



Study On Human Resources Readiness of Sea Cross-Border Post (PLBN) In Riau Islands Province

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Abstract

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This study aims to examine the readiness of human resources and the process of placing employees at the Sea Cross-border Post (PLBN) in Riau Archipelago Province. This research used a qualitative method with a descriptive approach. Data was collected through in-depth interviews with eight key informants, observations and documentation. Instrument testing was carried out using triangulation and Nvivo12. This study provides an overview of the readiness of human resources and the process of placing employees at PLBN. The findings of this study can become a basis for the government in planning and adopting policies related to human resource management in other PLBNs. The PLBN is also considered to generate high-quality human resources, with the hope that it will contribute significantly to the economic development of the Riau Archipelago Province in the future.

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INTRODUCTION

Management of national borders is crucial in asserting territorial sovereignty, utilizing natural resources, and ensuring the security of a country. The resolution of border issues involves aspects such as setting boundaries with neighboring countries, maintaining boundary markers, negotiating political strategies, and strengthening national awareness in border communities (Zein, 2020; Makahingide, 2021; Sarjito & Almubaroq, 2023). For land and sea areas, the management focus involves negotiation, demarcation, and geospatial technology policies, while in terms of cross-border activities, the construction of cross-border postal facilities is important to establish cooperation with neighboring countries (Muta'ali et al., 2018; Wangke, 2018; Arifin, 2022).

The border area of the country has a central role in determining the boundaries of sovereign territory, utilization of natural resources, as well as the security and territorial integrity of a country (Trisnaputra, 2023). In Indonesia, border areas face complex problems in terms of security and socio-economics that can threaten state sovereignty. Therefore, the management of border areas needs to be carried out effectively by considering international legal theories as guidelines (Andreantika, 2022). One example of an Indonesian border area is PLBN, which is part of the border area development which aims to develop Indonesia from the periphery with a focus on improving people's welfare and security.

Borders are an important manifestation of a country's territorial sovereignty. Borders can be recognized through treaties or in general without express statements, indicating the state's rights over its territory (Riwanto, 2002; Guo, 2005; Arifin, 2022). Problems at the border include community isolation, lack of infrastructure, cross-border violations, socio-economic disparities, and unresolved regional boundaries so that strategic development planning is necessary in border areas (Pamungkas, 2017). The development of border areas is carried out using a sectoral and regional approach, taking into account the potential of natural resources and local development for economic growth and social welfare. The current development approach focuses more on community participation and equity, efficiency, and sustainability and balance (Mufizar & Achyar, 2010).

Coastal and marine resources are vital for national development, and related policies and programs must be prioritized to achieve efficiency in the use of coastal space and resources, improve the welfare of coastal communities, empower communities, and protect and improve the quality of natural resources (Patton et al., 2021). The concept of sustainable development must be a major consideration by synchronizing and integrating economic, socio-cultural and environmental aspects, because these three aspects are interrelated and cannot be separated (Dianita et al., 2022). In border areas, improving the quality of human resources is very important to increase overall national resilience and stability (Do Carmo, 2021). Improving the standard of living of border communities and preparing elements of CIQS (Clearance, Immigration, Quarantine, Security) are also crucial aspects in supporting activities in the integrated PLBN supporting area.

Along with that, strategic human resource planning must be carried out to ensure effective planning implementation in border areas. This includes analyzing current human resource competencies and identifying future needs (Suprihanto, 2021). Previously, human resource planning in border areas was often limited to short-term and pragmatic methods. Therefore, based on the Regulation of the Head of the National Border Management Agency Number 1 of 2022, the State Cross-Border Post Management Sector, which is under the Assistant Deputy for State Cross-Border Management, has an important responsibility in ensuring the facilitation of supervision and services for cross-border countries to maintain order and smoothness, and manage the area of the State Cross-Border Post area.

