
LEADERSHIP STRATEGY OF THE CIVIL SERVANTS POLICE UNIT AT THE DISTRICT LEVEL TO OPTIMIZE PERFORMANCE IN SUPPORTING THE TRANSFORMATION OF JAKARTA CITY TOWARDS A GLOBAL CITY

^{1*}Ujang Januar, ²Nurliah Nurdin
Poltek Stia LAN Jakarta
lapakbekedai@gmail.com

ABSTRACT

This study aims to analyze leadership strategies in optimizing the performance of the Sub-district Satpol PP (Civil Service Unit) in supporting Jakarta's transformation into a global city. The background of this study is based on the strategic role of Satpol PP as a regional government apparatus responsible for maintaining public order, enforcing regional regulations, and protecting the community at the sub-district level. In the context of Jakarta's global city agenda, Satpol PP performance must be strengthened through effective leadership, responsive coordination, and professional public service. This study uses a qualitative approach with data collection through in-depth interviews with relevant informants. The informants include Sub-district Satpol PP leaders, Satpol PP officers, sub-district government officials, community representatives, and stakeholders involved in public order and urban governance. These interviews are designed to explore leadership practices, coordination patterns, performance challenges, institutional support, and strategies used to improve the effectiveness of Satpol PP duties. Data will be analyzed descriptively through data reduction, data presentation, and conclusion drawing. The expected outcome of this study is to identify leadership strategies that can improve discipline, motivation, coordination, responsiveness, and accountability among Satpol PP personnel. This study is expected to demonstrate that strategic leadership, clear communication, participatory decision-making, capacity building, performance monitoring, and cross-sector collaboration are important factors in optimizing the performance of the Public Order Agency (Satpol PP). Furthermore, this study is expected to provide practical recommendations for strengthening leadership at the sub-district level, improving institutional work culture, and enhancing the role of Satpol PP in supporting public order and urban governance. These findings are also expected to assist leaders in formulating more adaptive programs, measurable performance targets, and mechanisms for continuous improvement in the future. Therefore, this study contributes to the development of local government leadership studies and provides policy input for Jakarta in preparing effective, adaptive, and professional public order institutions towards becoming a competitive global city.

Keywords: Strategic Leadership, Satpol PP, Performance Optimization, Sub-district Governance, Jakarta Global City

INTRODUCTION

Since Jakarta ceased its status as the nation's capital, the city has been directed to transform into a global city in accordance with the provisions of Law Number 3 of 2022 concerning the National Capital, which was later updated through Law Number

3 of 2024 concerning the Special Region of Jakarta (DKJ). These changes require Jakarta to be able to compete with major global cities in various aspects, including the economy, quality of life, governance, and order and security. Jakarta must be able to build a security and public order system on par with global cities such as Seoul, Tokyo, New York, and Amsterdam. One key element in realizing a global city is the role of effective leadership, especially at the Sub-district Civil Service Police Unit (Satpol PP) level. The Sub-district Satpol PP has a significant responsibility in ensuring order and security at the local level to support Jakarta's path towards becoming a safe and orderly global city (Van der Hoek et al., 2021).

Leadership in the Sub-district Public Order Agency (Satpol PP) plays a strategic role, not only in controlling operations but also in directing and managing personnel. The Head of the Sub-district Public Order Agency (Satpol PP) is expected to be able to build cross-sector coordination and ensure that programs designed at the provincial level can be implemented effectively at the sub-district level. Several existing programs, such as the Duta Tramtibum (Prabu Jakarta) and Masyarakat Peduli Tramtibum (MPT), require well-organized and sustainable management. Although various innovations such as technology-based surveillance systems through CCTV and the Sisapra application have been implemented, implementation in the field still faces several obstacles. The main obstacles lie in human resource management and coordination between relevant parties, which requires a deeper evaluation of the role and effectiveness of sub-district-level leadership in supporting established strategic policies (Florida, 2002).

The suboptimal use of surveillance technology is a major challenge in implementing these programs. The use of CCTV, command centers, and the Sisapra application is expected to increase work effectiveness, but these technologies have not been utilized to their full potential. Strong leadership is needed to ensure that data obtained from these systems is optimally utilized in operational decision-making in the field (Prak, 2018). Furthermore, the management of community-based programs such as the Prabu Jakarta program also needs to be optimized to have a more tangible impact on creating a culture of order in the community. Strengthening leadership capacity at the sub-district level is crucial so that these programs are not merely administrative formalities but also produce measurable and sustainable results (Song et al., 2023).

