resource capacity, and efforts to optimize the handling of traffic accidents at the Bantul Police.

3. RESULTS AND DISCUSSION

3.1. Obstacles in the Management of Strengthening the Capacity of Human Resources in an Effort to Increase the Effectiveness of Handling Traffic Accidents at the Bantul Police Station

The management of strengthening the capacity of human resources (HR) is one of the main factors in determining the success of police organizations in providing services to the community, especially in handling traffic accidents. According to [16], HR management not only focuses on fulfilling the number of personnel, but also includes competency development, increasing professionalism, and adaptability to the development of the strategic environment. In the context of the Bantul Police, the effectiveness of handling traffic accidents is influenced by the ability of Traffic Unit personnel to carry out the first action at the scene of the crime (TPTKP), crime scene processing, investigation, and service to victims.

However, the implementation of strengthening human resource capacity still faces various obstacles. The first obstacle is the limited number of personnel compared to the high mobility of the community and the increasing volume of vehicles. Bantul Regency, as one of the buffer areas of Yogyakarta City, has a high level of community activity, especially on tourist routes and national routes. This condition causes the workload of

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Satlantas personnel to increase, so that the handling of accidents often has to be done quickly with a limited number of personnel. Senge [17] explains that a high workload can reduce organizational effectiveness if it is not balanced with a proportionate distribution of personnel.

The second obstacle is the uneven competence of personnel in mastering traffic accident investigation technology. Current technological developments require police members to be able to utilize digital devices, such as the Electronic Traffic Law Enforcement (ETLE) application, the Integrated Road Safety Management System (IRSMS), the Geographic Information System (GIS), and digital documentation technology in the accident investigation process. However, not all personnel have the same ability to operate the technology. According to [18], the development of technological competencies is the main need of modern organizations in order to be able to improve the quality of public services.

Furthermore, the limitations of continuous education and training programs are also an obstacle. The training provided to personnel is generally still periodic, so it has not been able to keep up with the development of increasingly complex accident investigation methods. In fact, today's traffic accidents not only require technical skills, but also digital forensic analysis skills, communication with victims, and cross-sector coordination. [19] emphasized that continuous training is the main strategy for maintaining employee competencies so that they remain relevant to changes in the work environment.

Another obstacle is the limitation of supporting facilities and infrastructure. Accident investigation equipment such as high-resolution digital cameras, crime scene mapping drones, digital measuring instruments, computer devices, and accident analysis software is not fully available or optimal. As a result, the documentation and accident analysis process is still carried out manually, so it takes longer. According to [20], organizational effectiveness is influenced by the integration between human resource competencies and adequate work facility support.

In addition to internal factors, cross-agency coordination is also still a challenge. The handling of traffic accidents involves various parties such as hospitals, the Transportation Office, BPBD, Jasa Raharja, and local governments. Differences in procedures, information systems, and communication mechanisms sometimes cause the process of handling victims and administrative settlements to be less than optimal. According to the Regulation of the National Police Chief Number 15 of 2013 concerning Procedures for Handling Traffic Accidents, the success of handling accidents requires integrated coordination between agencies so that services to the community can take place quickly, precisely, and accurately.

3.2. Human Resources Competence in Handling Traffic Accidents

The competence of human resources in handling traffic accidents at the Bantul Police Station can be analyzed using the competency theory put forward by Spencer and Spencer, which states that competence consists of five main characteristics, namely motivation (motives), traits, self-concept (self-concept), knowledge, and skills [21]. These

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five aspects are interrelated in supporting the effectiveness of the implementation of personnel duties in the field.

In terms of motivation, the results of the study show that Satlantas personnel are committed to providing fast and professional services to the community in handling traffic accidents. This motivation can be seen from the willingness of personnel to immediately go to the scene of the incident, provide first aid to the victim, and complete the handling process in accordance with applicable procedures. WHO [21] explains that motivation is an internal drive that causes a person to act consistently to achieve a certain goal. Therefore, high motivation is an important factor in improving the quality of police services.

In terms of traits, personnel show characteristics that support the execution of tasks, such as discipline, responsibility, precision, and the ability to work under pressure. These qualities are needed because handling traffic accidents requires precision in processing the crime scene (crime scene), collecting evidence, and making decisions quickly. According to [22], traits are innate characteristics that affect the way a person responds to work situations, so that they affect the success of task implementation.

In the aspect of self-concept, the results of the study show that personnel have confidence, integrity, and commitment to carry out tasks according to standard operating procedures (SOP). A positive self-concept encourages personnel to maintain professionalism and uphold professional ethics in providing services to the community. United Nations Office on Drugs and Crime [22] states that self-concept reflects a person's values, attitudes, and beliefs about himself, which are the basis for determining work behavior.

In terms of knowledge, the results of the study show that personnel have understood the laws and regulations in the field of traffic, accident handling procedures, crime scene processing techniques, and traffic accident investigation mechanisms. This knowledge is gained through formal education, training, and work experience. According to [23], knowledge is information that a person has in a certain field that is the basis for carrying out work effectively.

