

ORGANIZATIONAL AGILITY (STUDY OF HANDLING OF POST HOUSEHOLD VIOLENCE IN PEKANBARU CITY)

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ABSTRACT

Population growth and the development of Pekanbaru City can affect the level of violence against women and children. One of them is Domestic Violence (KDRT). The agility of public organizations is very influential for fast handling and the right time for solving domestic violence cases, in Pekanbaru City the public organization that handles cases is the Technical Implementation Unit for the Protection of Women and Children (UPT PPA). This study aims to describe and analyze agility as well as identify and analyze factors that hinder UPT PPA's agility in dealing with the aftermath of domestic violence in Pekanbaru City. This study uses the theory of Zhang and Sharifi in Sri Raharso (2018) which uses indicators: Responsiveness, Competency, Flexibility, Quickness . The research method used is a qualitative method with a case study approach and is descriptive in nature. The results found that UPT PPA's agility in handling post-domestic violence was still not good and there were several factors that hindered UPT PPA's agility in handling post-domestic violence in Pekanbaru City.

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INTRODUCTION

Developments in information technology, industry, and globalization not only affect people personally, but also affect the values within the family and this is a formidable challenge. In addition to shifting family values, families are also increasingly hampered in carrying out eight family functions as stipulated in Government Regulation Number 87 of 2014 concerning Population Development and Family Development, Family Planning and Family Information Systems. The eight functions of the family in question include the functions of religion, socio-culture, affection, protection, reproduction, socialization and education, economy, and environmental development. Families that are constrained in carrying out these eight functions can result in disharmony in the family, one of which is Domestic Violence (KDRT). Law Number 23 of 2004 Article 1 Paragraph 1 concerning the

Elimination of Domestic Violence defines domestic violence as an act against individuals, especially women, which causes physical, sexual, psychological misery or suffering, and/or neglect of the household including threats to commit acts, force, or deprivation of liberty by violating the law within the household sphere. The scope of the household based on the PKDRT Law is:

- a. Husband, wife and children (including adopted children and stepchildren).
- b. People who have a family relationship with the person referred to in letter a because of blood relations, marriage, breastfeeding, parenting, and guardianship, who live in the household (in-law, son-in-law, brother-in-law and uncle).
- c. People who work to help the household and live/settle in the household (domestic workers).

Based on the Komnas Perempuan 2022 CATAHU report, it shows that in 2021 the highest number of Gender-Based Violence Against Women (KBGTP) in the last 10 years was 338,496 cases, while in 2020 there were 226,062 cases. This means that there is a significant increase of 50% of cases of KBG against women. The highest level of violence that was reported directly to Komnas Perempuan occurred in the personal sphere, namely 2,527 cases, of which 813 cases (32.2%) of violence by ex-girlfriends were recorded. Then successively violence against wives 771 cases, violence in dating 463 cases, violence against girls 212 cases, then violence against daughter-in-law, cousins, violence by brothers/sister-in-law or other relatives, 171 cases, violence against ex-husbands 92 cases, and violence against domestic workers in 5 cases. The most dominant form of violence occurred in the personal domain, namely, psychological violence totaling 2,008 cases (44%), sexual violence 1,149 cases (25%), physical violence 900 cases (20%) and finally economic violence 520 cases (11%).

Domestic violence is a serious problem, because it is in the household that every individual's life begins. Domestic violence can be caused by internal and external factors, namely on individuals or collectively, even in an era of transparency and advances in information technology where acts of violence often arise through information media whose negative effects cannot be filtered out for the comfort of life in the household. This was clarified by the Head of the Office of Women's Empowerment and Child Protection, Population Control and Family Planning (DP3AP2KB) of Riau Province, Mrs. Fariza stated that, "Violence against children and women in Riau Province in 2021 was recorded at 143 cases, this case has increased by 40 cases. compared to 2020 where there were only 103 cases. The 143 cases in 2021 include 38 cases of violence against women, 69 cases of female victims and 38 cases of male victims. Then sexual violence against children totaled 42 cases and domestic violence totaled 41 cases. The increase in cases occurred due to weak parental supervision and the negative impact of information and technology developments. (republica.co.id, July 2022).

