

## Comprehensive Analysis of the Civil Service Polisi Unit Roles in Securing the Governor's Office Environment in Lampung Province

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### ABSTRACT

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This study examines the role of the Civil Service Police Unit in securing the Governor's Office in Lampung Province, highlighting key functions, challenges, and areas for improvement. Using qualitative methods, including interviews and document analysis, the research explores how Civil Service Police Unit members fulfill their roles as entrepreneurs, disturbance handlers, resource allocators, and negotiators. Findings indicate that while Civil Service Police members generally perform their duties effectively, challenges such as limited resources, task mismatches, and insufficient incentives impact their overall performance. The study emphasizes the need for enhanced training, better resource management, and clearer role definitions to address these issues. Addressing these challenges is crucial for improving Civil Service Police effectiveness in maintaining security and order at the Governor's Office.

**Keywords:** *Civil Service Police, Security Management, Governor's Office, Role Performance, Operational Challenges*

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### Introduction

The Civil Service Police Unit of Lampung Province is integral to maintaining public order and safety, particularly in security management, community education, and outreach. As a front-line force in enforcing local regulations, Civil Service Police Unit members are expected to balance friendliness with firmness, reflecting the principles of good governance in their interactions with the public (Meliala, 2020; Nugroho et al., 2021; Perdana et al., 2024; Zulkarnain, 2022). Their role extends beyond mere enforcement, encompassing the protection of public assets, maintaining public tranquility, and supporting local government initiatives (Mathura, 2022; Purnomo & Tsany, 2024; QiuHong, 2021; Sang, 2023).

Despite the critical nature of their duties, the effectiveness of Civil Service Police has been a subject of concern. A closer examination of the bureaucracy and political system within which Satpol-PP operates reveals persistent issues that limit its efficacy. One of the significant challenges lies in the employment status of its members. Nationally, approximately 36,000 Civil Service Police personnel are not civil servants, despite many having served for over a decade. This non-civil servant status creates uncertainties in job security, professional development, and career advancement, which in turn, may affect their performance and commitment to their roles.

Previous studies have largely focused on the broader functions of Civil Service Police, such as their involvement in public order and regulatory enforcement. However, there is a noticeable gap in the literature concerning the specific challenges and effectiveness of Civil Service Police in securing high-profile government offices, such as the Governor's Office. The security of such strategic locations is paramount, yet it remains unclear how the current structural and bureaucratic challenges faced by Civil Service Police impact their ability to perform this critical role.

The concept of "role" is central to understanding the responsibilities and functions of Civil Service Police members in their duties (Irwansyah, 2021; Mle & Ngumbela, 2020; Oktaria et al., 2024). According to (Barusman et al., 2020; Kimolo et al., 2021; Legesse et al., 2019; Syaifuddin et al., 2023), the roles relevant to Civil Service Police in securing the Governor's Office can be categorized into four key areas. First, the Entrepreneur Role involves the proactive identification and resolution of organizational issues. In this capacity, Civil Service Police members must demonstrate initiative in addressing potential security threats and ensuring that their operations run smoothly (Enaifoghe & Vezi-Magigaba, 2023; Etemad, 2022). This requires a forward-thinking approach and the ability to anticipate and mitigate risks before they escalate (Chen & Wu, 2023).

Second, the Disturbance Handler Role emphasizes the responsibility of Civil Service Police members in managing and mitigating any threats or disruptions to the security of the Governor's Office. This role demands a high level of vigilance and the ability to respond swiftly and effectively to emergencies (Rinaldy et al., 2024; Xu,

2021; Yuliarti et al., 2020). The effectiveness of this role is crucial, as it directly impacts the safety and security of the Governor's Office and its occupants (Athuman & Mubarack, 2023; Bakar et al., 2023).

Third, the Resource Allocator Role focuses on the critical decisions regarding the distribution and allocation of resources, such as personnel and equipment, to ensure that the Governor's Office is adequately secured (Firdaus et al., 2023). Effective resource management is essential for maintaining a secure environment and ensuring that all necessary measures are in place to prevent and respond to potential threats (Abdullahi, 2020).