The Sub-district Public Order Agency (Satpol PP) faces challenges in coordinating various parties involved in maintaining public order, such as sub-district heads (Camat), village heads (Lurah), and police chiefs (Kapolsek). Limited communication and coordination between these sectors leads to ineffective and poorly integrated policy implementation. Programs designed at the provincial or city administrative level are often not translated effectively at the implementation level. Therefore, the role of the Sub-district Satpol PP Head as a leader who can build good communication and synergy across sectors is crucial. Without effective coordination, existing programs tend to be partially implemented and fail to achieve their intended impact, thus hampering Jakarta's transformation into an orderly global city (Wijaya, 2023).

The human resource capacity of the Public Order Agency (Satpol PP) is also a hindering factor in the implementation of technology and the effective execution of duties. Data from the Sisapra application shows that the majority of Satpol PP personnel have limited educational backgrounds, which results in low digital literacy and low adaptability to technology-based work systems. Lack of knowledge in managing this information system results in inaccurate data and does not support effective decision-making. Human resource capacity development in the Sub-district Satpol PP is essential, particularly in terms of technological mastery, persuasive communication skills, and participatory development. With this capacity improvement, it is hoped that existing programs can be implemented better and have a more significant impact (Westney, 1987).

This study aims to analyze the leadership strategies of the Head of the Sub-district Public Order Agency (Satpol PP) in improving the performance of Satpol PP in maintaining public order and supporting Jakarta's transformation into a global city. The focus of this study is to evaluate the extent to which leadership at the sub-district level can optimize the use of technology, increase personnel capacity, and ensure the effective and sustainable management of community participation-based programs. By analyzing the role of leadership at the sub-district level, the findings of this study are expected to provide recommendations for improving the performance of Satpol PP and supporting Jakarta in realizing its status as a safe and orderly global city. This study will also enrich the literature on public leadership and urban security management in the context of a city transforming towards global standards.

LITERATURE REVIEW

Policy Review

The policy review in this study aims to provide a normative basis for the position, duties, functions, and authority of the Public Order Agency (Satpol PP), as well as to position the leadership role of Satpol PP within the context of Jakarta's transformation into a global city. The policies reviewed are not intended to be analyzed technically and operationally, but rather to explain how the regulatory framework demands adaptive, professional, and performance-oriented leadership qualities, particularly at the sub-district level as field implementers.

1. Law Number 23 of 2014 concerning Regional Government

This law serves as the primary basis for the administration of government affairs, including public order and public safety, which are mandatory regional government functions. Article 255 explicitly stipulates the establishment of the Public Order Agency (Satpol PP), with the following mandate:

- a. Enforcing Regional Regulations and Regional Head Regulations;
- b. Maintaining public order and public safety;
- c. Provide protection to the community.

However, in the context of a global city, this regulation does not yet provide detailed performance standards aligned with international-class security requirements, necessitating more operational elaboration at the regional level. This

policy serves as the basis for driving changes in the structure and function of the Public Order Agency (Satpol PP) to support Jakarta's transformation into a global city.

2. Law Number 2 of 2024 concerning the Special Region of Jakarta

Jakarta's change in status from the nation's capital to a special region marks a phase of transformation into a global city and national economic center. The implications for public order are significant, as the Public Order Agency (Satpol PP) plays a crucial role in establishing international-standard urban order. This law directs that:

- a. Jakarta is required to meet global city standards with indicators of security, public comfort, spatial order, and quality of life;
- b. The DKI Provincial Government must increase the capacity of public order officers, including the Satpol PP;
- c. The Satpol PP implementing units at the sub-district and village levels act as frontline bureaucracy that determines the quality of interaction between the state and society in the public sphere.

This policy confirms the urgency of evaluating the performance and leadership of Satpol PP, which is at the forefront of maintaining order and security in the city.

3. Law Number 20 of 2023 concerning State Civil Apparatus

This law emphasizes the strategic role of civil servant (ASN) leaders in mentoring, motivating, assessing performance, and developing the competency of civil servants. In the context of the Public Order Agency (Satpol PP), this provision requires leaders at the sub-district level to assume a modern leadership role capable of building member capacity, encouraging professionalism, and creating public service-oriented performance. This policy reinforces the importance of responsive and adaptive leadership at the sub-district level.

4. Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit

This Government Regulation details the position of the Public Order Agency (Satpol PP) as an element of government administration and its operational authority in preventive and non-judicial actions. It emphasizes that Satpol PP is not merely a repressive apparatus, but also a humanistic, communicative, and educative public service apparatus. These standards align with the needs of global cities that emphasize trust-building and human-oriented policing. In this study, this regulation serves as the basis for evaluating the extent to which Satpol PP leadership in the field aligns with these principles.

5. Jakarta Provincial Public Order Agency Strategic Plan (Renstra) 2023–2026

The Satpol PP Strategic Plan sets the direction for institutional development to strengthen public order, public safety, and community protection. The main focuses of the Strategic Plan, which align with the demands of global cities, include:

- a. Improving the professionalism of civil servants through competency development, education and tiered training;
- b. Strengthening the early detection and rapid response function of public services through the CRM (Customer Relationship Management) system;

- c. Optimizing the enforcement of Regional Regulations/Regional Head Regulations through a humanist-educational approach in judicial hearings and non-judicial actions;
- d. Strengthening the collaborative base of the community, including Prabu Jakarta and the Community Concerned about Tramtibum;
- e. Digital transformation, including enhanced system-based reporting, command centers, and monitoring dashboards.

Theoretical Review

1. Public Administration Theory

Modern public administration places leadership as a key determinant in achieving the performance of public sector organizations. Research conducted in Bogor shows that the behavior of bureaucratic leaders has a significant influence on civil servant performance, with an influence level reaching 44.8% (Nur Azijah et al., 2024). In public organizations such as the Public Order Agency (Satpol PP), leadership style and quality will determine the extent to which officials are able to carry out their duties effectively and efficiently. Leadership in public organizations influences work productivity, which is a fundamental part of public administration theory. This is relevant in the context of the Satpol PP, which focuses on improving apparatus performance to support global cities.

Public administration theory also highlights the role of leadership competencies in strengthening the capacity of public organizations to navigate complex changes, including the digitalization and globalization of services. Adriansyah (2025) asserts that digital leadership, as a strategic competency, can accelerate government organizational performance by strengthening planning, evaluation, and innovation through the use of digital technology. Leaders who can integrate technology into organizational strategy tend to be more effective in decision-making and improve operational performance. This finding supports the need for Public Order Agency (Satpol PP) officers to optimize the use of technology in monitoring and enforcing public order.

2. Public Leadership Theory

Public leadership in organizations like the Public Order Agency (Satpol PP) is the process of influencing groups to achieve common goals through communication, motivation, and coaching. Northouse (2021) in his book, *Leadership: Theory and Practice*, defines leadership as the process of influencing groups to achieve common goals through communication, motivation, and coaching. In public bureaucracies like the Satpol PP, leadership is highly complex because leaders deal directly with the social dynamics of society and rapidly changing field situations. Therefore, Satpol PP leaders must be able to build commitment, trust, and member participation so that public services can be provided professionally, humanely, and responsive to community needs.

3. Global City Theory

The concept of a global city was first introduced by Saskia Sassen (1991) in *The Global City: New York, London, Tokyo*. A global city is not simply a large metropolis with high economic activity, but an entity with a strategic function in the global network. Sassen emphasized that the quality of a global city is determined by

variables such as governance, social stability, public security, information technology, the order of urban space, and the quality of life of its citizens. In the context of Jakarta, the Public Order Agency (Satpol PP) plays a crucial role in maintaining the security and order of public spaces, which are the fundamental pillars of a global city's competitiveness.

4. Performance Theory

Civil servant performance is a fundamental concept in this research because the quality of public order enforcement is highly dependent on the capabilities, behavior, and professionalism of Public Order Agency (Satpol PP) officers. Civil servant performance reflects the extent to which public policies can be translated into concrete actions on the ground. Improved Satpol PP performance is influenced by technical competence, work motivation, and the quality of leadership applied in the field. The application of this theory in this research is crucial for assessing the effectiveness of Satpol PP at the sub-district level in supporting Jakarta's transformation.

