

EFFECTIVENESS OF PAMONG PRAJA POLICE IN CONTROLLING ADVERTISING IN MALANG DISTRICT EAST JAVA - INDONESIA

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ABSTRACT :

This research focuses on the existence and effectiveness of Satpol PP Malang Regency which should be able to overcome problems related to the implementation of advertising in Malang Regency. Purpose: This study aims to identify and analyze the effectiveness of Satpol PP in controlling advertising in Malang Regency, the supporting and inhibiting factors, as well as the efforts of Satpol PP in increasing the effectiveness of controlling advertising. Method: This journal uses a qualitative descriptive method with an inductive approach. Data collection techniques used are interviews, observation, and documentation. Results: The results showed that the effectiveness of the Satpol PP in Malang Regency in controlling the implementation of advertising was not effective enough. Inhibiting factors consist of inadequate human resources, non-specific SOPs, inadequate infrastructure, lack of awareness of billboard offenders, unclear identity of billboard offenders, and not optimal work motivation and performance systems. Conclusion: The effectiveness of Satpol PP in controlling the implementation of advertising is less effective due to a lack of human resources, inadequate infrastructure, lack of awareness of billboard organizers to comply with the rules, and work motivation and performance systems that are not optimal. In order to improve the effectiveness of advertising arrangements in Malang Regency, it is suggested to improve the quality of human resources in Malang Regency Satpol PP in the form of providing opportunities for personnel to develop self-competence and optimizing the reward and punishment system for members. Satpol PP Malang Regency as a form of appreciation for the hard work of personnel and personnel work motivation, following up on the condition of facilities and infrastructure, especially those used to control advertising, can be in the form of reprocurring mobile cranes and maintenance of infrastructure facilities, as well as establishing communication and conducting intensive outreach to billboard organizers regarding the rules for implementing advertising that apply in Malang Regency.

Keywords: Effectiveness, Satpol PP organization, implementation of controlling, advertising

I. INTRODUCTION

Population growth in urban areas has increased rapidly, due to the increasing number of people in rural areas who are migrating to urban areas (Pettigrew et al., 2019). The basic reason that people from rural areas who move to cities is that they think that life in urban areas is better than in rural areas (Andersson, Lavesson, & Niedomysl, 2018; Żróbek-Rózańska & Zadworny, 2016). The assumption makes population density in urban areas so that the population growth rate is soaring, competition is so strong in the world of work, and lack employment in urban areas is causing more and more people to become unemployed. As a result, many unemployment choose becoming a peddler or also called a street vendor (Peou, 2016).

The government formed the Civil Service Police Unit, which aims to help regional heads maintain peace, order, and order. The administration of the government can run smoothly, and

the community can carry out activities safely. The Civil Service Police Unit, abbreviated as Satpol PP, will be one of the Regional Government's tools for keeping peace and order and implementing Regional Regulations in the future.

The Civil Service Police Unit's organization and operating processes are outlined in a Regional Regulation. Satpol PP might be based in any of the provinces, regions, or cities.

- a. The Civil Service Police Unit in the Provincial Region is directed by a Head who reports to and is accountable to the Governor through the Regional Secretary.
- b. The Civil Service Police Unit of a Region or City is commanded by a Head who reports to the Regent or Mayor through the Regional Secretary.

Taxation in developing countries is a challenging topic and has attracted increasing attention in the last two decades. In Indonesia the dependency on tax as a source of income is unquestioned. Taxation has been used as the main policy instrument for transferring resources to the public sector. Without the revenue from tax, the government cannot do its job. The state needs tax revenue to fund social and economic programmes, and to provide public goods and services.

The existence of street vendors opening employment causes unemployment as much as possible can be suppressed and the existence of street vendors is needed for the lower class because the prices offered are relatively cheap from modern shops or restaurants (Martínez, Short, & Estrada, 2017; Ojeda & Pino, 2019; Widjajanti, 2016). Nevertheless, the existence of street vendors can be beneficial but also bring new problems (Akib, 2012; Simatupang & Akib, 2011). The activities of street vendors are likened to illegal activities because the use of space that is not in accordance with its designation results in disruption of public interests.