Population growth and the development of the City of Pekanbaru can affect the level of violence against women and children, and they are a group that is very vulnerable to becoming victims of acts of violence, so this is of particular concern, as evidenced from UPT PPA data for the City of Pekanbaru in the table below:

Table 1.1
Number of Cases of Violence Against Women and Children in Pekanbaru City in 2019-2021

No.	Case Type	2019	2020	2021
1.	Domestic violence	20	14	46
2.	Gender Based Violence	7	10	20
3.	Sexual Violence In Children	0	38	42
4.	Children Against the Law	19	8	5
5.	Children's Rights	27	14	26
6.	Child Custody	3	19	13
7.	Child Victims of Physical Violence	0	15	13
8.	Child Victims of Psychological Violence	0	2	18
9.	Violence Against Children	13	0	0

10.	Abandonment	2	21	0
11.	Fornication	37	0	0
12.	Sexual abuse (witness)	1	0	0
13.	Child Delinquency	1	0	0
14.	Child Victims of Mistreatment	0	1	5
15.	Children with Deviant Social Behavior	0	3	1
16.	Kidnapping Victims and Trafficking	0	0	3
17.	Children with Disabilities	0	0	1
Amount		130	145	193

Source: UPT PPA Pekanbaru City, 2022

According to the data table, the number of cases of violence against women and children in 2019 was 130, then in 2020 there was an increase to 145 cases, then it increased significantly in 2021 to 193 cases. In 2021 domestic violence is the highest number of cases, namely 46 cases. This study has research data limitations on the number of cases of domestic violence in Pekanbaru City, namely data for 2019-2021. The data above is data directly handled by UPT PPA Pekanbaru City, not including data handled by Riau Province.

Hanifah's research (2007) explains that the issue of violence against women and children is an unresolved issue, because it is often found in households, where these cases are likened in various mass media to only a small part of the number of cases that actually occur in the field. Then in Arianty Siregar's research (2022) explains that cases of domestic violence raise concern, especially to groups that observe women and children. This is not without reason, because even though the total number has not been fully disclosed, several cases that were finally disclosed to the wider community indicate that domestic violence still occurs frequently. Based on previous research by Alimi & Nurwati (2021); Aryati (2019); Jayanthi (2009) discusses the factors that lead to domestic violence, namely, as follows:

1. have an affair. In this section, what is meant by having an affair is that the husband has an affair with another woman, meaning the presence of a third person or the husband getting married/having another wife without the knowledge of the previous wife.
2. Economic problems. The head of the family (husband) has the responsibility to meet household needs. Providing support is a husband's obligation to his wife and children, but if this is not done it can lead to fights and lead to domestic violence.
3. patriarchal culture. Literally, patriarchy means placing men/fathers as rulers in the family.
4. Intervention by third parties. Interference from family members either from the husband/wife side can result in a husband committing violence against his wife.
5. Gambling, drinking alcohol, and drugs are something that is prohibited by law or religion. Such actions usually lead to negative behavior and result in crime.
6. Principle difference. Principles include principles (truths that form the basis of thoughts, actions, and so on). Even though they are married, it is undeniable that husband and wife have different principles.

The role of public organizations is very influential, the public organization that handles cases of domestic violence, especially violence against women and children in Pekanbaru City is the Technical Implementation Unit for the Protection of Women and Children (UPT PPA) which is responsible for and has a position under the head of the Office of Women's Empowerment, Child Protection and City Community Empowerment, Pekanbaru. Based on Pekanbaru Mayor Regulation Number 142 of 2019 concerning Formation, Position, Organizational Structure, Duties and Functions and Work Procedures of the UPT PPA in the Office of Women's Empowerment, Child Protection and Community Empowerment, Pekanbaru City has the task of carrying out operational technical activities in its working area in providing services to women and children who experience problems of violence,

discrimination, special protection and other problems. The function of UPT PPA Pekanbaru City is to provide services, namely:

