

Service Strategy of Civil Unit in Improving Performance: A Case Study in Lampung Province

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ABSTRACT

The Civil Service Police Unit (Satpol PP), as outlined by Government Regulation Number 16 of 2018, plays a critical role in enforcing regional regulations, maintaining public order, and protecting society. Despite its importance, Satpol PP is often stigmatized as merely an enforcement entity, neglecting its broader mandate of public service. This study aims to develop a service-oriented strategy to enhance Satpol PP's performance in Lampung Province, thereby reshaping its public image. Utilizing qualitative research methods, including interviews and document analysis, the study identifies key challenges and proposes a strategic framework involving strategy formulation, implementation, and evaluation. The findings reveal that educational programs, the management of non-civil servant personnel, innovation, adherence to minimum service standards, and the development of service information systems are crucial for improving the performance and public perception of Satpol PP. The research concludes that a well-structured service strategy is essential for achieving optimal performance and fulfilling Satpol PP's mandate.

Keywords: Work Experience, Training, Beauty Advisors, Performance, Cosmetics Industry

Introduction

The Civil Service Police Unit (Satpol PP) is a crucial regional apparatus tasked with enforcing local regulations, maintaining public order, and providing public protection. As mandated by Government Regulation Number 16 of 2018, Satpol PP operates under the compulsory and basic service affairs, necessitating a clear and measurable strategic direction (Meliala, 2020; Susanti & Susanti, 2019; Tama et al., 2019). Despite its significant role, the unit is often perceived negatively by the public, labeled as a mere enforcer of evictions or a "riot police" without a deeper understanding of its responsibilities (Bawole & Langnel, 2023; Malik & Verawati, 2016; Singh, 2022). This study addresses the gap in literature concerning the strategic enhancement of Satpol PP's performance through a service-oriented approach, aiming to shift public perception and improve service delivery.

Previous studies have highlighted the importance of strategic planning in public service organizations but have largely overlooked the specific challenges faced by Satpol PP (Alam Siddiquee, 2008; de Waal, 2010; Dlamini et al., 2020; Ha & Lee, 2010). This research, therefore, seeks to fill this gap by examining the effectiveness of service-oriented strategies in improving the performance of Satpol PP in Lampung Province. The study's objective is to propose a strategic framework that aligns with the unit's mandate while addressing the public's concerns, thereby enhancing both its operational effectiveness and public image.

Methodology

This study employs a qualitative research approach with a descriptive and inductive methodology, focusing on understanding the phenomena within Satpol PP in Lampung Province. Data collection was conducted through interviews with key personnel across various Satpol PP offices in the province, including those in Pesisir Barat, Mesuji, and Tanggamus regencies (Nahariah & Nursaufillah, 2021; Pamungkas et al., 2021; Tellier & Yerian, 2023). Document analysis was also used to corroborate the interview data and provide a comprehensive understanding of the current strategies and challenges faced by the unit (Meliala, 2020; Pratama, 2020; Purnomo & Tsany, 2024; Sodikun et al., 2020).

The research design allows for an in-depth exploration of the internal and external factors influencing Satpol PP's performance. The data analysis process involved data collection, reduction, presentation, and conclusion drawing (Barusman & Habiburrahman, 2022; Meliala, 2020; Nugroho et al., 2023; Pa et al., 2023; Rofiyanti et al., 2021). This methodological approach ensures that the study's findings are both valid and reliable, providing a solid

foundation for the proposed strategic framework (Meliala, 2020; Pa et al., 2023; Rofiyanti et al., 2021; Tama et al., 2019).

Result and Discussion

Results

This study focused on the strategic management of the Civil Service Police Unit (Satpol PP) in Lampung Province, identifying critical stages necessary for enhancing the unit's performance. The findings were categorized into three main stages: strategy formulation, implementation, and evaluation. In the strategy formulation stage, the study emphasized the importance of mapping zones prone to violations of local regulations and natural disasters, as these areas were identified as key focus points for developing targeted strategies. Additionally, the research highlighted a significant need for improving the education and training of Satpol PP personnel, particularly for non-civil servant staff who often lacked the necessary skills and qualifications, directly impacting the unit's performance. Furthermore, the introduction of innovative practices and adherence to minimum service standards were found to be critical for enhancing the effectiveness of Satpol PP, with innovations including improvements in service delivery processes and making services more accessible to the public.