Research GAP, there are several problems related to controlling the implementation of advertising in Malang Regency. Facts that occur in the field, especially related to controlling the implementation of advertising, apart from placing advertisements that are not in a predetermined place, many advertisements do not have a permit or do not comply with the specifications specified in the regulations. This statement is in line with the incidents of placing cigarette brand advertising at intersections or junctions that do not have a permit and placing advertising in prohibited places. As a result, the aesthetics and spatial layout of Malang Regency does not reflect Malang City as a beautiful city.

The Civil Service Police Unit (Satpol PP) is an institution established based on the mandate of Government Regulation of the Republic of Indonesia Number 32 of 2004 concerning organizational structure, roles, formations, positions, authorities, rights, duties, and obligations of the Civil Service Police Unit (Satpol PP) with emphasis on efforts to foster peace public order (Tramtibmas), providing early warning and overcoming the maintenance of Community Peace and Orderliness (tramtibmas). Enforcement of Regional Regulations (Perda) which must be obeyed by all parties with procedural authority. This effort is realized in the form of a community protection system, where the interests of the community are the main thing.

II. THEORY: Foundations and Approaches

Organizational effectiveness reflects the degree of achieving organizational goals, which is closely related to organizational strategic goals. With the adjustment of the strategy, the enterprise should evaluate the effectiveness of the organization in time, and innovate and optimize the organization, in order to serve the enterprise strategy. Different enterprises have different strategies, organizational settings, and organizational operations. There is no ready-made evaluation model that can be directly used for reference when enterprises evaluate the

operational effectiveness of organizational structures. It is necessary to develop the organizational operational effectiveness evaluation technology that adapts to the strategy by combining the strategic requirements, business characteristics, organizational status and future development needs of organizations.

Peter Drucker believes that organizational effectiveness refers to the capability to make the best use of available resources to achieve goals. Organizational effectiveness is the combination of the organization's capability to achieve its goals and the results based on the capability to achieve. Organizational effectiveness refers to the efficiency and capability of an organization to realize its vision and goals, and it is one of the indicators to evaluate the development and vitality of the organization. Organizational performance refers to the quantity, quality, efficiency and profitability of organizational tasks in a certain period. By definition, the scope of organizational effectiveness is wider, and organizational performance is a part of organizational effectiveness .

Organizational effectiveness includes not only the effect of organizational management, but also the capability of the organization. Organizational effectiveness emphasizes the overall and dynamic understanding of enterprise development issues and the overall performance of the organization. It is a collection of capabilities of the whole life cycle of the organization, and it is a collection of organizational competitiveness, innovation and development capabilities. The good performance of the organization at present does not mean that the organization has strong cohesion, innovation capability and sustainable development potential. Therefore, compared with the performance, the research on organizational effectiveness has more strategic value.

The Indonesian state strengthens its identity by establishing and implementing the concept of a rule of law to regulate the state order, to maintain the stability of the government in protecting and protecting its citizens (Hidayah, Esfandiari, & Al-Fatih, 2021). This is enshrined in Article 1 paragraph (3) of the Constitution of the Republic of Indonesia which reads (3) The State of Indonesia is a constitutional state (Kemenristekdikti, 2015).The existence of law is the dominant factor in regulating all aspects that exist in the environment of Indonesian citizens (Mahfud MD, 2015). The application of these provisions, we can find in every joint regulation regarding the activities of the state and citizens themselves (Anggraeni, 2014). This rule is embodied in a written law which later is binding and compels to comply with the applied rules (Sriyati, 2020).