Placement and utilization of human resources is an important step in HR management. Employee job placement is carried out after the selection process, in which prospective employees who are accepted are placed in positions or jobs that suit the needs of the organization (Syaifullah, 2022). Organizational success does not only depend on existing natural resources, but also the quality of human resources who play a role in planning, implementing, and controlling the organization (Ana & Ashari, 2023; Al-Swidi et al, 2021). By making the right placement, the organization can maximize the potential

and quality of its human resources to achieve organizational goals efficiently and effectively. Therefore, the management of the placement and utilization of human resources is an important aspect in efforts to improve the performance and success of an organization.

Thus, this study will examine the readiness of Human Resources at the State Cross-Border Post with the focus of research on examining the readiness of human resources and staff placement at PLBN in Riau Islands.

LITERATURE REVIEW

a. Human Resource

According to Hasibuan (2016) human resources are science and art managing the relationships and roles of the workforce so that they are effective and efficient in helping realizing the goals of the company, employees and society. According to Kasmir (2016) explained that human resources is a management process people, through planning, recruitment, selection, training, development, compensation, career, safety and health and care industrial relations to termination of employment relations in order to achieve goals company and increasing stakeholder welfare. According to Sulistyowati (2021) human resources are the people employed in a company agencies as movers, thinkers and planners to achieve goals organization.

Wibowo (2017) states that human resources are planning, organizing, coordinating, implementing, and separation of workers in order to achieve organizational goals. According to Ajabar (2020), human resources are the main key for internal organizations carry out its purpose. According to Riniwati (2016) what is meant by source Human resources are planning, procurement, development, maintenance, as well as the use of resources by humans to achieve goals both individually and organizationally. According to Ricardianto (2018) states that Human Resource Management is a science or how to organize the relationships and roles of resources (labor). owned by individuals efficiently and effectively and can be used effectively maximum so that the (goal) is shared with the company, employees and society maximum. Mangkunegara (2016) said that HRM is a planning, organizing, implementing and supervising procurement, development, provision of services, integration, maintenance, and separation of labor in order to achieve organizational goals". Function from human resources (HR) to take the initiative and to providing guidance, support and services on various related matters with employees in the organization (Mukminin et al 2019).

b. Employee Job Placement

Employee job placement is a follow-up to selection, namely placing prospective employees who are accepted into positions/jobs that require them and at the same time delegating authority to that person (Hakim, 2019). Employee placement should be based on expected work criteria and standards so that employees placed in the organization refer to these performance principles (Priansa, 2018). According to Bahri (2019) employee placement is the process of placing employees in jobs that suit their skills so they can work effectively based on job analysis information. Tanjung (2020) states that work placement is planning in determining employees who will fill existing jobs in the company concerned.

From the definitions above, it can be concluded that placement is a process carried out after selection to place new employees and old employees in new positions

appropriately according to their field and expertise so that when they work later employees will easily achieve in accordance with their initial goals.

c. State Borders

According to Guo in Arifin (2014), borders contain understanding as a boundary between a political area and a movement area. Meanwhile, the border area contains the meaning of an area that plays an important role in political competition between two different countries. Based on the definition and characteristics of borders, O.J. Martinez in Arifin (2014), groups borders into four types. First, alienated borderland, namely a border area where no cross-border activity occurs, as a result of raging wars, conflicts, domination of nationalism, ideological hatred, religious hostility, cultural differences, and competition ethnic. Second, coexistent borderland, namely a border area where Cross-border conflicts can be reduced to a manageable level although problems still arise whose resolution is related to the problem of ownership of strategic natural resources on the border. Third, interdependent borderland, namely a border area on both sides symbolically linked by relatively stable international relations. Residents in both parts of the border area, as well as in both countries, are involved various economic activities that are mutually beneficial and more or less at an equal level, for example one of the parties has the facility production while others have cheap labor. Fourth, integrated borderland, namely a border area with activities the economy is a unitary one, nationalism has receded considerably both countries and both are joined in a close alliance.

