

## Efektivitas implementasi sistem promosi di lingkungan Polisia Nasional Timor Leste (PNTL) = Effective implementaion of promotion system in National Police of Timor Leste (PNTL) / Henrique DA Costa

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### Abstrak

<b>ABSTRAK</b><br>

Tesis ini membahas tentang efektivitas implementasi promosi di lingkungan Polisia Nasional Timor Leste (PNTL). Fokus penelitiannya pada faktor-faktor yang mempengaruhi implementasi promosi kepangkatan di lingkungan PNTL, efektivitas pelaksanaan promosi di lingkungan PNTL serta model-model pelaksanaan promosi di lingkungan PNTL. Implementasi promosi di lingkungan PNTL saat ini harus diakui belum baik, dikarenakan faktor-faktor yang mempengaruhi promosi seperti faktor senioritas, faktor pendidikan, dan faktor prestasi kerja belum maksimal diperhatikan. Disamping itu model-model promosi di lingkungan PNTL belum diimplementasikan secara baik dan benar, sehingga menimbulkan kekecewaan. Pembinaan karier di PNTL, khususnya mengenai promosi kepangkatan dilaksanakan oleh Departemen Sumber Daya Manusia atau Departemento Rekurso Humanu PNTL melalui arahan Wakil Kepala Kepolisian Timor Leste berdasarkan Peraturan Pemerintah nomor 16 tahun 2009 tentang Organic law PNTL. Selanjutnya diperjelas dengan Peraturan Pemerintah nomor:9 tahun 2009 tentang Promosi PNTL. Namun dalam kenyataannya banyak PNTL yang merasa kecewa dengan sistem promosi terutama mengenai promosi kepangkatan personil. Hal ini yang menjadi penelitian dan pembahasan penulisan tesis ini

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Metode penelitian dan penulisan tesis ini dilakukan secara kualitatif dengan melaksanakan studi dokumen dan wawancara terhadap personil PNTL di Markas Besar Polisia Nasional Timor Leste (PNTL) Caicoli, Dili. Disamping itu peneliti juga melakukan wawancara terhadap mantan Kepala PNTL dan mantan Wakil Kepala PNTL, NGO, dan orang sipil yang bekerja di PNTL.

Dari hasil analisa data yang di himpun oleh peneliti, dapat disimpulkan bahwa:  
a, Faktor-faktor yang mempengaruhi promosi kepangkatan di PNTL seperti faktor senioritas, faktor pendidikan dan faktor prestasi kerja belum di implementasikan secara baik dan benar, b. Pelaksanaan promosi kepangkatan di lingkungan PNTL belum dilaksanakan secara efektif karena masih terdapat campur tangan luar, c. Model-model promosi yang diterapkan di lingkungan PNTL belum secara rinci dan sempurna dijelaskan atau dijabarkan dalam peraturan yang mengatur tentang promosi PNTL. Sehubungan dengan itu disarankan:

Maka disarankan agar: a. Faktor-faktor dalam promosi di lingkungan PNTL harus

benar-benar diperhatikan dan diterapkan dengan benar, b. Pelaksanaan promosi harus di laksanakan secara efektif tanpa campur tangan pihak luar atau pihak politik,

c. Model-model promosi di PNTL harus dijelaskan secara rinci dalam peraturan promosi.

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<b>ABSTRACT</b><br>

This thesis is analyses about effective implementation of promotion system in National Police of Timor Leste (PNTL). The Research focused about the elements or factors that influence to the rank promotion implementation in PNTL, effective implementation of rank promotion in PNTL and the models of rank promotion of PNTL. We have to recognize that the promotion implementation in National Police of Timor Leste (PNTL) is still imperfect, due the several factors: seniority, education, job performance such as which are not fully taken into consideration. Beside that the implementation of promotion models were not specifically written. The causes were the promotion decree law did not specify so the decision makers did not make the right decision and created dissatisfaction to the PNTL members. Human Resources Department of PNTL thought the Deputy Commander of PNTL are responsible for the promotion based on the PNTL Organic Law number 16th 2009 and PNTL Promotion Law number 9th 2009. But the reality shows that some PNTL members were unhappy with the promotion specially rank promotion to the PNTL staff. This is become the focus of the research in this thesis.

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Research conducted base on qualitative method, which is research conducted and interview to the PNTL staffs in PNTL Main Head Quarter Caicoli Dili, former PNTL General Commander, former PNTL Deputy Commander, NGOs and Civilian staff. The conclusion of analysis data and information from the research is that: a). The factors that influence to the promotion such as seniority, education, task performance were not well implemented, b). The rank promotion in PNTL were not effectively implemented, c). Promotion models were not well explained in the promotion regulation.

Based on these finding it is recommended: a). The promotion factors should be consider and well implemented, b). Promotion should be effective and out from the political interference, c). Promotion models should be explained well in promotion regulation.