

The Performance Quality of Local Police Officers in Enforcing Local Regulations

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Abstract. Enforcement of local regulations (Perda) is one of the strategic functions of local governments in maintaining public order and community peace. The Civil Service police unit (*Satpol PP*), as a local government agency, plays a key role in enforcing these local regulations. However, in practice, the performance of *Satpol PP* offices in Cirebon City still faces various challenges, particularly those related to human resource management. This study aims to analyze the human resource management (HRM) functions of the Cirebon City *Satpol PP*, identify the inhibiting factors affecting them, and analyze the issues of staff shortages and mismatched backgrounds. This study employs a qualitative approach using a descriptive method. The theoretical framework draws upon Dessler's (2017) theory of Human Resource management, specifically focusing on HR planning, training and development, and performance management. Data were collected through interviews and observations of Cirebon City *Satpol PP* personnel, then analyzed descriptively using triangulation techniques to ensure data validity. The results of the study indicate that the performance quality of Cirebon City *Satpol PP* personnel is not yet optimal, due to limited personnel numbers, low staff competence, and training and development programs that have not been fully implemented. Therefore, a planned and sustainable strengthening of human resource management is required to improve the effectiveness of local regulation enforcement.

Keywords: Performance Quality, HRM, Civil Service Police Unit, Local Regulation, City of Cirebon.

1 Introduction

Quality is the standard that consumers expect; if a company is said to be of high quality, it means that it has met consumer expectations and even exceeded them. According to [1] Quality is a combination of properties and characteristics that determine the extent to which a product meets customer requirements; therefore, it is the customer who determines and evaluates the extent to which those properties and characteristics meet their needs.

Work quality is a measurable outcome determined by the effectiveness and efficiency of work performed by human resources or other resources in achieving the company's goals or objectives in a satisfactory and effective manner [2]. Essentially, to assess the extent of human resources' role within a company, one can look at the work performance of the employees within that company. To develop high-quality human resources, it is not only necessary to have competent workers, but also a process that supports the development of productive workers in line with expectations.

The enforcement of local regulations (Perda) is an important part of local government administration aimed at maintaining public order, ensuring public safety, and protecting the public interest [3]. Within the framework of regional autonomy, local regulations serve as legal instruments that not only reflect local needs but also from the foundation for the effective and sustainable implementation of public policy. The Cirebon City Civil Service Police Unit (*Satpol PP*) plays a vital role as the technical implementer in enforcing local regulations [4]. The *Satpol PP* is tasked with enforcing regulations, maintaining public order, and ensuring public safety through both preventive and repressive measures. However, the complexity of social dynamics in Cirebon City, economic growth, urbanization, and increasing public demands for public services mean that the *Satpol PP*'s role is not merely about enforcement, but also about how their performance reflects the professionalism, legitimacy, and accountability of the local government.

Observations on the ground indicate that the enforcement of local regulations is often less than optimal [5]. Violations such as street vending in restricted areas, violations of urban planning regulations, missues of public facilities, and low public compliance with local regulations are still being observed. The circumstances indicate that a shortage of personnel leads to weakened law enforcement, these issues are interconnected, namely, a shortage of personnel prevents the law enforcement carried out by the *Satpol PP* from being comprehensive, and limits it to the available resources. Many *Satpol PP* employees have educational backgrounds that are irrelevant to the task of enforcing local regulation, such as degrees in general education, engineering, or even social scienses, which do not support a deep understanding of legal aspect, public communication, and government administration. Differences in background affect the performance patterns of each member, this indicates that if a member does not have the appropriate background, it will impact their understanding of regulations, especially the operational regulations of the PP and the handling of cases in the field, which must be based on clear legal standards.

Meanwhile, the limited number of personnel is also a critical issues. The heavy workload including daily patrols, interagency coordination, enforcement operations, and handling public complaints is not commensurate with the number of available personnel. Based on the author's observations on December 18, 2025, through a supporting informant serving as the head of the public safety and order division, it was found that the Cirebon City *Satpol PP* faces a staffing shortage, According to sources from the *Satpol PP* Secretariat, the pesonnel currently assigned to the Cirebon City *Satpol PP* with only 69 personnel out of the required 120, And this limited number of personnel result in excessive workload, consequently, operational effectiveness is compromised, responses to violations are often delayed, and the quality of service to the public is inconsistent. The lack of ongoing training tailored to on the ground operational needs such as training in administrative law, conflict mediation techniques, public speaking, and procedures for the measured use of force further exacerbates the quality of performance among *Satpol PP* personnel.