The authority of the local government, whether city or province, to collect fees from the community is basically regulated in regulation no. 28/2009 which concerning Local Taxes and Levies ("Law 28/2009"). The position of this regulation is as a basis for regional authority in limiting regional authority in collecting fees from the public. Meanwhile, the amount of fees and technical procedures of collection are further regulated by the Regional Regulations ("Perda") in their respective regions

There are 2 (two) types of charges by the local government to the community within its jurisdiction. First, the local tax. Local tax is a compulsory contribution to an area owed by an individual or a coercive body under the Act, not being directly rewarded and used for regional purposes for the greatest possible prosperity of the people. In Article 2 of Law 28/2009, limitatively, no other tax may be quoted other than the taxation types mentioned herein. Second, that is retribution. Law 28/2009 has determined the type and classification of the required levies. However, in contrast to taxes that are of a limitative nature, under Article 150 of Law 28/2009, local governments are given discretion to quote and add new types of levies outside of the levies set forth in this law. So even though the law does not mention land rent fees, but the local government can make a type of land rent levy within the law.

III. RESEARCH METHODS

The research method used is qualitative method with data collection technique through in-depth interview, non participant observation and documentation. Data analysis that is with data reduction, data display then withdrawal conclusion. While testing is done with triangulation of data and discussion with members of research team (Creswell, 2018). Based on the source of data collection, researchers used primary data, namely data obtained directly from the object under study through data collection procedures and techniques in the form of observations, interviews, and other measurement instruments specifically designed according to the objectives of the researcher (Silverman, 2008).

Qualitative analysis was utilized to analyze the data in this study. Qualitative analysis is defined as a method of data selection that results in descriptive data (Miles, Huberman & Saldana, 2014). Secondary data that has been available as a basis for the research is connected with primary data, which includes the results of observations and interviews and then analyzed qualitatively (Corbin, 2007).

IV. RESULTS AND DISCUSSION

The Satpol PP of Malang Regency scratched dozens of advertising whose permits had expired (controlling them) as well as being an effort to make taxpayers aware. In order to remember the obligation to contribute to society by paying advertisement tax. The team from the area of law enforcement and public order is moving in the area around Kepanjen City. The target is incidental advertising on a number of roads. Like on Jalan Mojosari, Satpol PP took down a 3 x 6 meter billboard. There are also 12 medium and small advertising to be disciplined. "For the removal of the 3 x 6 meter advertising on Jalan Mojosari, trucks from DPUBM were assisted," explained Mando. Then, nine advertising were secured from Jalan Ahmad Yani. Meanwhile, on Jalan Sultan Agung Kepanjen, the Satpol PP officers confiscated 6 advertising. Meanwhile, three transverse advertising and five advertising mounted on a tree on Jalan Raya Panji were also transported. Meanwhile, three banners were taken from Jalan Kawi, Kepanjen.



Figure 1. Billboard Control Activities by Satpol PP Malang Regency

The control was carried out because the advertisers violated the rules. The advertising license is known to have expired. But the owners did not extend the viewing license. They violated the provisions of the Malang Regency Regional Regulation Number 5 of 2011 concerning the Implementation of Billboards. "This is part of exploring the potential of the region. Whereas billboard tax contributes to Regional Original Revenue (PAD), taxpayers are aware of the importance of contribution to the region.

Objects of advertisement tax according to the Bandung City Local Regulation No. 5 of

2011 on Regional Tax Article 18 Paragraph 2 and 3 shall be all the administration of advertisements, consisting of: 1). billboard / billboard / videotron / megatron advertising and the like; 2). cloth advertising; 3). embedded billboard or sticker; 4). flyer advertising; 5). walking billboard included on vehicle; 6). air advertising; 7). film advertising / slides; 8). display advertising; and 9). wall / wall billboard. Whereas in Article 19 stated that: 1). Subject of Advertisement Tax is an individual or an agency that uses a billboard. 2). An advertisement taxpayer is an individual or a body that hosts a billboard 3). In the event that the advertisement itself is held directly by an individual or entity, the advertisement tax shall be an individual or entity. 4). In the event that the advertisement is maintained through a third party, the third party becomes an advertisement taxpayer.

