

The Performance of Employees of the Bandung Civil Service Police Unit (Satpol PP) in the Implementation of Illegal Advertising Control Insidentil and Permanent in 2020 Base on Administrative Law

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Abstract

Along with the progress and development of the business world in Indonesia, especially the city of Bandung, the more advanced the establishment of billboards both isidentil and permanent. The installation of billboards is currently increasing in number and piling up without paying attention to the predetermined procedures for organizing billboards. So it is necessary to carry out supervision or control, this regulation is an obligation of the Bandung City Civil Service Police Unit (Satpol PP) as stated in the Bandung City Regional Regulation Number 02 of 2017 in Article 19 paragraph (1) Challenge the implementation of the regulation of the implementation of advertising. However, in reality, in the implementation of billboards, there are still many people who do not follow the installation procedure and not all violations of billboard organizers can be put in order by satpol PP Bandung City. The purpose of this study is to determine the performance of Satpol PP Bandung City employees in the Regulation of Billboards 2020 and to find out the supporting and inhibiting factors in the control of violations of billboard organizers in Satpol PP Bandung City. The method used in this study is a descriptive method with a qualitative type of research. This is done in the context of collecting primary data by means of observation, interviews and documentation. In addition, data collection was carried out using several book references with research themes to support previous data. The results showed that the performance of Satpol PP Bandung City Employees in the Implementation of Billboard Control has not been optimal, this is evidenced by the many violations of billboard organizers in the city of Bandung. This is due

to the lack of personnel and facilities and infrastructure. The way to overcome this is that there must be additional personnel or employees of billboard control and the provision of adequate equipment to support the implementation of advertising control in the field

1. Introduction

Along with the progress of development and the development of the business world in Indonesia, the more advanced the establishment of billboards both incidental and permanent, including vidiotron, billboards, neon boxes, billboards, banners, beneners, real poles or billboard poles and banners¹ This is because advertising is a tool, deed or a medium that is used to promote, introduce a good or service to the community that is placed or can be seen, read, and heard from a public place except what is done by the government so that people or the public are interested in buying it². Advertisements are used because they have passive potential to convey or inform a product. The use of billboards in big cities including the city of Bandung where the installation of billboards is considered the most appropriate and effective medium for information and promotional activities, but this will also not be good if done excessively and irregularly. The irregularity of billboard placement can certainly reduce the beauty of the city. In 2020 Satpol PP has carried out recaramaic implementation operations in the field as many as 749 disciplines, according to data from the Civil Service Police Unit (Satpol PP) in 2019 there were many violations against billboard organizers³.

Billboards are increasing without proper procedures, leading to poor installation practices that ignore security, aesthetics, and the community's comfort. These billboards aren't following the city plan or the correct implementation procedures, causing great interference to comfort. Billboard organizers are placing them everywhere, including on shoulder roads, berms, and electricity poles, and are often expired and unregistered,

¹ (Kobandaha and Wokas 2016)

² (Fasilita 2012)

³ (Yushantini 2020)

further exacerbating the issue⁴. The unregulated addition of billboards is creating an unpleasant sight for the city of Bandung. Thousands of illegal billboards are scattered around the city, making it look like a "billboard forest." Approximately half of the 13,000 billboards in the city of Bandung are illegal. This causes issues with aesthetics since they are not in compliance with building zones. Therefore, it is necessary to control billboards using Satpol PP to keep the city visually appealing⁵.

Seeing the development of billboards, of course, there must be supervision and control for the arrangement of billboards on every section of roads and buildings. So that there is billboard supervision which is one part of the authority of the Order Service, especially the Civil Service Police Unit (Satpol PP) to maintain neatness, comfort of beauty and order⁶ Satpol PP is responsible for enforcing regulations and demolishing billboards that violate them in Bandung. Regional Regulation Number 02 of 2017 Article 19 states that Satpol PP must carry out the demolition of billboards that do not comply with the Bandung City Regional Regulation Number 04 of 2012. These operations are carried out by Satpol PP Bandung City and involve regional devices. The process involves community reporting and mobile operations to monitor the time and nature of the enforcement of these regulations.

2. Research Method

Based on the description above, it can be concluded that in this study the author used a descriptive analysis method of qualitative type of research,⁷ This was done in the context of collecting primary data by means of observation, interviews and documentation. In addition, data collection was carried out using several book references with research themes to support previous data⁸ It is hoped that it can answer well and correctly in answering the kajiab of public administration science, including related to the performance of employees of the civil service police unit (satpol pp) of the city of Bandung in the implementation of the control of illegal advertisements insidentil and permanently in 2020.

⁴ Anjar Budi Utami, Edi Wibowo, and Seyaningsih Sri Utami, 'Pengaruh Kepemimpinan, Budaya Organisasi, Dan Profesionalisme Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Moderasi', *Jurnal Manajemen Sumber Daya Manusia*, 11.1 (2017), 108-20.

⁵ (Aprilia 2019)

⁶ (Monalisa Francisca 2015).

⁷ (Sablan 2019)

⁸ (King et al. 2019).

3. Results and Discussion

The Oxford English Dictionary in⁹ defines performance as: '*The achievement, execution, execution, work of whatever is ordered or performed*'. From the definition of performance can be interpreted as the success or success of an action, task or operation performed by a person, group of people or organization. Understanding performance in ¹⁰Performance in English is called job performance or actual performance or level of performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent or ability. Performance in ¹¹ suggests that performance is the result that an organization gets, both profit-oriented and non-profit-oriented organizations produced over a certain period. Based on the above, the author defines performance as the result of the functioning or work activity of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time and by carrying out various efforts and processes to achieve the goals set in an organization.

a. Performance Indicators

Performance predictors are used for activities that can only be determined more qualitatively on the basis of observable behavior. There are seven performance indicators put forward in ¹² including;

- 1) Goals, processes that are the final part of the overall effort of a program.
- 2) Standard, a measure of whether the desired goal can be achieved.
- 3) Feedback, inputs used to measure performance progress, work standards and goal achievement.
- 4) Tools or means, resources that can be used to help complete goals or supporting factors to achieve goals
- 5) Competence, the ability possessed by a person or group to carry out the work assigned to him well.