Previous research conducted by [6] focused solely on evaluating task performance, public compliance, or the effectiveness of enforcement operations. Such studies tend to be descriptive and fail to delve deeply into human resource aspect, particularly regarding employees educational backgrounds, competencies, motivation, and professionalism in performing their duties. Furthermore, research on strategies for improving employee performance is often normative in nature, lacking empirical analysis that links internal organizational factors to performance outcomes. Consequently, there is a research gap On a deeper examination of research in the fields of human resource quality analysis, educational background, and policy support to assess the effectiveness of their implementation at the Cirebon City public order agency (*Satpol PP*).

The urgency of this research is becoming increasingly apparent, as the public today demands professional, prompt, and humane public service. As the local government's representative in the field, the *Satpol PP* must be able to enforce local regulations without infringing on the right of the public, while continuing to prioritize ethics, empathy, and a persuasive approach [7]. If issues regarding performance quality and human resource capacity are not promptly addressed, these is concern that public distrust, social resistance, or even conflict between government officials and the public may arise. Furthermore, weaknesses in the enforcement of local regulations have the potential to crate disorder in social and economic life. Therefore, this study holds both academic and practical urgency, as it not only provides an empirical understanding of the performance quality of *Satpol PP* officers but also serves as a foundation for the formulation of more targeted policies to enhance the capacity of government officials.

This study aims to analyze the performance quality of Cirebon City *Satpol PP* officers in enforcing local regulations, identify the main obstacles stemming from human resource factors and educational background, and formulate practical, data driven strategies to improve performance. This study is expected to provide theoretical contributions to the development of public administration and civil service human resource management, as well as practical contributions to local governments in formulating policies for capacity building of *Satpol PP* officers, Especially through training programs to enhance each staff member's understanding of local regulations, competency - based recruitment aligned with field requirements, as well as appropriate organizational structuring are the right steps to improve the quality of human resources, especially within the Cirebon City public order agency (*Satpol PP*). Thus, the results of this study can serve an academic reference and practical guideline in effort to enhance the professionalism of the *Satpol PP* in enforcing local regulations.

2 Literature Review

2.1 The Civil Service Police Unit

The Civil Service Police Unit (*Satpol PP*) is a local government agency with a strategic role in supporting the administration of local government, particularly in maintaining public order, ensuring public safety, and enforcing laws and regulations [9]. Normatively, the primary duties of the *Satpol PP* include enforcing local Regulations

(Perda) and Regulations of the Regional Head, maintaining public order, and protecting the community. In this context, the *Satpol PP* is responsible for monitoring the implementation of local regulations, taking enforcement actions against various forms of violations of local regulations, and carrying out administrative sanctions in accordance with the authority granted by law. In addition, the *Satpol PP* also has preventive and educational functions, namely conducting outreach and guidance for the public to foster legal awareness and compliance with applicable regulations [10]

2.2 The performance of the *Satpol PP*

The performance of the *Satpol PP*, as a local government agency with strategic responsibilities in enforcing local regulations and maintaining public order, often faces complex and multidimensional challenges. Although the *Satpol PP* has a clear structural framework for its duties, implementation on the ground is frequently hindered by limitations in human resources, infrastructure and suboptimal budgetary support. Issues such as an insufficient number of *Satpol PP* members often disproportionate to the size of the operational area and educational backgrounds not specially related to Ineffective law enforcement due to the lack of a clear understanding of the basic law, which hinderd maximum implementation. Therefore, effective human resource management (HRM) strategies must encompass planning, training, and individual skill development to foster a supportive work environment [11]

2.3 Local Regulations

Local Regulations (Perda) are an important legal instrument for governing local interests at the provincial and reGENCY/city levels in Indonesia [3]. In carrying out its duties, the *Satpol PP* is guided by government regulations, specifically Perwal No. 20/2021 [12]. This regulation specifically defines the position of the Cirebon City *Satpol PP* as a regional apparatus that carries out government affairs in the fields of public peace and order as well as community protection, which is under and accountable to the Mayor through the Regional Secretary. The organizational structure is detailed in this regulation, ranging from the head of the agency, the secretariat, the division of enforcement & local legislation, the division of public order & community peace, the investigative division, as well as functional positions. This regulation also defines the authority of the Cirebon City *Satpol PP*, including the power to carry out non-judicial enforcement actions against individuals or legal entities committing violations.

2.4 Human Resource management

According to Dessler (2017), Human Resource management (HRM) is a series of strategic processes aimed at effectively managing the workforce to support the achievement of organizational goals. Dessler explains that HR encompasses not human resources planning, recruitment and selection, training and development, performance management, labor relations management, from this perspective, human resources are positioned as the most valuable asset that must be planned, developed, and retained through a professional management system. According to Dessler, the primary objective of HRM is to create a workforce that is competent, productive, and committed, enabling the organization to compete effectively and achieve optimal performance in the long term.