Organizational Characteristics

The author measures the effectiveness of Satpol PP in controlling the implementation of advertisements in Malang Regency through organizational characteristics in terms of structure and technology. The organizational structure determines the mechanism for sharing resources, the flow of coordination and command, as well as the division of tasks and functions, especially in terms of controlling the implementation of advertisements by the Satpol PP of Malang Regency. While the technology in this organizational characteristic is the ability of the organization to utilize technology in carrying out organizational tasks and functions, especially for the Satpol PP of Malang Regency in controlling the implementation of advertising.

The legal form of the organizational structure of the Malang Regency Satpol PP is appropriate, as evidenced by the issuance of Malang Regent Regulation Number 52 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Civil Service Police Unit (Satpol PP) in Malang Regency. This Regent's Regulation is also based on Malang Regency Regional Regulation Number 09 of 2016 concerning the Formation and Composition of Regional Apparatuses, namely Satpol PP as a type A regional apparatus organization that carries out government affairs in the field of public peace and order as well as regional government affairs in the fire sector. Therefore, Satpol PP has the authority and duty to create public order and peace, one of which is through controlling the implementation of advertising.

The organizational structure is very closely related to the human resources in it. Human resources in an organization consist of the quality and quantity of human resources and existing job specializations. In terms of quantity, the number of Malang Regency Satpol PP personnel, both ASN and TPOK, has fulfilled the ratio of the number of Satpol PP to the population in Malang City, namely 1 (one) Satpol PP member versus 10,000 residents according to the Malang Regency Satpol PP Strategic Plan for 2018-2023. However, the number of ASN Satpol PP personnel has not met the minimum ratio stipulated in Minister of Home Affairs Regulation Number 60 of 2016 concerning Guidelines for Determining the Number of Civil Service Police. According to calculations in the Regulation of the Minister of Home Affairs Number 6 of 2012, the ideal number of ASNs for the Malang Regency Satpol PP is 251-350 ASNs. Meanwhile, the number of ASN is still far from this standard. The quality of human resources in Satpol PP Malang Regency can be influenced by several factors, starting from the educational level of the last members or the certification of certain skills. This factor determines the placement of Satpol PP personnel in Malang Regency. The quality of personnel is an obstacle, especially for controlling the implementation of advertising at Satpol PP Malang Regency, namely in getting Satpol PP members who master certain skills, training or education is needed so that later when carrying out their duties they can run optimally. However, this is an obstacle due to budget

constraints. The way around this is how personnel, especially ASN in the Satpol PP of Malang Regency, can carry out tasks according to the needs of the organization while still receiving supervision from the leadership.

Placement of personnel in general in Satpol PP Malang Regency is in accordance with the competence of each personnel and the needs of the organization. Several personnel in the Public Peace and Order Sector (KKU) as well as the Enforcement of Regional Laws and Regulations (PPUD) already have certification as Civil Servant Investigators (PPNS). In addition, the distribution of personnel is adjusted to the needs of the organization. Placement of personnel in the operational field is more than in the field that carries out the supervisory and coaching functions. Placement of personnel in the team to control the implementation of advertising by the Satpol PP of Malang Regency is carried out through the division of a special team to handle incidents of billboard violations in the Field of Public Peace and Order (KKU), consisting of 6-7 people. Members of the Satpol PP, with command under the Head of Operations Section for Peace and Public Order. As for handling billboard violations, a team is still being formed in Enforcing Regional Regulations (PPUD) because it is related to fun coaching and supervision.

Environmental Characteristics

The author measures the effectiveness of Satpol PP in controlling the implementation of advertising in Malang Regency through environmental characteristics, both from the external and internal environment of the organization. The internal and external conditions of the organization that occur outside the Satpol PP of Malang Regency have an influence on controlling the implementation of advertising, both those that support and those that hinder. External factors that influence the control of advertising are how public awareness, especially billboard organizers, understand and comply with local regulations. External conditions that affect the performance of billboard implementation by the City Satpol PP are the awareness of residents, especially billboard organizers, in complying with billboard regulations which is one of the obstacles. For example, many advertising that do not comply with the provisions are advertising that have no identity making it difficult to find or clarify the owner of the billboard. This can be avoided with the awareness of billboard organizers to comply with advertising license requirements.

