

*Corresponding author: I Dewa Gede Agung Putra Narayana, Master's Program in Public Administration, Universitas Pendidikan Nasional, Denpasar, Bali.

E-mail: dwgdnarayana@gmail.com

RESEARCH ARTICLE

Effectiveness of Tourism-Specialized Municipal Police in Maintaining Public Order at Tourist Destinations

I Dewa Gede Agung Putra Narayana* & Nyoman Sri Subawa

Master's Program in Public Administration, Universitas Pendidikan Nasional.

Abstract: The Badung Regency has emerged as Bali's preeminent tourism hub, experiencing a substantial surge in visitorship following the pandemic. This has boosted the regional economy, but also led to overtourism, which threatens public peace and order in tourist destinations. The Badung Regency government set up a tourism police force to enforce local regulations and maintain security and order in tourist areas. The objective of this study is to analyze the effectiveness of the performance of the Tourism-Specific Municipal Police of Badung Regency in enforcing public peace and order in tourist destinations. The objective of the present study is to identify the factors that affect police performance. The study will offer solutions to existing obstacles. The present research employs a descriptive qualitative approach. The data presented herein were collected through a combination of in-depth interviews, field observations, and documentation studies. The informants were municipal police officers, relevant stakeholders, community members, and tourism business actors in tourist destinations. The analysis used an interactive model for data reduction, display, and conclusion drawing. The findings indicate that the performance of the Badung Regency's Tourism-Specific Municipal Police in maintaining public order in tourist destinations has not yet been fully effective. This condition is primarily caused by limited institutional capacity, particularly the shortage of personnel, the lack of operational facilities and infrastructure, and the limited foreign language skills of officers. However, the study also identifies several supporting factors that strengthen policy implementation, including a clear regulatory framework, strong policy support from the local government, and effective cross-sectoral coordination. Therefore, improving public order and security in tourist areas in Badung Regency requires comprehensive institutional strengthening, particularly through increasing the number of personnel, improving the quality of human resources especially foreign language proficiency (English and enhancing operational facilities and infrastructure.

Keywords: Effectiveness, Public Peace And Order, Tourism-Specialized Municipal Police, Tourist Destinations.

1. Introduction

The significance of tourism in the economic development of both nations and the global economy is widely acknowledged. The tourism industry generates jobs, income, and international recognition. In the context of Indonesia, Bali is a prominent tourist destination,



distinguished by its cultural and natural attractions, as well as the hospitality of its inhabitants (UNWTO, 2018).

Badung is Bali's top tourism destination. It is evident that regions such as Kuta, Seminyak, Canggu, and Nusa Dua function as pivotal international tourism hubs, attracting millions of domestic and international tourists on an annual basis. The substantial presence of tourists, in conjunction with the augmentation of tourism-related infrastructure—comprising hotels, restaurants, and entertainment venues has given rise to a more intricate challenge in preserving public order within these tourist locales. As stated in Agni Yoga Nugraha (2024), Badung Regency's tourism appeal is comprised of three primary components: natural attractions, cultural attractions, and man-made attractions.

According to data from Bali Province's Central Statistics Agency (BPS) for 2026, a total of 6,745,502 tourists visited Badung Regency in 2024. This figure has increased annually since the end of the pandemic, rising from 4,631,992 visitors in 2022 to 6,606,807 in 2023. While this increase in tourist visits indicates a significant recovery in the tourism sector, it has also led to overtourism. This not only impacts the quality of the tourist experience, but also puts pressure on local communities who must share their living spaces with large-scale tourism activities (Carvalho et al., 2020).

The growth of tourism has been demonstrated to exert a positive influence on regional economic growth. Conversely, an increase in tourism activity can also give rise to various social issues, including violations of local regulations, disturbances to public order, tourist behaviour that does not conform to local norms, and conflicts between the interests of the tourism industry and those of the local community. This phenomenon has been frequently observed in a variety of global tourist destinations experiencing rapid tourism growth (Koen, Postma, & Papp, 2018).

In the context of international tourism destinations, safety and security are pivotal factors that influence a destination's image and tourist satisfaction levels. As demonstrated in the relevant literature, perceptions of safety have been shown to have a significant impact on tourists' decisions to visit or return to a destination (George & Swart, 2012). Consequently, local governments must ensure that tourism destinations possess effective safety and security management systems.

In the interest of maintaining public order, the local government has established the Tourism-Specialized Municipal Police Unit (Satuan Polisi Pamong Paja/Satpol PP) an institutional body entrusted with the responsibility of enforcing local regulations and maintaining public peace. The Municipal Police Unit, known in Indonesia as Polisi Pamong Praja (Satpol PP), is a local government enforcement institution operating at the provincial, regency, and municipal levels. The institution's primary function is the enforcement of regional regulations and the maintenance of public order within the jurisdiction of local governments (Wikipedia, 2024). In accordance with Government Regulation No. 16 of 2018 concerning the Municipal Police Unit (Satuan Polisi Pamong Praja), the Satpol PP is constituted as a regional government apparatus. The primary functions of the Satpol PP include the enforcement of regional regulations, the maintenance of public order and public peace, and the provision of community protection. In carrying out these duties, Satpol PP is also responsible for implementing regional head regulations and coordinating law enforcement efforts with other institutions, such as the Indonesian National Police (Polri) and Civil Servant Investigators (Government of Indonesia, 2018).

Furthermore, the regulation grants Satpol PP several authorities, including conducting non-judicial enforcement actions, taking administrative measures against individuals or legal entities that violate regional regulations, and supervising the public to ensure compliance with regional laws and policies (Government of Indonesia, 2018).