- a. Human Resources (HR) Planning
- b. Recruitment & Selection
- c. Human Resources Development and Training
- d. Performance Management
- e. Labor Relations Management

3 Research Method

This study employs a qualitative approach using descriptive methods, aiming to explore the issues faced by the Cirebon City Civil Service Police Unit (*Satpol PP*) regarding human resource management, which continues to encounter challenges particularly regarding staff shortages and the educational backgrounds of its members As well as the implementation of its local regulations. This study focused on human resource management, which needs to be planned to maximize the desired objectives.

Data collection methods included interviews and observations, Interviews were used to obtain in depth information about the issues at hand, while observations were conducted to gain a firsthand understanding of conditions within the *Satpol PP* office. This study was conducted by selecting the head of the Regional Regulation Enforcement Division as the primary informant and the head of the Public Peace and Order Division as a supporting informant at the Cirebon City Civil Service Police Unit (*Satpol PP*)

Data analysis was conducted using descriptive analysis, which allows researchers to systematically describe and analyze data, providing a deeper understanding of human resource management at *Satpol PP*. According to [13], data analysis is the process of organizing and sorting data into patterns, categories, and basic units of description so that themes can be identified and working hypotheses can be formulated as suggested by the data.

The data validity test applied in this study is triangulation, which involves comparing data obtained from various sources and methods to verify the consistency of the findings . According to [14], data triangulation is a data collection technique that combines various existing data and sources.

4 Results and Discussion

Enforcement of local regulations to improve performance quality within the Cirebon City Civil Service Police Unit is essential, but its success depends on key factors such as local regulations (Perda) and human resource management. However, the main findings of this study reveal limitations in the number of human resources, as well as the fact that the enforcement of local regulations remains inadequate. The objective of the field practice section is to comprehensively outline the results of the empirical research, examine their relationship with theory and literature on human resource management, and assess the extent to which performance quality is achieved in the implementation of existing local regulations within the Cirebon City Community Police Unit. The policy governing the role of the *Satpol PP* is based on Cirebon Mayor Regulation No. 20 of 2021 regarding the status of the Civil Service Police Unit as a regional apparatus that enforces local regulations in the fields of public peace and order as well as community protection.

According to an interview with the key informant the Head of the Local Regulation Enforcement Division of the Cirebon City Civil Service Police Unit improvements in the performance of the Cirebon City Civil Service Police Unit are achieved by maximizing the use of a minimal number of personnel while aiming for maximum results. This ranges from conducting patrols and enforcing prohibited policies such as monitoring smoke-free zones to addressing public order disturbances in Cirebon City. “We work to provide services for about 18 hours a day, where from the start of operations until the end of the City Civil Service Police’s working hours, we strive to maximize our efforts by utilizing available personnel through the division of teams during each operational shift.” Human resource management here is crucial besides being essential of achieving the intended objectives, it also serves to manage the workforce more effectively.

Based on an interview with a supporting informant the head of the Public Safety and Order Division of the Cirebon City Civil Service Police Unit (*Satpol PP*) on Thursday, December 18, 2025, it was stated that the management of human resource within the Civil service police unit has been adjusted and planned, Although on the ground conditions still reveal disparities or excessive workloads that result in individual *Satpol PP* personnel having to perform dual duties beyond their original responsibilities, this also highlights the applicable local regulations, specifically Cirebon Mayor’s Regulation No. 20 of 2021 regarding the status of the *Satpol PP* and its organizational structure, which has been clearly defined with distinct division.

Research indicates that there is a relatively strong legal foundation at both the national and regional levels for implementing policies regarding the status of the *Satpol PP*. The primary legal instruments supporting improvements in performance in the enforcement of local regulations are Cirebon Mayor’s Regulation No. 20 of 2021 and Ministry of Home Affairs Regulation No. 54 of 2011 on Standard Operating Procedures (SOP) for the Satuan Polisi Pamong Praja.