Meanwhile, in terms of skills, personnel have the ability to conduct crime scene processing, document evidence, make accident reports, and coordinate with various related parties. These skills support the accident handling process to take place quickly, precisely, and accurately. [24] explained that skills are the ability of a person to carry out physical and mental tasks in accordance with the demands of his job.

Based on some of the above aspects, it can be concluded that the competence of human resources at the Bantul Police Task Force in general has supported the effectiveness of handling traffic accidents. However, improving competencies through education, training, and professional development is still needed so that personnel abilities can continue to develop in accordance with the dynamics of tasks and technological developments in the field of traffic [25].

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3.3. Efforts to Improve Management and Strengthen Human Resource Capacity in an Effort to Increase the Effectiveness of Handling Traffic Accidents at the Bantul Police Station

Facing these various obstacles, a comprehensive HR management strategy is needed so that the effectiveness of handling traffic accidents can continue to increase. The first effort is to systematically plan human resource needs based on workload analysis. This analysis aims to determine the ideal number of personnel according to the characteristics of the region, the level of accidents, and the intensity of community services. [4] explained that good HR planning will result in a more effective distribution of personnel so that the organization is able to achieve its goals optimally.

The second effort is to improve personnel competence through competency-based education and training. The training program not only focuses on technical skills in handling accidents, but also includes the use of digital technology, data-based investigations, public communication, services to victims, and problem-solving skills. Training can be carried out in collaboration with the National Police Corps, universities, and professional training institutions. According to [21], organizations that implement continuous training have higher productivity and service quality than organizations that rely solely on work experience.

Furthermore, the Bantul Police need to develop an organizational learning system. This concept is carried out through evaluation activities for each accident case (after-action review), routine discussions, sharing experiences between investigators, and the preparation of an accident handling database as learning material for new personnel. United Nations Office on Drugs and Crime [22] stated that learning organizations are able to increase the capacity of individuals and organizations through a continuous learning process.

Strengthening human resource capacity must also be supported by modernization of facilities and infrastructure. The procurement of digital investigation devices such as drones for crime scene mapping, body-worn cameras, laser distance meters, 360-degree cameras, and accident analysis software will improve the accuracy of documentation and speed up the investigation process. In addition, the integration of accident data through IRSMS and ETLE enables evidence-based decision-making. According to [21], the use of information technology in law enforcement can increase the transparency, accuracy, and efficiency of police services.

Another aspect that needs to be strengthened is the competency-based performance appraisal system. Personnel performance evaluation not only measures the number of cases resolved, but also the quality of service, response speed, community satisfaction, coordination ability, and compliance with standard operating procedures (SOPs). [22] explained that an objective evaluation system is able to increase work motivation and encourage employee competency development.

On the other hand, strengthening cross-sector coordination needs to be carried out through the establishment of a traffic safety coordination forum involving the Bantul Police Task Force, the Transportation Office, local governments, hospitals, BPBD, and Jasa Raharja. The forum can be used to develop integrated handling procedures, share

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accident data, and formulate preventive measures based on accident-prone locations. This collaborative approach is in line with the concept of good governance, which emphasizes synergy between agencies in providing public services.

In addition to improving technical competence, aspects of welfare and motivation of personnel must also be considered. A high workload requires psychological support, recognition for work achievements, and a transparent career system. According to [19], employee motivation is influenced by awards, opportunities for development, and a supportive work environment. Therefore, rewarding outstanding personnel and providing counseling services for members who experience work pressure can increase work morale and professionalism.

With these various efforts, the management of strengthening the capacity of human resources at the Bantul Police is expected to be able to improve the quality of services to the community, accelerate the process of handling traffic accidents, strengthen technology-based investigation capabilities, and realize professional, modern, and reliable police services. Strengthening human resource capacity is not only an investment for organizations, but also an important part of realizing traffic safety and community protection in a sustainable manner.

4. CONCLUSION

Based on the results of the study, it can be concluded that the management of strengthening the capacity of human resources has a very important role in increasing the effectiveness of handling traffic accidents in the Bantul Police. The implementation of strengthening human resource capacity still faces various obstacles, namely the limited number of personnel compared to the workload, the uneven competence of personnel in mastering accident investigation technology, limited education and continuous training, lack of optimal support for facilities and infrastructure, and coordination across agencies that is not fully integrated. These obstacles have an impact on the effectiveness of the traffic accident handling process, starting from initial response, investigation, to service to the community.

To overcome these obstacles, it is necessary to strengthen human resource management through workforce needs planning based on workload analysis, improving competencies through continuous education and training, developing learning organizations, modernizing investigative facilities and technology, implementing competency-based performance evaluation systems, strengthening coordination with related agencies, and increasing personnel motivation and welfare. The implementation of the strategy is expected to increase the professionalism of members of the Bantul Police Task Force so that the handling of traffic accidents can be carried out more quickly, accurately, effectively, and oriented towards public services, while supporting the realization of security, safety, order, and smooth traffic.

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