1. Community Complaints
2. Victim Outreach
3. Case Management
4. Temporary Shelter
5. Mediation
6. Victim assistance

Based on the observations of researchers in the field, several research phenomena were found, including the lack of responsiveness from UPT PPA Pekanbaru City to meet service needs in handling domestic violence cases. This is because the number of UPT PPA employees is still limited, such as the absence of special employees who are drivers of protection cars, protection cars are used as transportation for mobility to advanced agencies or outreach, so that the response/responsiveness of UPT PPA is still not fast enough to reach urgent matters . This also has an impact on the number of cases and the time to handle cases.

Then there is a lack of adjustment of facilities and facilities at the UPT PPA office in Pekanbaru City which are suitable for the needs of victims of domestic violence. Namely, the facilities owned by UPT PPA Pekanbaru City are still inadequate, including the absence of psychological test kits and special rooms for disabilities. Considering that all service activities are carried out in the office starting from victim complaints with a special room for receiving client complaints, consulting rooms to handling cases, offices with adequate facilities and adapting to the needs of victims of domestic violence greatly support more agile handling, such as mental recovery by having test kits. psychology will more quickly identify the level of depression of victims of domestic violence and can be handled quickly. Furthermore, the speed and timeliness carried out by UPT PPA Pekanbaru city to handle domestic violence cases was not optimal, namely the time needed to handle cases took a long time due to uncooperative clients such as *lost contact* which disrupted case resolution.

There are many problems that occur in the field and the number of domestic violence in Pekanbaru City has increased, so it is only natural that the Technical Service Unit for the Protection of Women and Children (UPT PPA) in Pekanbaru City increases *agility* , namely agility or dexterity. In this case, the ability to agility is a requirement that cannot be avoided especially in the dynamic era of digitalization, so speed is needed to respond to changes or environmental problems, to respond quickly to complaints/community reports and to track and complete reports effectively. Thus, faster handling of domestic violence cases can be increased and the number of cases has decreased. Based on the description above, the researcher considers it important to carry out further research in order to find out the agility or quick response carried out by UPT PPA Pekanbaru City with data limits on domestic violence cases in 2019-2021 and proven empirically through research, conducted studies and analyzed with relevant theories .

RESEARCH METHODS

This research uses a qualitative method with a case study approach and is descriptive in nature. The location of this research is located in the office of the Technical Service Unit for the Protection of Women and Children (UPT PPA) Pekanbaru City which is located at Jalan Dagang No.78, Kampung Melayu Village, Sukajadi District. Informants in this study are people who are considered to know for certain about post-domestic violence (KDRT) handling in Pekanbaru City. The data in this study were collected from primary data obtained through interviews so as to obtain direct information from research informants regarding the agility or dexterity of UPT PPA in handling post-domestic violence and direct observation at the UPT PPA office, then secondary data obtained indirectly or through intermediary media consisting of documentation, archives, and other information that has a relationship with the problem under study.

Norman K. Denkin in Rahardjo (2010) defines triangulation as a combination or combination of various methods used to examine interrelated phenomena from different points of view and perspectives. In this study,

researchers used data analysis techniques, namely, triangulation of data source types. Triangulation of data sources in this study the researcher collected complete data obtained from interviews with informants through recordings, then data found during direct observation at UPT PPA and data from documentation which were then reviewed and grouped and then validated again from various sources. Thus, researchers found answers from the formulation of the problem which can then be drawn conclusions about how the UPT PPA's agility handles post-domestic violence in Pekanbaru City.

RESULTS AND DISCUSSION

The results of the research regarding the Organizational *Agility* of the Technical Implementation Unit for the Protection of Women and Children (UPT PPA) in dealing with the aftermath of domestic violence in Pekanbaru City are the results obtained from data and facts directly in the field and adapted to Zhang and Sharifi's theory in Sri Raharso (2018) which uses indicators, namely: *Responsiveness* (responsiveness), *Competency* (competency), *Flexibility* (adjustment), *Quickness* (speed).