Field findings indicate that the enforcement of local regulations has not been entirely successful, particularly in terms of resource planning and staffing shortages. This supports the findings of previous research, which showed that the main issues in the enforcement of local regulations by the Cirebon City Civil Service Police Unit are a lack of awareness among officers regarding local regulations, as well as resource constraints that lead to excessive workloads [6]

According to data from interviews based on Gary Dessler’s (2017) theoretical analysis, human resource management at the Cirebon City Civil Service Police Unit is categorized as not yet fully compliant. Performance quality based on employee performance has been rated as fairly good, supported by competency training attended by every employee and backed by work relationships that are already appropriate and well - planned. However, the limited number of resources in the recruitment process, which is insufficient, acts as a barrier and simultaneously

leads to an excessive workload in the implementation of local regulations that have not yet been effectively enforced. This indicates that improving performance quality within the Cirebon City Community Police Unit depends not only on regulations but also on adequate resource support and appropriate resource planning. The researcher's analysis of the 2017 Dessler model is as follows:

4.1 Human Resources Planning

Human resource planning is the cornerstone of an organization's ability to achieve its goals. Interview results indicate that the role of the *Satpol PP* in enforcing applicable regulations relies on its own resources [8], however, in the field, the limited number of personnel is the main factor why *Satpol PP* members sometimes still provide suboptimal service, and the fact that not all members have a thorough understanding of the law and regulation enforcement itself; therefore, a well-thought-out human resource plan is essential to ensure the outcomes that will ultimately benefit the community.

4.2 Recruitment & Selection

Research findings indicate that limited resources pose a challenge to the *Satpol PP*'s ability to enforce local regulations. These limitations stem from stricter recruitment and selection procedures mandated by the central government through the Ministry of Home Affairs, under which prospective *Satpol PP* personnel are now required to be civil servants, as this new policy has been established as a central government policy that will apply moving forward [15]. A source close to the matter also explained that the recruitment and selection process for the Cirebon City Public Order Agency is based on central government decisions regarding permitted quotas and the number of personnel who, following the central selection process, will be assigned to the Cirebon City Public Order Agency.

4.3 Training & Development

Based on interviews with key informants, every member who joins the Civil Servant Police Unit, particularly in the city of Cirebon, must meet service standards: there are requirements for continuously improving member quality that every member must adhere to, and every member must also possess knowledge regarding the enforcement of local regulations. This improvement in member quality is conducted annually through the "Diklatsar" program organized by the Ministry of Home Affairs; however, a constraint in this training is the limited quota, which is only two participants per year. In this training, the Ministry of Home Affairs also collaborates with the Regional Civil Service and Human Resources Agency (BKPSDM) to provide various types of training, such as organizational structure, finance, and employee investigations, as well as field training and training on regulations that will later be enforced by each member[6]

4.4 Performance Management

The performance management implemented by the *Satpol PP* to maximize its role as an enforcer of local regulations while maintaining public order and peace for the community involves carrying out all of the Cirebon City *Satpol PP*'s scheduled activities on a regular basis. For example, daily patrols are conducted from morning to night, divided into three sessions. In carrying out these patrols, the Cirebon City *Satpol PP* divides its personnel into six teams to cover areas prone to public order disturbances; consequently, many officers are sometimes required to work longer shifts due to limited available resources [16].

4.5 Performance Management

In a study conducted on the Cirebon City Public Order Agency (*Satpol PP*), labor relations management serves as the foundation for carrying out duties to achieve objectives. Informants explained that the improved performance of the Cirebon City Public Order Agency despite facing challenges such as a shortage of personnel often involves inter-agency collaboration to enhance the agency's own performance "The solution we implement to consistently provide maximum service to the public while maximizing the performance of the Cirebon City *Satpol PP* involves inter-agency collaboration. For example, when we lack personnel in the IT sector, we can collaborate with the Department of Information and Communication Technology (Dkis); similarly, when we need to maintain order in areas prone to disturbances, we can collaborate with the Department of Social Affairs (Dinsos)."

5 Conclusion

With reference to the research objectives, the findings indicate that the quality of personnel within the Cirebon City *Satpol PP* has not yet been optimized. This is influenced by several key factors, namely a limited number of personnel that is disproportionate to the workload and the scope of the operational area, a mismatch between employees' educational backgrounds and competencies and the demands of the job and the lack of optimal, sustainable human resource training and development program. The consequences of these conditions include excessive workloads, overlapping assignments, and limited capacity among staff to perform their duties professionally, effectively, and humanely.

The legal basis used by the Cirebon City public order agency (*Satpol PP*) in carrying out its duties is already well-established, such as Cirebon mayor regulation No. 20 of 2021 and Ministry of home affairs Regulations No. 54 of 2011 however, policy implementation at the operational level has not yet been fully supported by adequate human resources management. Research findings indicate that the successful enforcement of local regulations cannot rely solely on normative aspects but require structured human resource planning, competency-based recruitment training relevant to field needs, and a measurable and sustainable performance management system.

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