5. Human Resource Management Theory

Human Resource Management (HRM) is a crucial theoretical framework for understanding the effectiveness of public organizations such as the Public Order Agency (Satpol PP). HRM influences the quality of public services, the effectiveness of local regulation enforcement, and the organization's ability to adapt to social and technological changes. Continuous human resource development through training and coaching is key to improving Satpol PP performance. With a strategic, modern HRM approach, Satpol PP can enhance the competency of its personnel, enabling them to meet the demands of order in a global city.

RESEARCH METHODS

This study uses a qualitative method with a descriptive-analytical approach to deeply understand the dynamics of leadership, performance, human resource capacity, and the implementation of the role of the Public Order Agency (Satpol PP) in supporting Jakarta's transformation into a global city. Data were collected through in-depth interviews with 15 informants consisting of structural officials, field controllers, Satpol PP members, and members of the public selected using a purposive sampling technique. In addition to interviews, field observations were also conducted to identify how leadership strategies are implemented in daily operational practices, particularly in surveillance patrols, street vendor control, and the use of technology. Documentation was also used to obtain secondary data such as SOPs, annual violation reports, and related policies.

Data analysis was conducted using the Miles & Huberman (2014) model, which includes three stages: data reduction, data presentation, and conclusion drawing. In this study, a SWOT analysis was used to assess the strengths, weaknesses, opportunities, and threats faced by the Public Order Agency (Satpol PP) in carrying out its duties. To maintain data validity, this study utilized triangulation of sources and methods, as well as member checking to ensure that the findings were accurate and reliable. Thus, the method used provides a more comprehensive picture of the effectiveness of Satpol PP leadership in Jakarta in facing the demands of a global city.

RESULTS AND DISCUSSION

Results

Based on interviews and field research conducted with Jakarta Public Order Agency (Satpol PP) officers at the sub-district level, particularly in Cipayung, Makasar, and Cakung, and involving leadership, several findings were uncovered regarding leadership strategies in supporting Jakarta's transformation into a global city. This research also incorporates relevant theoretical frameworks to provide a deeper understanding of the dynamics occurring on the ground.

Strengths

The strength of Satpol PP at the sub-district level lies in several main factors:

1. Solid Organizational Structure

One of the main factors supporting the performance of the Sub-district Satpol PP is a solid and clear organizational structure. Satpol PP at the sub-district level has a well-structured and clearly organized organizational structure, in accordance with applicable regulations, as stipulated in Gubernatorial Regulation No. 57 of 2022. The existence of this clear structure provides a strong legal basis for Satpol PP in carrying out its duties and functions, particularly in enforcing public order and providing services to the public in the DKI Jakarta area. A solid organizational structure not only facilitates the division of tasks and responsibilities among members but also ensures that each task can be carried out according to established standards. This provides clarity of roles in each section and improves overall performance. With a strong legal basis, Satpol PP can be more assertive in carrying out its duties, and its sustainability in maintaining order and security in the areas under its responsibility is more assured.

2. Exemplary Leadership

Exemplary leadership is one of the greatest strengths of the Sub-district Satpol PP. Leaders in the Makasar, Cakung, and Cipayung sub-districts consistently demonstrate leadership with integrity and discipline. Interviews with Satpol PP members revealed that these leaders are always punctual and maintain administrative order. Strong leadership integrity is crucial because it fosters respect and discipline among personnel, which in turn increases their effectiveness in the field. Exemplary leadership also encourages members to be more responsible in carrying out their duties of enforcing order. This aligns with transformational leadership theory, which emphasizes the importance of leadership role models in building member commitment to collectively achieving organizational goals.

3. Humanist Approach

In addition to disciplined and exemplary leadership, a more humanistic approach is also a strength of the Cipayung District Public Order Agency (Satpol PP) in carrying out its duties. Satpol PP leaders not only focus on enforcing Regional Regulations (Perda), but also prioritize a dialogical and transparent approach in interacting with the community. Leaders often go directly to the field to interact with the community, listen to their complaints, and openly

explain regulations. This has a positive impact on public perception of Satpol PP, as they feel closer and understood. This humanistic approach also creates a sense of security in the community, as they perceive that enforcing order is not only carried out through repression, but also with a more justice-oriented approach.

This aligns with Northouse's (2021) Public Leadership Theory, which states that public leadership focuses on effective communication, influence, and motivation to achieve shared goals. Strong leadership within the Subdistrict Public Order Agency (Satpol PP) helps build member commitment and enhance professionalism in providing responsive public services.