1. *Agility* (Study of Handling Post-Domestic Violence in Pekanbaru City)

a. *Responsiveness*

Responsiveness is the ability or readiness to identify changes and respond to changes quickly, reactively or proactively. *Responsiveness* is very much needed in public services, because this is evidence of organizational skills in understanding community needs quickly and precisely. UPT PPA Pekanbaru City is a public organization that can be said to *be agile* if it is able to move quickly in responding to and handling all incoming reports regarding violence against women and children, including domestic violence.

In this regard, *the responsiveness* of the handling of post-domestic violence carried out by UPT PPA Pekanbaru City has not been fully optimal. The protection car is used as further service transportation for referrals to related agencies such as the Police Office, Social Service, Health/Puskesmas Office, Education Office, Regional Office of the Ministry of Religion, and other related agencies. The protection car is also used when carrying out outreach, namely reaching victims of domestic violence to the location where they live because of limited access to come directly to the UPT PPA office in Pekanbaru City. However, based on the findings that UPT PPA has limited human resources, namely there are no permanent employees who become drivers/chauffeurs to drive protection cars as the main transportation for UPT PPA to carry out mobility, referring to the Regulation of the Minister of Women's Empowerment and Child Protection Number 4 of 2018 concerning Guidelines for the Formation of UPTD PPA in operating it, professional human resources are needed, have skills, and sufficient understanding in carrying out the task, one of which is the driver, but the driver referred to here is not yet owned by UPT PPA Pekanbaru City, so this shows a lack of quick response from UPT PPA if there are urgent matters to be reached and referrals to related agencies.

In addition, the Pekanbaru City Women's Empowerment, Child Protection and Community Empowerment Service through the UPT PPA held a "*Trauma Healing*" activity in order to follow up on assistance to victims of reported violence at UPT PPA, including domestic violence. This activity aims to restore the spirit of the victims, including domestic violence, during this activity they are still assisted by professional staff, so they are still given education and reinforcement. In this activity, companions and professional staff also played, told stories, and sang to victims of child abuse. Meanwhile, victims of violence against women, including domestic violence, provide activities such as training and education by providing knowledge to produce works of material value, one of which is making mask connectors that can be resold, because one of the causes of domestic violence is the economy. However, based on the findings that *trauma healing* as a fulfillment of the needs of victims to respond quickly to handling after the occurrence of domestic violence and is able to increase the economic empowerment of victims of domestic violence was last implemented in 2021, this activity was not held on an ongoing basis due to budget constraints.

b. *Competency*

Competency is the ability to carry out their respective duties and roles which include integration, understanding, skills, attitudes, and personal values of all employees, in this case the competence possessed by UPT

PPA Pekanbaru City employees can be seen through a number of aspects, including *knowledge* (knowledge), *understanding* (understanding), *skill* (ability), *value* (value), *attitude* (attitude), and *interest* (interest). *Competency* / competence of employees in handling post-domestic violence carried out by UPT PPA Pekanbaru City, in terms of the quality of UPT PPA employees it can be said that they are competent.

This is evidenced by work experience and educational *background* that is in accordance with the position/profession occupied, such as an Assessment Officer who graduated with a bachelor's degree in education and has pedagogical knowledge, so that he is able to carry out the initial screening during the initial assessment, then the Counselor Psychologist with a bachelor's degree in psychology and a graduate psychologist Masters degree in psychology has counseling knowledge that is able to recognize a person's character and can provide input and reinforcement as a solution to resolving cases, and Legal Counselors with bachelor degree in law have experience working in an advocate's office so they are able to provide consultation on legal protection. In addition, even though the Service has not yet provided special training to UPT PPA Pekanbaru professional staff in the context of competency development, they are still seeking to find out and take part in trainings held from outside.

c. Flexibility

An organization can be said to be *agile* /agile if it is *flexible* . *Flexible* is the ability to carry out different processes by applying different facilities to achieve the same goal , consisting of adequate facilities and facilities as well as adaptation by UPT PPA Pekanbaru City to the current development of information technology and globalization. In this case the researcher wants to know the adjustments made by UPT PPA in meeting the needs of each victim/client to increase the *agility* of post-domestic violence handling, besides that the researcher wants to know how UPT PPA facilities are implemented which are expected to be able to maximize post-domestic handling.