In the context of Badung Regency, the local government has developed an institutional innovation by establishing a Tourism-Specialized Municipal Police, whose primary focus is

on monitoring and regulating activities in tourist destination areas. This innovation was established by the government through Badung Regent's Decree No. 12/0412/HK/2024 regarding the Formation of the Badung Regency Tourism-Specialized Municipal Police. The Tourism-Specialized Municipal Police is entrusted with the responsibility of furnishing information, facilitating communication, and delivering inclusive educational services to tourists, the general public, and stakeholders within the tourism industry. This strategic role is centred on the dissemination of guidelines regarding behavioural norms (that which is considered appropriate and that which is not) with a view to protecting the cultural values, religion, traditions and arts that form the foundation of Bali's local wisdom (Sujatmanta, 2024).

The establishment of the Tourism-Specialized Municipal Police (Satuan Polisi Pamong Praja khusus Pariwisata/ Satpol PP Pariwisata) is anticipated to augment the efficacy of regulatory monitoring and enforcement in tourist areas. However, in practice, the execution of these duties is faced with various challenges, such as the vast area under supervision, the increasing number of tourists, and the limited resources available to the institution.

The Tourism-Specialized Municipal Police is entrusted with the responsibility of furnishing information, facilitating communication, and delivering inclusive educational services to tourists, the general public, and stakeholders within the tourism industry. This strategic role is centred on the dissemination of guidelines regarding behavioural norms (that which is considered appropriate and that which is not) with a view to protecting the cultural values, religion, traditions and arts that form the foundation of Bali's local wisdom (Sujatmanta, 2024).

As stated in Sanjaya (2024), the Badung Regency Tourism-Specialized Municipal Police (Pol-PP Pariwisata) continues to encounter various impediments in the execution of its responsibilities. These challenges primarily encompass constraints in human resources, infrastructure, and foreign language proficiency. The limited number of personnel is a significant constraint, as operations to monitor tourism areas are supported by only approximately 40 officers spread across several subdistricts, with an average allocation of eight officers per area working in two shifts each day. This situation has consequences for the intensity of monitoring and enforcement of order in the field. Furthermore, the number of Satpol PP personnel in Badung Regency has decreased from 288 in 2023 to 268 in 2025 due to retirements, job transfers, and reassignments. A further challenge pertains to the scarcity of operational resources, particularly patrol vehicles. While the optimal requirement is 12 motorcycles, currently only 3 are at the disposal of the force, thereby impeding surveillance mobility in tourist areas. In light of the aforementioned circumstances, the objective of this study is twofold: firstly, to analyse the effectiveness of the Tourism-Specialized Municipal Police in maintaining public order at tourist destinations in Badung Regency, and secondly, to identify the factors that support and hinder the performance of these duties.

2. Literature Review

The author uses previous studies to support and compare their analysis. These studies include reviews of the Civil Service Police Unit's effectiveness in various contexts, such as enforcing public order, addressing violations, securing tourist areas, and handling special situations (Rahmadanita & Nurrahman, 2024; Rahmi, 2024; Pratama & Rusli, 2024; Susure, 2023; Bafadal, 2023; Santiasih, 2023; Indas, 2023; Shofia, 2022; Astawa, 2021; Hadiany, 2020).

Studies show that Satpol PP effectiveness is influenced by HR, facilities and infrastructure, regulations, and community participation. However, the majority of extant studies continue to prioritize non-tourism contexts. Consequently, this study addresses this lacuna by examining the efficacy of Satpol PP performance in the tourism context, which is characterized by its complexity, particularly in Badung Regency.

2.1. Effectiveness



Effectiveness is defined as the degree to which a task is performed in accordance with expectations, resulting in outputs that align with the desired outcomes (Purwanti, 2022:44). In the context of performance, the concept of effectiveness is closely associated with the attainment of optimal results. An effective organisation is capable of producing high-quality products or services, meeting customer expectations, and delivering significant added value (Eddine et al., 2023). As posited by Agus Dwiyanto in Rahmi & Afandi (2024), the measurement of public service can be achieved through the utilisation of several indicators, namely: Productivity, Service Quality, Responsiveness, Responsibility, and Accountability. Agus Dwiyanto's theory of performance effectiveness in Rahmi & Afandi (2024), which includes five indicators of public service performance effectiveness, was selected and used as the theoretical framework to examine and address the research questions in this study. The selection of this theory is considered appropriate because it has been widely used by previous researchers in studies and analyses of performance effectiveness, including having been adopted and used by Rahmi & Afandi (2024) in the study "Performance Effectiveness of the Civil Service Police Unit in Regulating Street Vendors on H.R. Soebrantas Street in Pekanbaru City," published by STAIN Bengkalis Kampus Melayu in 2024 (<https://ejournal.kampusmelayu.ac.id>).

2.2. Performance

Performance is defined as the outcome of an individual's work or activities within an organisation, influenced by various factors, with the aim of achieving the organisation's objectives within a specific time period (Sinaga et al., 2020:14). Performance is defined as the level of achievement in carrying out specific tasks (Nurjaya, 2021). Robbins et al. (2017: 260) posit that there are six indicators of employee performance. The following factors must be considered: quality, quantity, timeliness, effectiveness, independence and work commitment.