Border management has very strategic value and is important to remember directly related to efforts to uphold state sovereignty, enforcement national defense and security, resource utilization and equality development, as well as shared responsibility in building competitiveness community members to balance community socio-economic activities neighboring countries. Prosperity approach or welfare of border communities, carried out by orienting all border development efforts aimed at increasing economic activity and community employment, providing basic social services to border communities and their development culture and kinship between the people of the two countries on the border. Approach security or defense and border security, implemented with increase the intensity and quality of border security patrols on land and maritime including increasing the number of security personnel, increasing the quality of border security posts (pamtas), confirmation and sealing of signs land boundaries, socialization of sea boundary signs for fishermen and local communities outer island. The final principle is the sustainability/environment approach (environmental sustainability). Bearing in mind that border areas generally still maintain an environmental balance between community life and surrounding environment, then any infrastructure development plans, implementation of economic investment, and basic services both upstream and downstream must consider and take into account regional environmental governance surrounding areas, both protected forest areas, cultivation environments and the environment settlements (Poetro, 2015). This border management must be able to answer five general conditions and problems at the border, namely:

1. The condition of the community is still isolated and socio-economic lagging behind, even though it has quite large resource potential;
2. Minimal infrastructure conditions and posts in border areas inadequate, so that border area supervision becomes weak;
3. The occurrence of cases of cross-border violations by Indonesian citizens to neighboring countries and vice versa;
4. There is a socio-economic gap in communities in border areas the country of Malaysia

which can cause jealousy; as well as

5. Several land and sea boundaries with several neighboring countries bordering on unfinished.

The isolation of state border areas is a major issue borders, due to limited basic regional infrastructure, namely transportation, energy (electricity and fuel), communication and information, causing slowness economic growth, and the lack of basic social services, in particular education and health (Poetro, 2015). Regional development strategy borders generally include:

- b) Making the border area a gateway to neighboring countries
- c) Developing border areas with a welfare approach, security, and the environment. Develop economic growth centers in sub-districts that directly border it selectively and in appropriate stages priorities and needs.
- d) Increasing the protection of natural resources of tropical forests (tropical forest) and conservation areas, as well as developing cultivation areas productively for the welfare of local communities.
- e) Improving the quality of human resources (HR) through development in the fields of education, health, transportation and information.
- f) Increasing development cooperation in the social, cultural, security and economic relations with neighboring countries.

Regional development planning can be done in two ways, namely a sectoral approach and a regional (regional) approach. On approach sectoral by focusing attention on activity sectors in the region, while the regional approach looks at the use of space and the interaction of various activities in regional space. Internal regional development in the long term, more emphasis is placed on recognizing the potential of natural resources and potential for local development of the region that is able to support growth economic and social welfare of society, including poverty alleviation as well as efforts to overcome existing development obstacles in the region in order to achieve development goals. The development paradigm over the last few decades has continued to experience fundamental shifts and changes.

Shifting the development paradigm that previously used the approach top down where the government's role is dominant, has now changed to bottom up approach where development is driven by community participation in the development process (both in terms of planning, implementation, and control). The current new paradigm believes that development must be directed towards equality, growth (efficiency) and balanced sustainability in economic development. One of the important characteristics of regional development according to Rustiadi et al., (2017) is the effort to achieve balanced development. Balanced development is the fulfillment of development potential in accordance with the clear development capacity of each region/region diverse.

The legal territory of the Unitary State of the Republic of Indonesia (NKRI) which borders other countries, and its territorial boundaries are determined based on applicable laws and regulations (Nurdjaman and Rahardjo in Muta'ali (2014). According to Muta'ali (2014), the important things that are The focus of attention in border areas is increasing attention to networks, mobility, globalization and cosmopolitanization which play a role in giving character to a border area. Over time, there has been a paradigm shift regarding border areas from what was initially just a line on a map or a boundary sign politics (security check points, passport control, transit points) is experiencing development in a broader direction so that the borderless nuance is increasingly visible. The development