In this regard, *flexibility* / adjustments in handling post-domestic violence carried out by UPT PPA Pekanbaru City to increase *agility* / agility in handling post-domestic violence is still not optimal. Based on the findings, UPT PPA Pekanbaru City does not yet have a complete and adequate special test kit to accurately determine the level of trauma and psychological condition that has been experienced by victims of violence, including domestic violence. To find out a person's psychological condition can be done in several ways including observation, interviews, and using test kits, but the supporting test kits have not been fulfilled even though supporting psychological test kits are one of the facilities that should be met in order to support the acceleration of post-violence treatment including domestic violence. Then, based on the observations of researchers, the facilities and facilities for victims/clients with disabilities at the UPT PPA have also not been fulfilled even though they refer to the Regulation of the Minister of Women's Empowerment and Child Protection Number 4 of 2018 concerning Guidelines for Establishing Regional Technical Implementation Units for the Protection of Women and Children for each UPTD PPA office building and safe houses must provide facilities and accessibility for persons with disabilities in ensuring convenience, security and comfort.

d. Quickness

Quickness is the ability to complete post-domestic violence handling and speed in providing services within a short time limit and timeliness in services. UPT PPA Pekanbaru City has a standard completion time to handle cases of violence against women and children, including domestic violence. *Quickness* /speed and timeliness of service/handling of post-domestic violence carried out by UPT PPA Pekanbaru City is still not optimal because the standard case resolution time is 14 working days but victims/clients are not cooperative and the system is very procedural resulting in a discrepancy in *timely* handling . Then apart from that, reports that proceed to legal channels require a long process to be completed in court, as in the previous year it took 2 years for completion, because starting from the incoming report to UPT PPA then continued assessment by a legal counselor who will then be assisted by the Polresta to make police reports, then proceed to making BAP (Investigation Reports) until trials which sometimes don't go smoothly, be it constrained by a lack of witnesses or inaccurate evidence. This shows that *the quickness* or speed of handling provided by UPT PPA Pekanbaru City is still not optimal.

2. Factors Inhibiting Organizational Agility (Study of Handling Post-Domestic Violence in Pekanbaru City)

a. Victims of Uncooperative Domestic Violence

Victims of domestic violence are people who experience violence within the household. Victims of uncooperative domestic violence are things that hinder UPT PPA's *agility* in handling post-domestic violence, the uncooperativeness of victims is an obstacle to resolving cases that have been reported. Victims of uncooperative domestic violence are an obstacle for UPT PPA to be *agile* in handling them because after submitting a report the victim disappears without news, this can be caused by persuasion or seduction by the perpetrator to the victim so that the case is not followed up again and the victim does not provide direct information/clarification to the UPT PPA, they chose to disappear without a word and did not reply to messages from the person in charge of the case. Apart from that, the reason why the victim was uncooperative with the report he had made, based on the observation of the researcher, was because the victim thought that domestic violence was a disgrace, felt embarrassed if the disgrace was known to other people and the victim/client received threats from the perpetrator if the report was followed up. . Thus victims of domestic violence who are uncooperative become an obstacle for UPT PPA to be more *agile* in resolving cases and handling post-domestic violence.

b. Perpetrators of Domestic Violence Who Do Not Fulfill Calls

The perpetrator of domestic violence is someone who commits acts of violence against his wife, children, or other family members, causing physical, psychological, sexual, or neglect of the household/economic. Perpetrators of domestic violence who do not comply with summons are one of the obstacles for UPT PPA Pekanbaru City to more quickly handle post-domesticated domestic violence that has been reported. Based on the findings, the perpetrators who did not fulfill the summons were the result of the perpetrators running away or running away after knowing that they had been reported. This resulted in the handling of cases being hampered and taking a very long time from the predetermined time, with a standard completion time of 14 working days it could be 3 months or even several months later the case could be handled.