2.3. Public Order and Peace

Public order is defined as a state of life that is orderly and well-organised in accordance with the prevailing laws and regulations, with the objective of fostering a dynamic, safe, and peaceful society (Qurata a'yun, 2022). Government Regulation No. 16 of 2018 defines public order and community peace as a dynamic state enabling the Government, Regional Governments and the community to carry out their activities peacefully, orderly and systematically. Article 1, paragraph (4) of the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 26 of 2020 concerning the Implementation of Public Order and Community Peace as well as Community Protection states that the Implementation of Public Order and Community Peace consists of efforts and activities organised by the Satpol PP. These enable the government and community to carry out their activities in accordance with the authorities of local heads. In accordance with Badung Regency Regional Regulation No. 7 of 2016 on Public Order and Community Peace, Chapter I, Article 1, public order and community peace are defined as a dynamic state that enables the Regional Government and the community to carry out their activities in a peaceful, orderly, and organised manner. Public order and community peace are maintained through orderly situations and conditions.

- (a). The primary concern is the safety of both road users and pedestrians.
- (b). The establishment of order in designated green belt, park and public space areas.
- (c). The organisation of rivers, waterways and coastal areas.
- (d). Environmental order.
- (e). The establishment of order in a built environment.
- (f). The presence of order within the tourism sector.
- (g). Social order.
- (h). Population order.

3. Research Method and Materials



The present study uses a qualitative approach with a descriptive research design. The qualitative approach was selected for this study to understand the Tourism-Specialized Municipal Police's performance in maintaining public order at tourist destinations.

The data collection process involved three techniques: in-depth interviews, field observations and document analysis. A series of interviews were conducted with officials, police officers, tourism industry stakeholders and residents. Field observations were conducted at a number of significant tourist destinations in Badung Regency, including the Petitenget Beach area, Pererenan Beach, the Sangeh area, and Taman Ayun. The purpose of these observations was to provide direct insight into the monitoring and law enforcement activities carried out by the officers. The data were analysed using the interactive analysis model proposed by Miles et al. (2019).

4. Results and Discussion

4.1. *The Effectiveness of Badung Regency Tourism-Specialized Municipal Police: An Evaluation*

Tourism destinations are complex spaces of social interaction because they involve various actors with different cultural backgrounds, economic interests, and social norms. In the context of international tourism destinations such as Badung Regency, interactions between tourists and local communities often give rise to social dynamics that have the potential to disrupt public order. Consequently, the governance of modern tourism destinations is contingent upon the effective management of security and public order (Hall, 2019). Theoretically, the success of tourism destination security management is heavily influenced by the effectiveness of the institutions responsible for maintaining order in the tourism area. From a public administration perspective, the performance of government organisations can be analysed through indicators of productivity, service quality, responsiveness, responsibility, and accountability, as outlined by Dwiyanto (2017). This approach facilitates a more comprehensive evaluation of the effectiveness of public organisations in carrying out their service and oversight functions for the community. The thematic analysis of the interview results is presented in Table 1

Table 1. The thematic analysis of the interview results

Theme (Effectiveness Indicator)	Category	Node (Coding)	Evidence (Interview Excerpt)	Analytical Interpretation
Productivity	Monitoring and patrol activities	Routine patrols in tourist destinations	“We conduct routine patrols in tourist areas such as Kuta, Canggu, and Nusa Dua to ensure that tourists comply with applicable regulations.” (Satpol PP Officer)	Routine patrols represent the operational output of Tourism Municipal Police in maintaining order in tourist destinations. The frequency and coverage of patrol activities reflect the productivity of the organization in carrying out its enforcement duties.
Productivity	Preventive public guidance	Tourist education and awareness programs	“In addition to patrols, we also provide education to tourists regarding rules and etiquette while staying in Bali.” (Satpol PP Officer)	Organizational productivity is not limited to enforcement actions but also includes preventive measures such as educating tourists about local regulations and cultural norms. This approach contributes to long-term compliance and conflict prevention in tourist areas.

Theme (Effectiveness Indicator)	Category	Node (Coding)	Evidence (Interview Excerpt)	Analytical Interpretation
Service Quality	Humanistic service approach	Persuasive communication strategy	“Officers usually communicate the rules in a persuasive manner so that tourists do not feel pressured.” (Tourism business actor)	A persuasive and communicative approach reflects a human-centered public service orientation. Such interaction improves the perceived quality of service and fosters positive relationships between officers and tourists.
Service Quality	Perceived security in tourist destinations	Tourist perception of safety	“The presence of Tourism Municipal Police makes tourist areas feel more orderly and safe.” (Tourist)	Tourists’ perception of safety is an important indicator of service quality in tourism governance. The presence of Tourism Municipal Police contributes to the creation of a safe and orderly tourism environment.
Responsiveness	Problem response mechanism	Rapid response to disturbances	“When there is a report of a disturbance to public order, the Tourism Municipal Police usually arrive at the location immediately.” (Local community member)	Quick response to disturbances demonstrates the organization’s ability to address emerging problems in tourist destinations effectively and promptly.
Responsiveness	Institutional collaboration	Inter-agency coordination	“We always coordinate with the police and immigration authorities if violations involve foreign tourists.” (Satpol PP Official)	Organizational responsiveness is strengthened through collaboration with other law enforcement agencies, ensuring effective handling of cases involving foreign tourists and complex regulatory issues.
Responsibility	Procedural law enforcement	Enforcement according to standard procedures	“Violations are handled according to established procedures, usually beginning with warnings or guidance.” (Tourism Municipal Police Officer)	The implementation of enforcement actions according to standard operating procedures reflects administrative responsibility and compliance with legal frameworks governing public order enforcement.
Accountability	Organizational reporting system	Documentation and reporting of activities	“Every patrol activity and case handling is always reported to the leadership.” (Team Commander)	Reporting mechanisms demonstrate accountability by ensuring that every enforcement action and patrol activity is formally documented and reported within the organizational hierarchy.