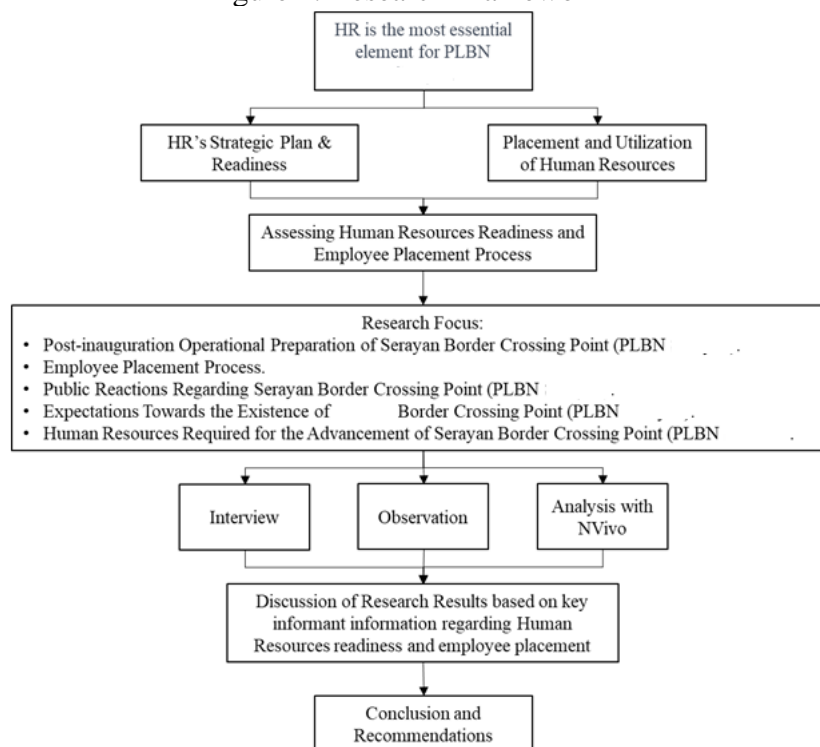
of this paradigm encourages the development of welfare aspects (prosperity) so that the function of border areas becomes important as a motor for economic growth (region). strategic) even though they are often located in peripheral areas. The policy implemented in developing border areas is "accelerating the development of border areas in various fields, especially improving the economic, social and security sectors and placing border areas as gateways for economic and trade activities with neighboring countries in an integrated and environmentally sound manner."

RESEARCH METHODOLOGY

This research adopts a postpositivism paradigm which views that results are determined by existing causes. This paradigm focuses on identifying and assessing the factors that influence the observed phenomena. The knowledge generated is based on careful observation of reality in everyday life (Ismayani, 2019). The design of this research is a case study, which is a comprehensive explanation of various aspects of a person, group, organization, program or certain situation that is researched, attempted and studied at a certain time (Sutisna, 2021). This study used a descriptive strategy with the observation method, and interviews were also involved to deepen the research.

The two main theories used in this research are readiness and human resource theory. Readiness refers to a person's competence to act or carry out tasks according to the situation at hand (Arikunto, 2004; Mulyasa, 2008; Slameto, 2010). Human resources are considered a valuable asset and key to organizational success, involving individuals who are ready, capable, and alert in achieving organizational goals (Sutrisno, 2011; Werther & Davis, 1996; Ndraha, 1999).