Finally, the Negotiator Role highlights the importance of negotiation in the duties of Civil Service Police members. Whether engaging with community members, other government agencies, or within their organization, effective negotiation skills are crucial for balancing the demands of various stakeholders and ensuring that security objectives are met (Barusman & Rulian, 2020; Kaur et al., 2022; Zulkarnain, 2022). This role requires strong communication skills and the ability to find common ground while upholding the primary objective of maintaining security at the Governor's Office (Guo & Han, 2021; Idham et al., 2022). Together, these roles provide a comprehensive framework for understanding the multifaceted responsibilities of Civil Service Police members in their efforts to secure this critical government facility (Pratiwi & Neltje Saly, 2023; Villegas, 2023).

This study addresses the research gap by focusing on the role of Civil Service Police in securing the Governor's Office in Lampung Province, aiming to provide a comprehensive analysis of the factors influencing Civil Service Police effectiveness in this context. The research is guided by two key questions: What is the role of Civil Service Police in securing the Governor's Office in Lampung Province? What aspects hinder Civil Service Police effectiveness in fulfilling this role? By exploring these questions, the study seeks to contribute to the existing body of knowledge on Civil Service Police operational challenges, particularly in the context of securing critical government facilities. The findings are expected to offer valuable insights for policymakers and local governments in enhancing the operational capabilities and effectiveness of Civil Service Police, especially in strategic security roles.

## **Methodology**

This study adopts a qualitative descriptive research design to explore the role of the Civil Service Police Unit in securing the Governor's Office in Lampung Province. Data were collected through semi-structured interviews with key informants, including Civil Service Police officials and security personnel, to gain detailed insights into their operational procedures, decision-making processes, and challenges. Additionally, document analysis of official reports and policy documents was conducted to triangulate the data and provide a formal perspective on Civil Service Police security responsibilities. This combined approach offers a comprehensive assessment of the factors influencing the effectiveness of Civil Service Police in this critical security role.

## **Result and Discussion**

### **Results**

#### **The Role of Civil Service Police in Securing the Governor's Office**

The role of Civil Service Police in securing the Governor's Office encompasses several key functions. Firstly, in the Entrepreneur Role, Civil Service Police members are expected to understand and implement security programs, exercise their authority effectively, and foster commitment among their team. Interviews reveal that while most members fulfill these duties competently, some struggle to fully utilize their roles due to limitations in their capabilities and resources.

In their Disturbance Handler Role, Civil Service Police is crucial for enforcing local regulations and maintaining public order, which supports the broader development goals of the province. The leadership emphasizes the importance of commitment and consistency in these tasks to ensure ongoing security and order. However, the effectiveness of this role is sometimes impacted by challenges in maintaining a consistent approach and ensuring all members are equally committed.

The Resource Allocator Role involves the efficient management of resources, including personnel and equipment. The data indicate that while Civil Service Police members are tasked with this responsibility, discrepancies between directives from leadership and actual field conditions occasionally impede their ability to complete tasks effectively. The findings suggest that ongoing education and training are essential to address these gaps and improve performance.

Regarding the Negotiator Role, effective communication is vital for Civil Service Police success in securing the Governor's Office. Leadership frequently provides directives to ensure that members are well-prepared for their duties. Nonetheless, some members face difficulties in fully understanding and executing their roles, indicating a need for continuous guidance and support to enhance their negotiation skills and clarity of responsibilities.

#### **Inhibiting Factors in Satpol-PP's Role**

Several factors inhibit the optimal performance of Civil Service Police in securing the Governor's Office. Task Mismatch is a significant issue, as frequent reassignment of tasks disrupts members' ability to focus on and

effectively execute their primary duties. This constant shifting leads to a lack of continuity and hampers their efficiency in performing security functions.

Discipline Issues also arise when task assignments are perceived as misaligned with members' responsibilities. This misalignment often results in reduced discipline and motivation, further affecting their overall performance. Members may become disengaged if they feel their roles and tasks are not well-defined or relevant.

Task Overload contributes to the complexity of task execution, with overlapping duties and authorities creating confusion and inefficiencies. The heavy workload can lead to burnout and decreased effectiveness, as members struggle to manage multiple responsibilities simultaneously.