Source: Primary interview data (processed by the authors, 2026).

It is evident from the research findings that the Badung Regency The Tourism-Specialized Municipal Police (Pol-PP Pariwisata) has demonstrated fairly active operational activities



through routine patrols in priority tourist areas, including South Kuta, Kuta, North Kuta, and Mengwi. This is indicative of the agency's commitment to maintaining public order and promoting tourism in the region. These patrols serve dual purposes: they function as a monitoring mechanism and as a preventive measure against potential violations committed by tourists. This finding is consistent with the research conducted by Yang and Nair (2014), which asserts that the presence of active security personnel in tourist areas can augment tourists' sense of safety while concomitantly reducing the likelihood of disturbances to public order.

Observations show that the presence of the Tourism Public Order Agency (Satpol PP Pariwisata) in these tourist areas is evident through routine patrols, particularly during peak tourist hours. In the Petitenget and Pererenan beach areas, for example, officers were seen monitoring tourist activities, particularly those of foreign tourists on the beach. Additionally, officers provide outreach and education regarding efforts to maintain public order to raise awareness among both the local community and tourists about the importance of collectively upholding order and peace. Officers also issue direct warnings to tourists committing minor violations, such as failing to comply with tourist area regulations or behaving in a disorderly manner.

Meanwhile, observations in the Sangeh and Taman Ayun tourist areas indicate that the presence of officers remains uneven across all points within the tourist zones. At certain times, supervision is not yet optimal, particularly when tourist visitation is high. This situation reinforces interview findings stating that limited personnel numbers remain the primary constraint in the execution of the Tourism Satpol PP's duties in Badung Regency.

Thus, the field observation results reinforce the research findings that the performance of the Tourism Satpol PP has been quite good in terms of the execution of duties in the field. However, its effectiveness has not yet been fully optimized due to the limited number of personnel and the uneven distribution of supervision across all tourist areas.

In terms of service quality, the persuasive and educational approach adopted by the Tourism-Specialized Municipal Police demonstrates a more humanistic service orientation in maintaining order within tourist areas. This approach is consistent with the New Public Service paradigm, which emphasises the significance of collaborative relationships between the government and the public in the delivery of public services (Denhardt & Denhardt, 2015). Through an educational approach, officials not only carry out rule-enforcement functions but also serve as educational agents for tourists regarding local cultural norms.

Moreover, with regard to the issue of responsiveness, the study posits that the Tourism-Specialized Municipal Police (Pol-PP Pariwisata) possesses the capacity to address a range of issues that emerge in tourist areas through the implementation of routine patrols and through inter-agency coordination with the Police and Immigration authorities. This responsiveness is a critical factor in maintaining social stability in tourist destinations characterised by high levels of mobility. Mansfeld & Pizam (2006) posit that interagency coordination is a pivotal component within the tourism security system, given that the multifarious issues that emerge in tourist destinations are frequently characterised by a high degree of complexity.

With regard to the issue of accountability, the Tourism-Specialized Municipal Police has executed its responsibilities in accordance with the prevailing standard operating procedures. This finding suggests that enforcement activities are not conducted in a repressive manner, but rather through structured administrative mechanisms grounded in existing regulations. This approach is essential to ensure that rule enforcement upholds the principles of fairness and professionalism in governance.

Meanwhile, with regard to the issue of accountability, the reporting system for patrol activities and case handling carried out by the Tourism-Specialized Municipal Police (Pol-PP Pariwisata) demonstrates the existence of an organisational accountability mechanism for the performance of its duties. Accountability constitutes a fundamental principle of good

governance, insofar as it ensures that every policy and action taken by government officials can be accounted for to the public (Bovens, 2007).

However, the research findings also indicate that the effectiveness of the Tourism-Specialized Municipal Police's performance still faces several challenges, particularly regarding limitations in human resources and operational infrastructure. This situation highlights the importance of institutional capacity building in enhancing the effectiveness of tourism area oversight. As Farmaki et al. (2020) have observed, the effective management of complex tourist destinations necessitates substantial institutional support and adequate resources, thereby ensuring a responsive response to the evolving dynamics of the tourism sector.

The Satpol PP (Kantor Satpol PP) of Badung Regency has reported 27 cases of public order violations committed by foreign nationals (WNA) in tourist areas throughout 2025. The prevailing categories of violations encompass disturbances of public order, including noise, loitering in public spaces, and mental health disturbances. Cases are handled through a humanistic approach, including the transportation of foreign nationals experiencing mental health disturbances to Sanglah Hospital and the coordination of deportation proceedings with Immigration authorities in the event of legal violations.

The Badung Regency Satpol PP has also demonstrated notable accomplishments in addressing violations of public order, peace, and aesthetics (K3), achieving a resolution rate of 90% in 2023. This achievement aligns with the objectives outlined in the Badung Regency Medium-Term Development Plan (RPJMD) for the period 2025–2029. The uniformity of these achievements is indicative of the institutional commitment and local policy support that has been invested in order to maintain order in the tourism sector. As illustrated in Figure 4.1, the following provides an overview of the targets and achievements of the resolution rate indicator for violations of order, peace, and aesthetics (K3).