Weakness

Despite having several internal strengths, Satpol PP at the sub-district level still faces several weaknesses that need to be fixed, including:

1. Limited Human Resources (HR)

The limited number of personnel in the sub-district Satpol PP is one of the biggest weaknesses affecting their performance. In sub-districts with large areas and high population densities, such as Cakung and Cipayung, the number of personnel is insufficient to optimally monitor the entire area. This situation often causes personnel to be caught in situations where they are simply responding to emerging problems, such as public complaints received through the CRM system, and are less focused on longer-term strategic planning. As a result, Satpol PP often acts after problems arise, rather than taking preventative measures or planning to address potential future issues. Furthermore, limited human resources also lead to an uneven distribution of tasks. With a limited number of personnel, supervision across large areas is less than optimal. Some areas may receive more attention, while others are neglected, which of course reduces the effectiveness of supervision and enforcement. This creates inequities in attention to violations or problems occurring across different sub-districts.

2. Limited Technological Literacy

Limitations in the use of digital technology in surveillance and data management. Although surveillance applications and information systems are expected to facilitate work, in reality, these technologies have not been utilized to their full potential. Many Satpol PP members perceive existing applications and information systems as more of an administrative burden than tools that can simplify their work. This is due to a lack of preparedness in adapting to new technologies, which ultimately hinders their more effective implementation. The gap in technological competency among members also poses a significant obstacle to the utilization of these systems. Not all members have sufficient understanding and skills in using surveillance applications and information systems. Some members even find it difficult to operate the provided systems, thus preventing them from optimizing their functions. As a result, although systems exist that should improve the efficiency of surveillance and data management, they are often underutilized, and administrative tasks become more burdensome. Furthermore, the implementation of more advanced digital innovations is hampered by limited training and technology education for Satpol PP members.

This weakness leads to challenges in maintaining the efficiency of Satpol PP work which must be addressed immediately to support the success of Jakarta's transformation into a global city.

Opportunities

As a global city, Jakarta has several opportunities that Satpol PP can take advantage of to improve their performance:

1. Smart City Infrastructure

As a global city transforming into a Smart City, Jakarta offers significant opportunities for the Public Order Agency (Satpol PP) to leverage technology in its surveillance and public service systems. This transformation allows Satpol PP to integrate advanced technologies that can improve their work efficiency. One of the most relevant examples is the use of CCTV connected to a control center. With this technology, Satpol PP can monitor large areas in real time, reducing reliance on limited field personnel. This integrated CCTV can provide highly useful visual data for quickly identifying and addressing violations. Furthermore, the use of Artificial Intelligence (AI)-based technology also opens up significant opportunities. AI can help analyze data obtained from field surveillance and predict potential problems or violations. AI can detect certain patterns, such as rule violations or crowds, and provide early warnings to officers, enabling them to act more quickly and effectively. This technological integration can reduce the workload of officers in the field and improve the quality of surveillance, while also reducing the risk of human error. By utilizing this technology, Satpol PP can provide more efficient and responsive services to the needs of the community.

2. Government Policy Support

The Jakarta Provincial Government also provides crucial support through various existing policies and regulations, including Gubernatorial Regulation No. 57 of 2022. These policies provide a strong legal basis for the Public Order Agency (Satpol PP) to continue developing and improving its performance in facing the challenges of being a global city. With this regulation, Satpol PP has clear direction in carrying out its duties and functions, both in terms of law enforcement, supervision, and service to the public. Gubernatorial Regulation No. 57 of 2022 serves as a foundation that supports the development of Satpol PP's capacity and capabilities, including in terms of improving the quality of human resources, utilizing technology, and strengthening Satpol PP's role in maintaining order and security in Jakarta. This policy can also be a tool to address various challenges that arise along with the rapid urbanization and development of Jakarta, especially in terms of more structured and technology-based supervision.