c. Limited Space Owned by UPT PPA

Limited space is one of the things that is one of the inhibiting factors *for the agility* of UPT PPA Pekanbaru City in handling cases after the occurrence of domestic violence, this is because the UPT PPA Pekanbaru City office is strategically located, because it is near the city center, so people it's easy to get good service for reporting violence and handling it, but the building is prone to flooding. UPT PPA also needs time to clean rooms that have been flooded, so that UPT PPA can cancel appointments, for example counseling with clients.

In addition, the room is narrow and limited, that is, it only has two rooms, one room for the head of the UPT and another room for counseling, so that the room is used alternately by counselors or psychologists. Even if there are several victims/clients, the room for the head of the UPT is also used. there is no separation between special rooms for women and children, even though the psychological conditions of adults or children are different. Then the room is not soundproof even though the conversation or counseling that is being carried out could be private , but this can be heard by other people who are in the waiting room or even in the UPT PPA building environment in Pekanbaru City. So that with the limited space, the comfort and fast handling provided by UPT PPA Pekanbaru City is still lacking.

CLOSING

a. Conclusion

Based on this research related to organizational *agility* in handling post-domestic violence in Pekanbaru City by UPT PPA, conclusions can be drawn, namely:

1. The results of this study indicate that the organizational *agility* of UPT PPA Pekanbaru City is still not good. This is due to the lack of *responsiveness* /quick response from UPT PPA to meet service needs in handling post-domestic violence because UPT PPA has limited human resources, namely there are no permanent employees who are drivers of protection cars, besides that there is no continuity of holding *trauma healing activities* as an effort to follow up the assistance of victims of domestic violence who were reported at UPT PPA due to budget shortages. Then *the flexibility* / adjustment of facilities and facilities that suit the needs of victims of domestic violence have not been fulfilled, including UPT PPA does not have complete psychological test kits and adequate facilities. Furthermore, *the quickness* /speed and timeliness of the UPT

PPA in handling post-domestic violence is still lacking, this is constrained when the victim of domestic violence wants to continue the case that happened to him through legal channels but the process takes a long time.

2. There are several factors inhibiting *the agility* of UPT PPA Pekanbaru City for handling post-domestic violence, including uncooperative victims who report acts of domestic violence, perpetrators of domestic violence who do not fulfill calls, and limited space owned by UPT PPA.

b. Suggestion

Based on the results of the research that has been explained, the following suggestions can be used as references and considerations for increasing the *agility* of UPT PPA Pekanbaru City in handling post-domestic violence, namely:

1. UPT PPA must increase *responsiveness* / responsiveness in handling post-domestic violence by adding special human resources to become drivers/drivers of protection cars so that outreach, referrals to further agencies, and other urgent matters can be handled quickly, and activities such as trauma healing should be carried out on an ongoing basis with *the* implementation within a period of several months or once a year, so that the budget can be minimized and the activity design is not eliminated. Then UPT PPA needs to re-equip facilities and facilities that can support and are adequate and UPT PPA should carry out routine coordination with fellow law enforcers, so that the judicial process for domestic violence cases which continues to the legal route can run as it should and cases reported immediately rise and be followed up with fast.
2. UPT PPA should conduct socialization inviting the community to have the courage to report cases of violence including domestic violence so that the community does not perceive this as a disgrace and can be cooperative so that the handling can be resolved quickly. Then to the perpetrators of domestic violence who do not comply with the summons, it is best to conduct an outreach to the location where they live and give strict legal action, besides that, the UPT PPA should also propose to the city government to renovate the UPT PPA office so that it is not flooded and add rooms that are still not filled so that it is comfortable and post-violence handling including domestic violence can be handled quickly.

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