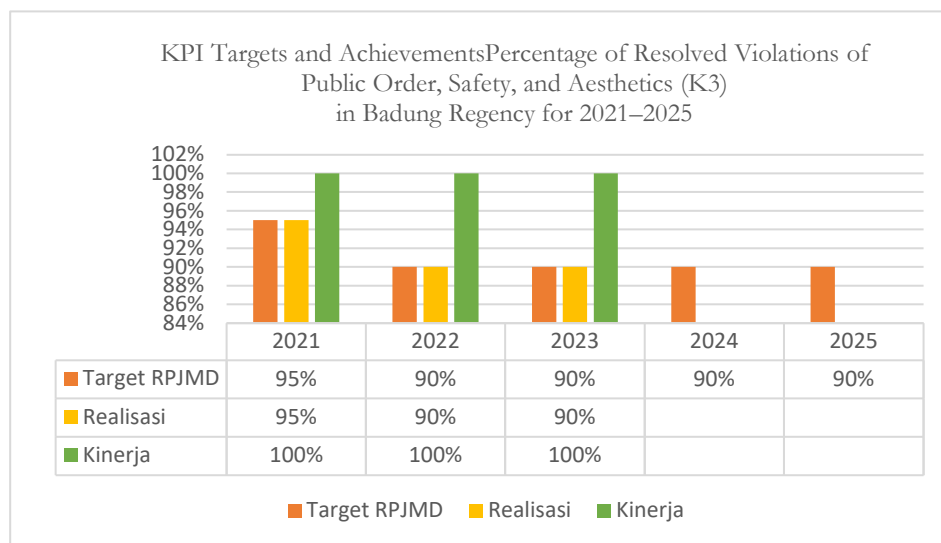


Figure 1. KPIs for the Resolution Rate of Violations of Public Order, Safety, and Aesthetics (K3) in Badung Regency 2021–2025
 (Source: Badung Regency Public Order Agency, 2026)

The performance effectiveness of the Badung Regency Tourism-Specialized Municipal Police (Pol-PP Pariwisata) can be categorised as fairly effective in supporting the creation of a safe, orderly, and comfortable tourism area. This is consistent with the regional development objectives delineated in the Badung Regency Medium-Term Development Plan (RPJMD) 2025–2029, which underscores the significance of public peace and order as a fundamental prerequisite for the establishment of high-quality, internationally competitive tourism destinations. The establishment of the Tourism-Specialized Municipal Police can thus be regarded as a manifestation of institutional innovation on the part of the local government, aimed at maintaining order in tourist areas. However, in order to enhance the performance

effectiveness of the organisation, there is a necessity for strategies that will serve to strengthen human resources, enhance officer capacity, and provide adequate operational infrastructure support in order to address the increasingly complex challenges of tourism destination management.

Although the findings indicate that the performance of the Tourism Public Order Agency (Satpol PP Pariwisata) in Badung Regency has been relatively satisfactory in terms of productivity, responsiveness, and service quality, the policy cannot yet be classified as fully effective. From the perspective of policy effectiveness, strong organizational performance does not automatically translate into effective policy outcomes. Policy effectiveness must also be assessed based on the ability of the institution to reduce violations and ensure comprehensive supervision across tourism areas. The empirical findings show that the agency's operational performance is relatively adequate; however, its institutional capacity remains limited due to significant operational constraints. These constraints are reflected in the limited number of personnel, only around 40 officers assigned to supervise an extensive coastal tourism area stretching from Tanjung Benoa to Cemag as well as the lack of adequate operational facilities, particularly patrol motorcycles (NusaBali, 2024; (Pos Bali, 2024). Therefore, the term "not yet fully effective" in this study does not imply policy failure, but rather indicates a gap between operational performance and policy outcomes. The policy may be categorized as moderately effective; however, its overall effectiveness remains constrained by limited institutional capacity and persistent operational challenges that prevent the agency from achieving optimal supervision in the tourism sector.

In the context of Bali, the concept of public order cannot be understood solely from an administrative or regulatory perspective, but must also be interpreted within the broader cultural and philosophical framework of Balinese society. Public order in tourist areas is closely related to local cultural values and the philosophy of Tri Hita Karana, which emphasizes harmony between humans and God, humans and other humans, and humans and the environment. Therefore, the role of the Tourism-Specific Municipal Police (Satpol PP Pariwisata) cannot be viewed merely as a modern bureaucratic institution enforcing formal regulations, but also as an institutional actor that operates within a culturally embedded social system.

The findings indicate that, in practice, officers frequently adopt a persuasive and educational approach rather than a purely repressive one. This approach does not only involve explaining formal rules to tourists, but also communicating local cultural norms, such as respect for sacred spaces, appropriate behavior in public areas, and the importance of maintaining social harmony in tourist destinations. In this sense, the effectiveness of Tourism-Specific Municipal Police (Satpol PP Pariwisata) should not only be assessed based on administrative performance indicators, but also on the institution's ability to function as a form of cross-cultural mediation between global tourism practices and local cultural values (Radar Bali, 2024).

These findings suggest that strengthening the effectiveness of Tourism-Specific Municipal Police (Satpol PP Pariwisata) requires not only increasing personnel and improving operational facilities, but also enhancing the cultural competence of officers. This includes training in cross-cultural communication, a deeper understanding of local philosophical values, and the capacity to explain the cultural meaning behind regulations to visitors. By doing so, Tourism-Specific Municipal Police (Satpol PP Pariwisata) can function not only as an enforcement institution, but also as a cultural guardian that contributes to the sustainability of Bali's tourism destinations.