Evidence supporting this opinion is during the researcher's observation at the Bakso and Mie Restaurant on Jalan, simultaneously with the operation to control permanent advertising by officials in Enforcing Regional Regulations in the form of giving a third warning letter (SP3) to regular advertisers. Violating advertising are a type of permanent billboard attached to the restaurant building. However, the problem is the unclear identity of the billboard owner, both from the restaurant owner and the sellers who advertise their products on the billboard. This also has an impact on billboard licensing data collection. With so many violations of advertising whose identity is not clear, it will be difficult for Malang Regency Satpol PP officers to collect data.

The internal environment within the Satpol PP organization of Malang Regency is the limited human resources in it. The number of personnel placed in the operational field, namely 10 people, is not proportional to the problems related to peace, public order, and community protection in Malang Regency and the workload that must be carried out by the Malang Regency Satpol PP because the operational team does not only control advertising, but also carry out other control activities, such as controlling street vendors, controlling illegal buildings, and so on.

The author concludes that the internal and external environment at Satpol PP Malang Regency can affect the effectiveness of controlling advertising, but both are obstacles in realizing effective control of advertising. The internal environment in the Malang Regency Satpol PP is

the imbalance in the number of Malang Regency Satpol PP personnel, especially in the operational field with a heavy workload. While the external factors that influence the control of advertising are how public awareness, especially billboard organizers, understand and comply with local regulations.

Characteristics of Workers

The author measures the effectiveness of Satpol PP in controlling the implementation of advertising in Malang Regency through the characteristics of workers consisting of organizational attachment factors and work performance, namely the process by which behavior is generated, directed and maintained over time which determines the ability of workers to contribute to organizations under their protection as a counterweight employee motivation which greatly determines organizational performance. Personnel attachment to the Malang Regency Satpol PP organization discusses how the level of personnel engagement with the organization both from the point of view of the Malang Regency Satpol PP leadership and the personnel themselves, the influence of personnel engagement with the organization on the implementation of billboard control, as well as organizational efforts to increase personnel engagement with the Regency Satpol PP Malang as a form of responsibility between employees and organizations.

The level of personnel attachment to the Malang Regency Satpol PP organization is quite good because of the many efforts made by the Malang Regency Satpol PP in increasing personnel attachment, especially emotionally in order to create a sense of belonging to the corps. Efforts made by the Malang Regency Satpol PP in increasing personnel engagement are through morning apple activities, joint sports on Fridays, and providing attributes for personnel to create a sense of togetherness in the corps and foster cohesiveness for each Malang Regency Satpol PP personnel. Performance and work motivation of personnel in the process of controlling the implementation of advertising by Satpol PP Malang Regency determines what factors drive Malang Regency Satpol PP personnel to be able to carry out their work properly and as a form of organizational appreciation.

The characteristics of workers are an important factor in realizing effective control of advertising by the Satpol PP of Malang Regency. Supporting factors include the formal and emotional attachment of personnel to the Satpol PP organization, the level of adaptation of Satpol PP personnel to the dynamics of situations and conditions, providing opportunities for Satpol PP personnel to innovate in carrying out their work, as well as understanding of Satpol PP personnel against applicable regulations. On the other hand, the system of performance and work motivation of Satpol PP officers has not been implemented concretely.