Threats

On the other hand, there are several external threats that Satpol PP must face in carrying out their duties:

1. High Dynamics of Social Conflict

As a city with a very high population density, Jakarta frequently faces various forms of social conflict, particularly in densely populated areas such as Cipayung

and Cakung. These social conflicts arise from public dissatisfaction with enforcement or actions deemed unfair or lacking in consideration for human dignity. In some areas, enforcement actions carried out by the Public Order Agency (Satpol PP), such as the eradication of street vendors or illegal settlements, often create resentment among residents, who feel marginalized or disadvantaged. This tension can escalate into social conflict that disrupts public order and affects the image of the Satpol PP in the eyes of the public. The dynamics of this social conflict pose a significant challenge for the Satpol PP, as they must be able to manage tensions without causing further unrest. Incorrect handling or insensitivity to the social conditions of the community can worsen the situation, increase public distrust of the Satpol PP, and even exacerbate divisions within the community. Therefore, the Satpol PP needs to have the ability to communicate well with the community, understand existing social problems, and implement enforcement in a more humane and just manner. Furthermore, this situation also requires the Public Order Agency (Satpol PP) to adapt to rapid social change. Factors such as poverty, unemployment, and high social inequality can exacerbate tensions within communities and increase the likelihood of conflict. Therefore, Satpol PP must be sensitive to social conditions on the ground and prepared to address potential social conflicts that could disrupt city stability.

2. High Public Expectations

As the nation's capital and economic center, Jakarta has very high public expectations regarding public order services. The public, consisting of various levels, expects the Public Order Agency (Satpol PP) to provide a quick, appropriate, and effective response to any problems that arise. This pressure is even greater given that Jakarta is the center of economic, social, and political activity, which is often in the media and public spotlight. These high public expectations place a significant burden on the Satpol PP to always appear professional and responsive in carrying out their duties. Every action taken by the Satpol PP will receive widespread public attention and often become the subject of debate, especially if their enforcement or actions are deemed not in line with public expectations. This requires the Satpol PP to always be careful in every step they take, so as not to cause controversy that could damage their image. Furthermore, with high expectations, the public also demands transparency and accountability in every action taken by the Satpol PP. The success of the Satpol PP in addressing public order and security issues in Jakarta depends heavily on how they can meet public expectations efficiently and effectively, without creating new problems.

Discussion

Leadership Strategy and Performance Development of the Sub-district Satpol PP

Based on the results of interviews and SWOT analysis, several important strategies that can be taken by Satpol PP at the sub-district level are as follows:

1. Optimizing Operational Performance

One of the main objectives is to optimize operational performance by providing clear targets for enforcing regional regulations. This involves more strategic planning and goes beyond simply addressing ad hoc issues.

2. Maintaining Member Loyalty and Commitment

Leadership with integrity and humanity needs to be maintained to maintain the loyalty and commitment of members, so that they remain disciplined and responsible for the tasks assigned.

3. Human Resources Capacity Development

To face the demands of the digital era and Smart City, Satpol PP needs to increase their human resource capacity by providing continuous training in technology literacy and data management.

Alternative Strategies Based on SWOT Matrix

Based on the SWOT analysis, alternative strategies that can be implemented are:

1. SO Strategy (Strengths-Opportunities)

Leveraging internal strengths, such as strong leadership and personnel loyalty, to seize the opportunities offered by Smart City infrastructure. This includes integrating surveillance technology to improve the effectiveness of on-the-ground monitoring.

2. ST Strategy (Strengths-Threats)

Using the power of humanistic leadership to overcome the threat of social conflict that often occurs, by maintaining good communication and ensuring that the enforcement of regional regulations is carried out fairly.

3. WO Strategy (Weaknesses-Opportunities)

Minimize weaknesses, such as limited digital literacy, by utilizing opportunities from government policies and the city's transformation towards a Smart City to conduct technology training for Satpol PP members.

4. WT Strategy (Weaknesses-Threats)

Improve weaknesses in human resources and regional management by introducing a more efficient work area division system, as well as training members to improve their persuasive communication skills to avoid physical conflict with the community.

Based on the results of this analysis, although Satpol PP faces several challenges, such as limited human resources and community resistance to enforcement, internal strengths in the form of exemplary leadership and supportive regulations, as well as opportunities from the development of Jakarta as a global city, provide a strong basis for improving Satpol PP performance at the sub-district level.