The results of this study also indicate that the effectiveness of tourism area oversight in Badung Regency aligns with the findings of previous research conducted by Hall (2019), Mansfeld & Pizam (2006), and Farmaki et al. (2020), particularly regarding the importance of interagency coordination in tourism destination management. However, this study also reveals some significant differences. While previous studies have focused more on destination

management in the context of developed countries, this study demonstrates that the effectiveness of tourism area supervision in developing regions such as Badung Regency remains heavily influenced by limitations in human resources, cross-cultural communication barriers, and the increasing number of foreign tourists. Thus, this study provides new empirical insights into tourism supervision in rapidly developing tourist destinations like Bali, particularly Badung Regency.

4.2. Factors affecting the performance of the Badung Regency's Special Tourism Civil Service Police.

Public organizations are effective when they provide responsive, accountable, and high-quality services (Boyne, 2003). Institutional effectiveness in tourism area management is also influenced by the synergy among government actors and tourism stakeholders (Bramwell & Lane, 2011).

Table 2. Thematic Analysis of Interview Results: Supporting and Hindering Factors

Theme	Category	Code	Evidence (Interview Excerpt)	Analytical Interpretation
Productivity	Organizational Support	Leadership Commitment	“There is a strong commitment from the leadership and all Satpol PP personnel in maintaining order in tourism areas.”	Leadership commitment plays an important role in improving organizational productivity by providing policy direction, supervision, and motivation for officers in carrying out patrol and enforcement activities in tourism areas.
	Institutional Collaboration	Inter-agency Synergy	“Coordination with the Police and Immigration makes problem handling faster.”	Inter-agency cooperation strengthens institutional capacity in addressing tourism-related disturbances, particularly those involving foreign tourists.
	Local Government Policy	Local Government Support	“The Regent of Badung pays significant attention to the supervision of tourism areas.”	Policy support from the local government provides legitimacy and institutional backing for the implementation of public order enforcement in tourism destinations.
Service Quality	Social Interaction	Community Communication	“Good communication with the community and tourism stakeholders makes the service more effective.”	Effective communication between officers, communities, and tourism stakeholders contributes to a more responsive and persuasive public service approach.
	Organizational Infrastructure	Operational Facilities	“Supported by double-cabin vehicles and motorcycle assistance from the CSR program of Bank BPD Bali.”	The availability of operational facilities improves patrol mobility and strengthens service effectiveness in maintaining public order in tourism areas.
	Institutional Coordination	Inter-agency Cooperation	“Cooperation with the Police and Immigration makes services faster.”	Collaboration among institutions accelerates the process of resolving violations and disturbances occurring in tourism areas.
Responsiveness	Organizational Readiness	Rapid Response Mechanism	“If there is a report from the community, we respond immediately.”	Quick responses to public complaints demonstrate the organization's ability to address disturbances effectively and in a timely manner.
	Personnel Deployment	Strategic Personnel Placement	“Tourism Municipal Police are stationed in four sub-districts within tourism areas.”	Strategic placement of personnel enhances the speed and effectiveness of responses to disturbances in tourism destinations.
Responsibility	Regulatory Compliance	SOP Implementation	“Every patrol activity and violation handling follows the established SOP.”	Compliance with standard operating procedures ensures that enforcement actions are carried out in accordance with legal and administrative regulations.

Theme	Category	Code	Evidence (Interview Excerpt)	Analytical Interpretation
	Administrative Mechanism	Activity Reporting	“Every activity is reported to the leadership.”	Reporting mechanisms strengthen organizational responsibility by ensuring documentation and administrative control of operational activities.
Accountability	Monitoring System	Daily Reporting	“Activity reports are sent through the Satpol PP WhatsApp group.”	The use of digital communication technology supports internal monitoring and facilitates real-time reporting of operational activities.
	Organizational Transparency	Case Documentation	“Cases involving foreign tourists are reported to the Police and Immigration.”	Case documentation enhances transparency and strengthens inter-agency coordination in law enforcement processes.
Performance Constraints	External Factors	Uncooperative Tourist Behavior	“There are still tourists who are difficult to direct.”	Differences in behavior and cultural backgrounds among tourists pose challenges in maintaining public order in tourism destinations.
	Communication Factors	Language Barriers	“Tourists come from various countries, so communication often becomes an obstacle.”	Limited foreign language proficiency among officers can hinder communication and guidance for international tourists.
	Internal Factors	Limited Operational Facilities	“The number of operational vehicles is still limited.”	Insufficient operational facilities reduce the effectiveness of patrol activities and limit coverage in tourism areas.
	Human Resource Capacity	Foreign Language Skills	“Not all officers are able to communicate in English.”	The capacity of human resources, particularly language proficiency, influences the quality of services provided to international tourists.

Source: Primary interview data (processed by the authors, 2026).

Productivity is a key way to assess public organizations. According to organizational effectiveness theory, productivity is related to an organization's ability to utilize resources optimally to achieve public service objectives (Dwiyanto, 2008).

Civil servants' productivity is influenced by leadership and local government policies. Research indicates that the presence of robust leadership and organizational commitment within a public sector context can enhance the performance of public servants. This enhancement is achieved through the facilitation of enhanced coordination and work motivation (Andrews & Shah, 2005).

The results of this study indicate that the productivity of the Badung Regency Tourism-Specialized Municipal Police is supported by two factors. First, the organization's leadership demonstrates a high degree of commitment. Second, the agency exhibits inter-agency synergy with the Police and the Immigration Office in the supervision of tourism areas. This inter-agency collaboration aligns with the concept of governance in tourism management, which emphasizes the importance of inter-institutional cooperation in creating effective and sustainable tourism destination governance (Hall & Page, 2014). However, the organization still faces several obstacles, including limited human resources, language barriers, and operational resource constraints.