Finally, Insufficient Incentives impact the motivation and performance of Civil Service Police members. The lack of adequate rewards or recognition for their efforts diminishes their drive to excel in their roles, affecting their overall effectiveness in securing the Governor's Office. Addressing these issues requires a comprehensive approach that includes improved task management, better alignment of responsibilities, and enhanced support and incentives for Civil Service Police members.

## Discussion

The findings highlight that Civil Service Police play a multifaceted role in securing the Governor's Office, as outlined by (Kimolo et al., 2021; Syaifuddin et al., 2023) and supported by various scholars. In their Entrepreneur Role, Civil Service Police members are responsible for proactively identifying and resolving potential security threats (Enaifoghe & Vezi-Magigaba, 2023). While many members demonstrate competence in implementing security measures and fostering team commitment, some face challenges due to limitations in resources and professional development opportunities. These constraints inhibit their full engagement, highlighting the need for enhanced training, resources, and career advancement to improve overall performance (Mathura, 2022; Meliala, 2020).

In the Disturbance Handler Role, Civil Service Police are crucial in managing and mitigating disruptions, aligning with their broader responsibilities in maintaining public order and enforcing local regulations ((Xu, 2021; Yuliarti et al., 2020). However, their effectiveness is hindered by inconsistencies in approach and commitment among members (Athuman & Mubarak, 2023; Bakar et al., 2023). Addressing these challenges requires reinforcing team dedication through targeted training programs and leadership interventions (Zulkarnain, 2022).

The Resource Allocator Role involves the critical task of distributing personnel and equipment to ensure the Governor's Office is securely maintained (Abdullahi, 2020; Firdaus et al., 2023). However, discrepancies between leadership directives and on-the-ground conditions often impede the successful completion of tasks (Qihong, 2021). Bridging these gaps through continuous education and improved resource management strategies would greatly enhance the operational efficiency of Civil Service Police.

Effective communication is essential in the Negotiator Role, where Civil Service Police must balance interactions with the public, other government agencies, and their team (Kaur et al., 2022; Zulkarnain, 2022). Although leadership provides directives to prepare members for their duties, some members struggle to fully understand and execute their responsibilities (Guo & Han, 2021). Regular feedback, support, and training in negotiation and communication skills would help members fulfill this role more effectively (Idham et al., 2022; Pratiwi & Neltje Saly, 2023).

Several factors hinder the optimal performance of Civil Service Police. Task mismatch is a significant issue, with frequent reassignments disrupting focus and continuity in security operations (Irwansyah, 2021). Stabilizing task assignments would help mitigate these disruptions and enhance overall performance (Villegas, 2023). Additionally, *discipline issues* arise when tasks are perceived as misaligned with members' responsibilities, reducing motivation and engagement. Clarifying roles and aligning tasks with members' skill sets can improve discipline and focus (Mle & Ngumbela, 2020).

Task overload also contributes to performance challenges, with overlapping duties and authorities leading to confusion and inefficiencies. The heavy workload can cause burnout, affecting performance (Etemad, 2022). Better workload management and clear delegation of responsibilities could alleviate this issue (Enaifoghe & Vezi-Magigaba, 2023). Finally, insufficient incentives negatively impact motivation and performance, as the lack of rewards or recognition diminishes members' drive to excel (Sang, 2023). Implementing a comprehensive incentive system, including performance-based rewards and recognition, could significantly boost motivation and enhance the effectiveness of Civil Service Police (Mathura, 2022).

By addressing these inhibiting factors, the operational capabilities and overall effectiveness of Civil Service Police can be greatly enhanced, ensuring their crucial role in securing key government facilities such as the Governor's Office in Lampung Province (Nugroho et al., 2021; Odongo, 2021; Safa et al., 2020).

## Conclusion

In conclusion, while Civil Service Police has generally fulfilled its roles in securing the Governor's Office in Lampung Province, several challenges need to be addressed to enhance its effectiveness. Key issues include limitations in human resource capabilities and task management. Members face difficulties in fully engaging with



their roles due to inadequate resources and inconsistent commitment, affecting their overall performance. Additionally, discrepancies between leadership directives and field conditions, along with task mismatches and insufficient incentives, hinder efficient operations. To improve effectiveness, it is essential to address these challenges through better training, clearer role definitions, improved resource management, and enhanced support and incentives. By tackling these issues, Civil Service Police can strengthen its ability to ensure the security and order of the Governor's Office.

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