During the strategy implementation phase, the study underscored the importance of aligning Satpol PP's strategies with both central and local government objectives to ensure consistency in service delivery across different levels of government. It also addressed key internal challenges, such as the integration of non-civil servant staff and the need for better educational qualifications. Specific actions, including targeted training programs, were proposed to improve the competence of Satpol PP personnel. Moreover, the research identified the need for developing a comprehensive service information system to enhance the accessibility and efficiency of Satpol PP services, ensuring that the unit could meet the demands of the public more effectively.

In the strategy evaluation phase, the study conducted a thorough review of both internal and external factors that could potentially hinder the effectiveness of the implemented strategies. The importance of ongoing performance assessments was emphasized to ensure that the strategies remained relevant and effective over time. Based on these evaluations, the study recommended specific corrective actions to address any shortcomings in the strategy. These corrective measures were deemed essential for maintaining the effectiveness of the strategy and ensuring continuous improvement in Satpol PP's overall performance.

Discussion

The study's findings highlight the crucial role of a well-structured and service-oriented strategy in enhancing both the performance and public perception of the Civil Service Police Unit (Satpol PP) in Lampung Province. Strategic formulation, particularly through the identification of zones prone to violations and natural disasters, forms a fundamental aspect of effective strategy development, as supported by the works of Meliala (2020) and Tama et al. (2019). This approach ensures that resources are allocated efficiently, allowing Satpol PP to respond proactively to potential issues, thereby aligning with the mandated responsibilities outlined in Government Regulation Number 16 of 2018.

Furthermore, the emphasis on education and training within Satpol PP is consistent with the recommendations from Susanti and Susanti (2019), underscoring the importance of having a skilled and competent workforce. This is critical for the successful implementation of any strategy and directly impacts the unit's ability to carry out its duties effectively. However, significant challenges were identified during the implementation phase, particularly concerning the alignment of Satpol PP's strategies with broader government objectives and the integration of non-civil servant personnel. Addressing these challenges through targeted training and the development of service information systems is essential, aligning with Alam Siddiquee (2008) and Ha and Lee's (2010) insights on the necessity of strategic planning in public service organizations.

Moreover, the research underscores the need for continuous strategy evaluation, as highlighted by de Waal (2010) and Dlamini et al. (2020). Regular performance assessments and corrective actions are vital to maintaining the effectiveness of the strategy, ensuring that it evolves in response to changing conditions and continues to meet the public's needs. This iterative process is not merely procedural but a strategic imperative to adapt and refine approaches in real-time, thus enhancing both operational efficiency and public service delivery.

The study also addresses the broader impact of strategic management on public perception. By prioritizing service delivery and addressing the public's concerns, Satpol PP can significantly improve its image, shifting away from its negative perception as a mere enforcer of evictions, as noted by Bawole and Langnel (2023) and Singh (2022). This shift in public perception is crucial for the long-term success of Satpol PP, enabling it to fulfill its mandate more effectively and improve its standing within the community.

Ultimately, the research demonstrates that a comprehensive, service-oriented strategy is vital for improving both the performance and public image of Satpol PP in Lampung Province. The findings provide a valuable framework for future strategic management efforts within public service organizations, emphasizing the need for continuous evaluation and adaptation to ensure sustained success.

Conclusion

This study concludes that the development and implementation of a strategic framework are vital for improving the performance and public perception of Satpol PP in Lampung Province. The research identifies key areas for improvement, including personnel education, innovation, and service information systems. By addressing these areas through a well-structured service strategy, Satpol PP can enhance its operational effectiveness and better serve the public.

Future research should explore the long-term impact of these strategies on public perception and the potential for scaling these practices to other regions. This study provides a foundation for further investigation into the strategic management of public service organizations, particularly those with a mandate for enforcement and public protection.

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