4.3. Solutions That Must Be Implemented to Overcome Obstacles to the Performance Effectiveness of the Badung Regency Tourism-Specialized Municipal Police

Organizational effectiveness in public administration depends on achieving program objectives and overcoming policy implementation obstacles. Improvement efforts are generally carried out through three main strategies: strengthening human resources, institutional capacity building, and enhanced inter-agency coordination (Boyne, 2003; Denhardt & Denhardt, 2015). In tourism area management, strategies to improve

effectiveness must consider the complex social, cultural, and economic dynamics of tourism regions (Bramwell & Lane, 2011).

Indicator	Category	Thematic Code	Evidence (Interview Excerpt)	Analytical Meaning (Researcher Interpretation)
Strengthening Organizational Capacity	Operational facility support	Additional patrol vehicles	“We propose the addition of operational facilities and infrastructure such as patrol vehicles to optimize officers’ mobility.” – Head of Satpol PP	The availability of operational facilities is an important factor in improving the effectiveness of patrol and supervision activities in tourism areas.
	Work infrastructure	Specialized equipment for tourism areas	“Specialized work equipment for tourism operations is needed so that officers are better prepared to operate in tourism areas.”	Work equipment that aligns with the characteristics of tourism destinations enhances the professionalism of officers.
Strengthening Human Resources	Personnel capacity	Improvement of foreign language skills	“We propose improving English language skills so that communication with foreign tourists becomes more effective.” – Head of Satpol PP	Cross-language communication competence is an essential skill for officers operating in international tourism destinations.
	Human resource development	Additional personnel	“The tourism working area is quite extensive, therefore additional personnel are required.”	Increasing the number of personnel is necessary to expand the coverage of supervision and enforcement in tourism areas.
Strengthening Operational Strategies	Supervision of tourism areas	Increased patrol intensity	“We continue to increase patrol activities in tourism areas.” – Head of Public Order Division	Routine patrols function as a preventive mechanism for maintaining order and security in tourism destinations.
	Institutional collaboration	Inter-agency coordination	“We strengthen coordination with the Police, Immigration, and village authorities.”	Institutional collaboration improves the effectiveness of handling tourism-related disturbances and violations.
Persuasive and Educational Approach	Communication strategy	Tourist education	“Education regarding rules and regulations in tourism areas is an important solution.” – Head of Operations and Control Section	Providing education to tourists helps prevent violations through a preventive and awareness-based approach.
	Humanistic approach	Dialogue with tourists	“Dialogue and communication approaches are the main solutions so that tourists understand the rules.” – Tourism Municipal Police Team Leader	A communicative approach enhances acceptance of regulations among tourists and the local community.

Strengthening Organizational Governance	Administrative compliance	SOP implementation	“Every activity must follow the SOP and be reported.” – Head of Personnel Subdivision	The implementation of standard operating procedures ensures consistency in task execution and strengthens organizational accountability.
	Accountability system	Activity reporting	“Every violation involving foreign tourists is reported and coordinated with relevant institutions.”	Reporting mechanisms enhance transparency and inter-agency coordination in case handling.

Source: Primary interview data (processed by the authors, 2026).

Research and interviews with informants show that the Badung Regency Tourism-Specialized Municipal Police (Pol-PP Pariwisata) needs to strengthen its human resources, improve its facilities and infrastructure, and enhance interagency coordination to be more effective. This approach aligns with the concept of tourism governance, which emphasizes the importance of collaboration among government actors and stakeholders in creating a safe and orderly tourism environment (Hall & Page, 2014). One solution is to enhance operational support, e.g., adding patrol vehicles and work equipment for the Tourism Public Order Agency (Pol-PP Pariwisata). Availability of organizational facilities is critical to improving officers' mobility and the effectiveness of supervision in tourist areas (Grönroos, 2007). Improving human resources quality, particularly foreign language proficiency, is a priority to facilitate communication with international tourists. Good communication skills influence the quality of public services and the effectiveness of interactions between officials and service users (Parasuraman et al., 1988).

Efforts to improve performance effectiveness are also being made through enhanced patrols and interagency coordination involving the police, immigration authorities, and local village governments. This collaboration is essential for addressing cross-sectoral tourism issues (Bramwell & Lane, 2011). The Tourism-Specialized Municipal Police uses enforcement, persuasion, and education to communicate with tourists and tourism business operators. This approach aligns with the modern public service paradigm, which positions government officials as facilitators and educators for the community. Strategies to enhance the effectiveness of the Tourism-Specialized Municipal Police's performance include strengthening operational resources, improving human resource capacity, optimizing patrols and educational approaches, and fostering interagency coordination. These endeavors are anticipated to contribute to the establishment of a secure, well-managed, and environmentally responsible tourism zone within Badung Regency.

5. Conclusion

- (a). The Badung Regency Tourism-Specialized Municipal Police is quite effective at maintaining public peace and order in tourist areas. This is evident from the implementation of patrols, guidance, supervision, and the handling of violations, which have met the indicators of public service effectiveness according to Dwiyanto & Press (2021), namely productivity, service quality, responsiveness, responsibility, and accountability. The Tourism Community Police, working with the police and immigration authorities, helps maintain security and the image of Badung's tourism. However, the effectiveness of these policies has not yet been optimal because the number of violations in several tourist areas has not shown a consistent downward trend, and limitations in personnel and operational resources remain the main obstacles.
- (b). The factors that contribute to the effectiveness of the Tourism-Specialized Municipal Police can be categorized into three main areas: first, the dedication of the officers; second, the policy support from the Badung Regency Government; and third, the cross-sectoral synergy with security agencies, local government bodies, traditional villages, and

the community. Constraining factors include limited personnel numbers, the vastness of the tourism area's operational territory, low compliance levels among some residents and tourists with local regulations, and limited foreign language proficiency among some officers.