CONCLUSION

Based on interviews and field analysis with the Head of the Sub-district Satpol PP, field controllers, Satpol PP members, and the surrounding community, this study identified several factors that influence the performance of Satpol PP at the sub-district level in supporting Jakarta's transformation into a global city. Based on the SWOT analysis, several strengths were found that support Satpol PP's performance, including exemplary leadership, high integrity, and consistency in service. The Head of the Cipayung Sub-district Satpol PP demonstrates humanistic and communicative

leadership, is always punctual, and is disciplined in carrying out his duties. However, there are several weaknesses that need to be addressed immediately, such as limitations in the use of technology and a lack of coordination between sectors that hinder the effective enforcement of Regional Regulations (Perda). In addition, limitations in personnel rotation that do not always take into account task competencies in the field are also factors that slow down the operational effectiveness of Satpol PP. Along with that, a major opportunity that can be utilized is increasing community participation through community-based programs, such as Prabu Jakarta, which can expand the reach of public order monitoring. The use of technology, such as digital-based monitoring and reporting applications, also presents an important opportunity to increase the transparency and operational efficiency of Satpol PP at the sub-district level. External threats, such as rapid policy changes and high social dynamics in Jakarta, also affect the effectiveness of public order enforcement, requiring rapid adaptation strategies from the Public Order Agency (Satpol PP).

Based on these findings, several strategic suggestions can be proposed to optimize the performance of the Cipayung District Satpol PP. First, human resources must be strengthened through ongoing training and enhanced technological literacy to ensure personnel are well-prepared for the challenges of urban modernization. This internal development should be supported by an improved personnel rotation system that aligns member competencies with field tasks to maximize efficiency.

Furthermore, the effectiveness of public order policies relies heavily on enhancing cross-sector coordination among the police, local governments, and the community. This collaborative approach can be significantly improved by utilizing digital technology for more transparent monitoring and reporting, while simultaneously boosting community participation through initiatives like Prabu Jakarta and Masyarakat Peduli Tramtibum. By implementing these integrated measures, the Cipayung District Satpol PP will be more effective in supporting Jakarta's transformation into a safe, orderly, and comfortable global city

REFERENCES

- Adriansyah. (2025). Digital leadership sebagai kompetensi strategis dalam peningkatan kinerja organisasi pemerintahan. *Jurnal Administrasi Publik*, 15(1), 22–38.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). London: Kogan Page.
- Bass, B. M. (2009). Leadership: Current theories, research, and future directions. *European Journal of Work and Organizational Psychology*, 18(1), 1–17.
- Florida, R. (2002). *The Rise of the Creative Class*. New York: Basic Books.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1997). *Organizations: Behavior, structure, processes*. New York: McGraw-Hill.
- Heifetz, R. A. (1994). *Leadership Without Easy Answers*. Belknap Press of Harvard University Press.
- Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston: Harvard Business Press.

- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Thousand Oaks, CA: Sage Publications.
- Nur Azijah, A., et al. (2024). Pengaruh kepemimpinan birokrasi terhadap kinerja aparatur sipil negara. *Jurnal Administrasi Publik*, 14(1), 33–47.
- Prak, M. (2018). *Citizens Without Nations: Urban Citizenship in Europe*. Amsterdam University Press.
- Pratama, D. (2019). Strategi komunikasi publik Satpol PP Kota Surabaya. *Jurnal Komunikasi Publik*, 7(2), 112–128.
- Rahayu, S. (2022). Profesionalisme aparatur penegak Perda. *Jurnal Reformasi Administrasi*, 10(1), 45–60.
- Sa Sassen, S. (1991). *The global city: New York, London, Tokyo*. Princeton: Princeton University Press.
- Song, Y., et al. (2023). Urban governance: A review of intellectual structure and topic evolution. *Cities*, 134, 104080.
- Song, Y., et al. (2023). Urban governance: A review of intellectual structure and topic evolution. *Cities*, 134, 104080.
- Van der Hoek, M., Groeneveld, S., & Beerkens, M. (2021). Leadership Behavior Repertoire: An Exploratory Study of the Concept and Its Potential for Understanding Leadership in Public Organizations. *Perspectives on Public Management and Governance*, 4, 363-378.
- Wardani, L. (2020). Transformational leadership dan kinerja aparatur. *Jurnal Administrasi Publik*, 8(1), 1–15.
- Westney, D. E. (1987). *Imitation and innovation: The transfer of Western organizational patterns to Meiji Japan*. Cambridge, MA: Harvard University Press.
- Wijaya, R. (2023). A Comparative Study on Urban Governance in a Global City Phenomena Using Paradigm Analysis and Urban Development Principles. *American Journal of Civil Engineering*, 11(1), 9–13.
- Yuliani, T. (2021). Tantangan Satpol PP di era VUCA. *Jurnal Administrasi Publik*, 9(2), 134–149.