Figure 1. Research Framework



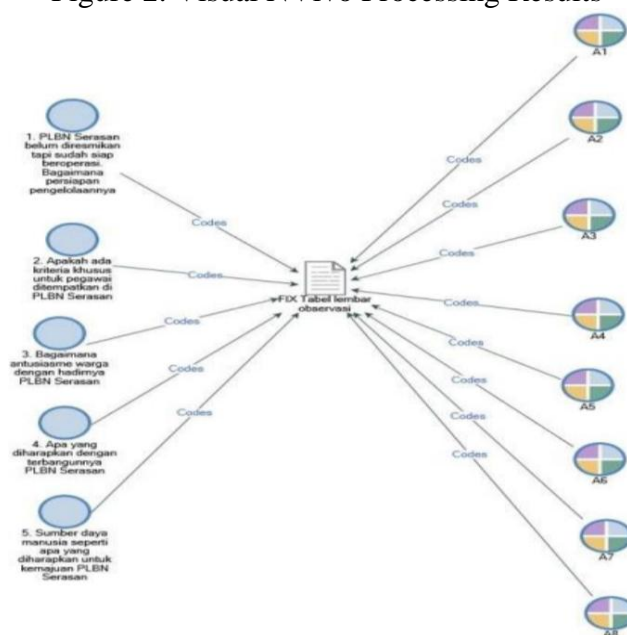
The focus of this research is operational preparation after the inauguration of the PLBN, the process of staffing, residents' reactions to the presence of the PLBN, community expectations for the PLBN in Riau Island, and the human resources needed for the progress of the PLBN. This research involved eight key informants which refers to the sampling method used was purposive sampling with a small number of participants but were in the research context and studied in depth (Miles & Huberman, 2014), so that the key informants were officials from the National Border Management Agency (BNPP) RI, PLBN Serasan Development Project Manager, Serasan Sub-District Head, East Serasan Sub-District Head, and two residents from Serasan and East Serasan Districts.

The instrument test was carried out through the triangulation method which consisted of three approaches including method triangulation, observer triangulation, and theoretical triangulation. Then processing data using NVivo12.

RESULT AND DISCUSSION

From the results of research involving several informants, the researcher obtained several findings that are worthy of being conveyed through this scientific work as a representation. Interviews were conducted with 8 key informants to answer the focus of this research, namely operational preparations after the PLBN was inaugurated, the staffing process, the community's response to the presence of the PLBN, community expectations for the PLBN, and the need for human resources for the progress of the PLBN.

Figure 2. Visual NVivo Processing Results

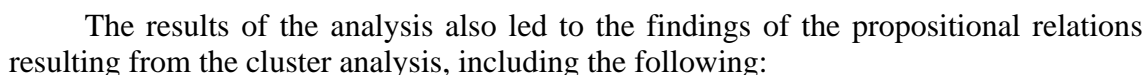


From the data processing carried out, the following results were obtained:

1. With regard to operational preparations after the PLBN was inaugurated, the PLBN is ready to operate and is waiting for the inauguration ceremony after optimal management preparations have been carried out. The keyword "PLBN" appears 30 times (8.62% weight), confirming the importance of PLBN in this preparation. The PLBN name "Serasan" appears 11 times (3.16% weight), referring to the PLBN being prepared. There is a relationship with other aspects such as administration,