- (c). Solutions to improve the performance of the Tourism-Specialized Municipal Police include increasing and distributing personnel evenly, enhancing human resource capacity particularly foreign language proficiency strengthening facilities and infrastructure, and improving coordination in line with the Badung Regency Medium-Term Development Plan (RPJMD) for 2025–2029.

References

- BPS. (2026). Jumlah Perjalanan Wisatawan Nusantara Menurut Kabupaten/Kota Tujuan (Perjalanan), 2026. Badan Pusat Statistik. <https://bali.bps.go.id/id/statistics-table/2/NDEzIzI=/jumlah-perjalanan-wisatawan-nusantara-menurut-kabupaten-kota-tujuan.html>
- Denhardt, J. V., & Denhardt, R. B. (2015). *The New Public Service: Serving, Not Steering*. Taylor & Francis. <https://books.google.co.id/books?id=aMQqBwAAQBAJ>
- Dwiyanto, A., & Press. (2021). *Mewujudkan Good Governance Melalui Pelayanan Publik*. UGM PRESS. <https://books.google.co.id/books?id=fV0XEAAAQBAJ>
- Eddine, B. A. S., Didit, D., Mardikaningsih, R., & Sinambela, E. A. (2023). The Effect Of Knowledge Management And Quality Of Work Life On Employee Commitment, 87. <https://doi.org/10.35395/1728-010-001-007>
- Hall, C. M. (2019). Constructing sustainable tourism development: The 2030 agenda and the managerial ecology of sustainable tourism. *Journal of Sustainable Tourism*, 27(7), 1044–1060. <https://doi.org/10.1080/09669582.2018.1560456>
- Mansfeld, Y., & Pizam, A. (2006). *Tourism, Security and Safety*. Taylor & Francis. <https://books.google.co.id/books?id=UWz80HZN2HgC>
- Miles, M. B., Huberman, A. M., & Saldana, J. (2019). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publications. <https://books.google.co.id/books?id=fjh2DwAAQBAJ>
- Nurjaya, N. (2021). Pengaruh disiplin kerja, lingkungan kerja dan motivasi kerja terhadap kinerja karyawan pada PT. Hazara Cipta Pesona. *AKSELERASI: Jurnal Ilmiah Nasional*, 3(1), 60–74.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. 1988, 64(1), 12–40.
- Peraturan Daerah (Perda) Kabupaten Badung Nomor 7 Tahun 2016 Tentang Ketertiban Umum Dan Ketenteraman Masyarakat, JDIH BPK (2016).
- Peraturan Pemerintah (PP) Nomor 16 Tahun 2018 Tentang Satuan Polisi Pamong Praja, BPK RI (2018).
- Pos Bali. (2024, September 17). Kasatpol PP Akui, Peran Satpol PP Pariwisata Di Badung Tidak Maksimal. *Pos Bali*. <https://www.posbali.net/berita/1425097279/kasatpol-pp-akui-peran-satpol-pp-pariwisata-di-badung-tidak-maksimal>
- Purwanti, D. (2022). *Efektivitas Perubahan Kebijakan*. Cv. Azka Pustaka. <https://books.google.co.id/books?id=GVLKEAAAQBAJ>
- Radar Bali. (2024, September 17). Personel Satpol PP Pariwisata di Badung Minim, Hanya 40 Orang, Belum Bisa Bertugas Maksimal. *Radar Bali*. https://radarbali.jawapos.com/badung/705095327/personel-satpol-pp-pariwisata-di-badung-minim-hanya-40-orang-belum-bisa-bertugas-maksimal#goog_rewarded

- Rahmi, C. E., & Afandi, S. A. (2024). Efektivitas Kinerja Satuan Polisi Pamong Praja Dalam Penertiban Pedagang Kaki Lima Jalan Soebrantas Pekanbaru. *Dusturuna: Jurnal Syariah Dan Siyasah Syar'iyah*, 1(1), 20–34.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). *Fundamentals of management: Management myths debunked*. Pearson.
- Sanjaya, D. (2024, September 16). Kurang Personel dan Sarana Prasarana, Program Satpol PP Pariwisata di Badung Belum Maksimal. DENPOST. https://www.denpost.id/bali/105513551621/kurang-personel-dan-sarana-prasarana-program-satpol-pp-pariwisata-di-badung-belum-maksimal?utm_source=chatgpt.com
- Sinaga, O. S., Hasibuan, A., Efendi, E., Priyojadmiko, E., Butarbutar, M., Purba, S., Karwanto, K., Silalahi, M., Hidayatulloh, A. N., & Muliana, M. (2020). *Manajemen kinerja dalam organisasi*. Yayasan Kita Menulis.
- Sujatmanta, I. P. (2024, February 8). Satpol PP Pariwisata Provinsi Bali dan Kabupaten Badung Dilantik Pj. Gubernur Bali. Bali Media Center. <https://bmc.baliprov.go.id/news/title/satpol-pp-pariwisata-provinsi-bali-dan-kabupaten-badung-dilantik-pj-gubernur-bali>
- UNWTO. (2018). *Tourism and Culture Synergies*. UNWTO. <https://www.e-unwto.org/doi/book/10.18111/9789284418978>