Management Policy and Practice

The author measures the effectiveness of Satpol PP in controlling the implementation of advertisements in Malang Regency through management policies and practices. The preparation of the Malang City Satpol PP Strategic Plan determines the policy direction and targets set by the Malang Satpol PP Labupaten so that the implementation of tasks and functions in it is clearly directed towards achieving the goals of the Malang City Satpol PP. The preparation of the Malang Regency Satpol PP strategic plan is in accordance with existing laws and regulations. The operation to control advertising is one of the special programs set by the Satpol PP of Malang Regency. This operational program is a form of implementation of the Malang Regency Satpol PP external policy in order to achieve the implementation of the main tasks and functions contained in the Malang Regency Satpol PP Strategic Plan for 2018-2023, namely point (1) Improvement of Laws and Regulations and point (2) namely Improvement of Maintenance Public Order and Public Peace.

The involvement of external and internal parties of the Malang Regency Satpol PP in formulating policies regarding controlling advertising is important to ensure the accuracy of steps to control advertising. Malang Regency Satpol PP personnel were specifically and actively involved in drafting billboard control policies and nothing happened that was desired in controlling advertising, incidental and permanent advertising. Meanwhile, the external parties involved are the Investment Service and One-Stop Integrated Services (DPM-PTSP) and the Regional Revenue Agency, especially in terms of data collection and calculation of billboard demolition guarantee costs. Determination of standard operating procedures or commonly referred to as Standard Operational Procedure (SOP) is one of the forms of continuing the preparation of the Malang Regency Satpol PP strategic plan. In the operation to control advertising, the Satpol PP of Malang Regency adheres to the generally available SOP, namely Malang Regent Regulation No. 14 of 2012, concerning Standard Operational Procedures for the Civil Service Police Unit, namely in the second annex which regulates the operational technicalities of Public Order and Public Peace.

The process of finding and utilizing resources at the Malang Regency Satpol PP regarding controlling advertising consists of the recruitment process for Malang Regency Satpol PP personnel in general, the division and involvement of personnel in controlling advertising, and the utilization of equipment resources used to support billboard control activities, implementation of advertising control. The recruitment process for Satpol PP personnel consists of:

2 (two) ways, namely through the acceptance of CPNS and procurement of Activity Operational Support Personnel (TPOK) which are always there every year. This is done so that there is always renewal and refreshment within the organization so that the implementation of Satpol PP duties and functions can run optimally. Especially for TPOK, the procurement is carried out every year and the amount is reduced due to budget constraints. For example, in 2021 the Satpol PP of Malang Regency will accept one TPOK member, while in 2022 it will only accept 123 TPOK members.

The distribution of members who are included in the billboard control team by the Satpol PP of Malang Regency is carried out through appointment by the leadership. There are 2 (two) teams, namely the Bear Team, which is a team that handles controlling permanent advertising consisting of 5 (five) personnel from the Regional Regulation Enforcement Division (PPUD). This team consists of 1 (one) Civil Servant Investigator (PPNS), 4 (four) operational support members, namely TPOK who assist PPNS work in taking action and becoming witnesses in every process of prosecuting permanent advertisement violations because advertisement violations still require an ongoing investigation process, can only be done by PPNS. The Advertising Team which handles incidental billboard violations in the Public Order and Public Peace Sector consists of 10 members, namely 1 team commander who is the Head of the Public Order and Peace Operations Section and 9 (nine) operational support members, namely the TPOK who helps carry out policing activities advertisement.

The pattern of coordination and communication between personnel and leaders in controlling advertising by Satpol PP Malang Regency with a formal form is effective because this pattern accommodates the organizational structure of Satpol PP Malang Regency. In making decisions, Malang Regency Satpol PP personnel are always involved to find out whether the steps taken are very appropriate or not so that each decision is made by prior deliberation between the leadership and the billboard team commander representing the Malang Regency Satpol PP personnel in expressing their opinions regarding tasks that have been carried out,

then the determination of the decision is determined by the leadership.

The implementation of controlling advertising carried out by the Satpol PP of Malang Regency was carried out by following the applicable Standard Operating Procedures (SOP) in accordance with Malang Regent Regulation Number 49 of 2012 concerning Standard Operating Procedures for Civil Service Police Units contained in the first attachment. regarding the Standard Operational Procedure for Enforcement of Regional Regulations and the second annex concerning the Implementation of Public Order and Public Tranquility. In this regulation it has been explained that the scope of the implementation of Public Order and Order lies with the Satpol PP of Malang Regency, especially in the Field of Public Order and Peace.