- licensing, and coordination with related parties, indicated by the word "related" which appears 7 times (2.01% weight). PLBN is ready to operate and awaiting official inauguration.
2. In connection with the process of placing employees, the process of placing employees and managing staffing is based on government regulations. Keywords "employee" (10 times), "ministry" (8 times), "PLBN" (8 times), "serasan" (8 times), "government" (6 times), and "central" (6 times). The analysis focuses more on staffing arrangements and the role of the relevant ministries. Staffing at PLBN is also a concern. The word "serasan" indicates administrative linkages in government regulations. The government plays a central role in regulating staffing. The main focus of government regulations is staffing arrangements at the central level.
 3. Regarding the community's response to the presence of the PLBN, Serasan District residents are enthusiastic about the presence of the PLBN. The keywords "PLBN" and "Serasan" appear 16 and 13 times. Residents pay special attention to PLBN. "Serasan" describes the specific PLBN location. The existence of the PLBN seems to have had a positive impact on the enthusiasm of the residents. "Development" and "citizens" appear 6 times, indicating residents' awareness of development efforts that have the potential to improve the local economy and infrastructure. The word "enthusiasm" appears 4 times, indicating a group of residents who are enthusiastic about the PLBN. Overall, residents of Serasan District are enthusiastic about the PLBN.
 4. In connection with the community's expectations for the PLBN in Serasan Sub-District, there are community expectations for the development of the Serasan area with the main focus on the Serasan PLBN. "Serasan" appears 25 times (5.87%). Attention is also given to community and sub-district development in the Serasan area. "Society" appears 19 times (4.46%), and "kecamatan" occurs 13 times (3.05%). Development and economic efforts are a priority. "Development" occurs 11 times (2.58%), and "economy" occurs 9 times (2.11%). There are high hopes for improving the Serasan area and linking it with other areas across sectors. "Hope" and "cross" occurs 7 times, "boost" occurs 7 times (1.64%). PLBN Serasan is the main focus with attention to development, the community and sub-districts, as well as high expectations for economic improvement.
 5. Regarding the need for human resources for the development of the Serasan PLBN, human resources are important for the progress of the Serasan PLBN. "PLBN" appears 9 times (4.02%), indicating the importance of understanding border posts. "Region" appears 8 times (3.57%), the importance of understanding the area related to the management of regional boundaries. "Power", "feedback", and "source" appear 3.12% weight. This emphasizes the importance of understanding the carrying capacity of the region, coordination of drills, and resources in the border area. "Human", "hope" and "advance" appear with lower weight. This shows the importance of qualified human resources, expectations to be achieved, and progress efforts. Other words also contribute to understanding the management of boundaries and borders.

Figure 3. Word Cloud Research Focus



Proportion Relations

Proportion Relations		
Minor Propositions (1)	The readiness of the PLBN human resources can be as expected if there is an open opportunity for elements of employees by providing opportunities to become employees with training and training on managing national borders and border areas.	
Minor Propositions (2)	Due to the supporting factors such as the PLBN typology running quite well, the human resources in the border areas of the country, can meet expectations for the realization of the front porch of the Unitary State of the Republic of Indonesia.	Major Proposition
		The readiness of human resources at the National Cross-Border Post is supported by infrastructure, surveillance systems and cross-border services that are effective, efficient, orderly, comfortable and safe, according to characteristics, conditions and needs.

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CONCLUSION AND RECOMMENDATION

Based on the research results, it can be concluded that the preparation for the management of the Serasan PLBN has been carried out optimally with a focus on the PLBN itself and the fulfillment of all related aspects. The existence of the PLBN in Serasan District provides positive encouragement for residents, both in social and economic aspects, and the enthusiasm of the residents for the presence of the PLBN is expected to be a triggering factor so that the PLBN's performance can run according to the expected target. In addition, the development of the Serasan area is expected to generate significant economic improvements with attention to development, communities and sub-districts in the area. BNPP RI has also carried out a selection process for employees who will later be placed at the Serasan PLBN, with the hope that they are ready to carry out the task of managing national boundaries and border areas. The focus in employee selection includes responsibility, flexibility, communication skills, self-view, health, and knowledge of national boundaries.

Agencies that manage Cross-Border Posts (PLBN) need to prioritize improving human resources (HR) with superior quality. PLBN officers must have a productive, innovative and creative attitude, and be able to work well together in a team. A strong sense of love for the motherland is also an important factor, considering their noble duty in guarding the border area as the gateway to the Unitary State of the Republic of Indonesia. Skills and expertise development must be encouraged through training and training, so that PLBN human resources can carry out their duties optimally. In addition, it is necessary to identify the needs of PLBN staff and appropriate recruitment efforts to ensure the availability of qualified employees. In future research, it is recommended to make longer observations at the research location and use a mixed method approach to gain a more comprehensive understanding of the object of research. Thus, agencies can increase the efficiency and effectiveness of PLBN management and strengthen their contribution to scientific understanding.

Suggestions for further research are to conduct longer observations at the research location and research using mixed methods, namely a combination between qualitative and quantitative methods in order to gain a broader perspective and deeper into the research subject.

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