Control of permanent advertising carried out by Enforcement of Regional Laws and Regulations is guided by the applicable Standard Operating Procedures (SOP) in accordance with Malang Regent Regulation Number 12 of 2012 concerning Standard Operational of Civil Service Police Units contained in the attachment regarding Enforcement of Regional Regulations because the domain and authority of the area This concerns guidance and supervision as well as investigations in the event of a violation of advertisements. According to the applicable SOP, there are 2 (two) forms of prosecution for violations, namely non-judicial prosecution and judicial prosecution. Prosecution of violators of regional regulations, especially advertisement violations, must first sign a statement letter that is willing and able to obey and comply with the regulations within 15 days. If you still violate or do not comply with the statement letter, you will be given the first, second and third warning letters. The period given is 7 (seven) days for the first warning letter, 3 (three) days for the second warning letter, and 3 (three) days for the third warning letter. At present the conditions given are to adjust the advertising to the rules and meet the requirements for holding advertising, which can be in the form of billboard tax payment letters or advertising permits. If it is still not heeded, then the billboard violation is handed over to Civil Servants Investigators (PPNS) for legal action in accordance with applicable regulations.

Discussion of Main Research Results

Ordering the implementation of advertising has been carried out optimally by the Satpol PP of Malang Regency. However, Satpol PP faces several obstacles in creating effective billboard control. Based on observations made by researchers, human resources at the Malang Regency Satpol PP are still lacking, as seen from the fulfillment of the Malang Regency Satpol PP Minimum Service Standards (SPM) based on the Malang Regency Satpol PP Strategic Plan for 2018-2023, namely the ideal number of Malang Regency Satpol PP members is 251 -300 members, while the number of Satpol PP members of Malang Regency still does not meet the standard, namely 218 people. In addition, the advertising team in the field of KKKU, which only numbered 10 people with a large area of Malang Regency along with the development of advertising, caused the implementation of controlling advertising to be not optimal.

In addition, there is no integrated and detailed Standard Operational Procedure (SOP) because this SOP is the standard for Satpol PP Malang Regency in organizing billboard control. For example, Malang Regent Regulation Number 49 of 2012 concerning Standard Operating Procedures for Civil Service Police Units only stipulates SOPs for public order. In the process of controlling advertising, the Satpol PP of Malang Regency always prioritizes a persuasive and coaching approach. However, the lack of awareness of billboard violators to come to clarify with the Malang Regency Satpol PP and follow guidance from the Malang Regency Satpol PP causes the process that occurs in controlling advertising to be less effective. Persuasive approach

V. CONCLUSION

In this research author concludes that controlling the implementation of advertising by the Satpol PP of Malang Regency has not been effective because of a lack of human resources, inadequate infrastructure, lack of awareness of billboard organizers to comply with the rules, and not yet optimal performance and work systems. motivation. Efforts made by the Civil Service Police Unit of Malang Regency in overcoming the inhibiting factors for the effectiveness of billboard control include socializing the rules for implementing advertising in Malang Regency to billboard owners, prioritizing a persuasive approach to billboard owners who violate the provisions, optimizing the availability of human resources through rolling the placement of personnel in the team , preparation of an integrated and more detailed Standard Operational Procedure (SOP), as well as the provision of facilities and infrastructure that are lacking in quantity.

This study has a major limitation, namely the research time. Observations should be made over a longer period of time because observations require certain moments so that research results are more accurate and more in-depth. Future Research Directions (future work). The author realizes that the findings of this study are still preliminary, therefore the authors suggest that further research be carried out in similar locations regarding the effectiveness of the Malang District Satpol PP in controlling the implementation of advertising to obtain more in-depth results.

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