⁹ (Taouab and Issor 2019)

¹⁰ (Amable, Demmou, and Gatti 2021),

¹¹ Hussein Nabil Ismail, Adnan Iqbal, and Lina Nasr, 'Employee Engagement and Job Performance in Lebanon: The Mediating Role of Creativity', *International Journal of Productivity and Performance Management*, 68.3 (2019), 506–23 <<https://doi.org/10.1108/IJPPM-02-2018-0052>>.

¹² Domenico Raucci and Lara Tarquinio, 'Sustainability Performance Indicators and Non-Financial Information Reporting. Evidence from the Italian Case', *Administrative Sciences*, 10.1 (2020) <<https://doi.org/10.3390/admsci10010013>>; Joud Al Dakheel and others, 'Smart Buildings Features and Key Performance Indicators: A Review', *Sustainable Cities and Society*, 61.December 2019 (2020), 102328 <<https://doi.org/10.1016/j.scs.2020.102328>>; Keith Davis, Deborah Rogers, and Martin Michael Harrigan, 'A Review of State Policies on Principal Professional Development', *Education Policy Analysis Archives*, 28 (2020) <<https://doi.org/10.14507/epaa.28.4421>>.

- 6) Opportunity, an opportunity to demonstrate his work achievements involving individuals or groups by using certain efforts and means to achieve goals.
- 7) Motive, the impetus for someone to do something.

b. Factors Affecting Employee Performance

¹³ State that the factors that influence employee performance are psychological variables, including attitudes, perceptions, personality, motivation, and learning. Individual variables that include physical and ability or mental skills. Organizational variables that include leadership, resources, structure, rewards, and job design. The factors affecting employee performance according to ¹⁴ are as follows;

1) Individual abilities

Including interests, talents, and personality factors. Thus, it is likely that an employee has good performance, if the employee's performance. It has a good skill level, employees will earn good ones as well.

2) Devoted effort

The effort devoted to the employee is during work, motivation and attendance. The level of effort is a picture of the motivation shown by the employee to get the job done well.

3) Organizational environment

In the organizational environment, the company provides facilities for employees that include development and training, equipment, management and technology. According to ¹⁵ improving performance is a simple but important concept. This concept is based on the idea that a team will improve rapidly and constantly by reviewing its successes and failures. ¹⁶ mentioned four stages in the work plan to improve performance, namely:

a) Start the tasks that the group has worked on and let the team

¹³ Amable, Demmou, and Gatti; David Biggs and others, 'Employer and Employment Agency Attitudes towards Employing Individuals with Mental Health Needs', *Journal of Mental Health*, 19.6 (2010), 505-16 <<https://doi.org/10.3109/09638237.2010.507683>>.

¹⁴ M. D. Pushpakumari, 'The Impact of Job Satisfaction on Job Performance : An Empirical Analysis', *City Forum*, 9.1 (2008), 89-105 <http://202.11.2.113/SEBM/ronso/no9_1/08_PUSHPAKUMARI.pdf>.

¹⁵ Dianna L. Stone and others, 'The Influence of Technology on the Future of Human Resource Management', *Human Resource Management Review*, 25.2 (2015), 216-31 <<https://doi.org/10.1016/j.hrmr.2015.01.002>>.

¹⁶ Stone and others; Rabindra Kumar Pradhan and Lalatendu Kesari Jena, 'Employee Performance at Workplace: Conceptual Model and Empirical Validation', *Business Perspectives and Research*, 5.1 (2017), 69-85 <<https://doi.org/10.1177/2278533716671630>>.

identify significant factors that have contributed to success and tasks that hinder success.

- b) From the success and failure factors, choose the practical ones and discard the ones that have no value;
- c) The group agreed on how to make those factors appropriately and get rid of the others;
- d) Such an analysis is carried out not only at the group level, but also at the individual level.

The factors that influence the achievement of performance are the ability factor and the motivational factor. This is in accordance with the opinion ¹⁷ which formulated that:

$$\begin{aligned} \text{Human Performance} &= \text{Ability} + \\ &\text{Motivation} \\ \text{Motivation} &= \text{Attitude} + \text{Situation} \\ \text{Ability} &= \text{Knowledge} + \text{Skill} \end{aligned}$$

The rise of billboards creates clutter without following proper installation procedures, leading to safety, aesthetic, and comfort issues for the community and environment. Many illegal billboards can be found in Bandung, where some are expired, unregistered, or unlicensed. The rise of these billboards is due to businesses' lack of consideration for regulations and prioritizing profit over following rules. Therefore, Satpol PP must take action and dismantle these illegal billboards to maintain the city's order, beauty, and public order, as allowing illegal advertising to persist can lead to a negative precedent¹⁸.

The existence of illegal billboards in the city of Bandung is still rampant, both incidental billboards and permanent billboards, Aan Andi said, there are thousands of illegal billboards scattered in the corners of Bandung City. The reason is, of the 13 thousand advertisement in the city of Bandung, around 6 thousand of these advertisements are illegal. The city of Bandung is like a reclame forest, the existence of billboards that are irregular and not in accordance with the zone, of course, is very disturbing to the aesthetics of the city, therefore it is necessary to control it by Satpol PP.¹⁹

Then not all illegal advertisements can be put in order by satpol PP

¹⁷ Stone and others.

¹⁸ Permatasari Iman Amanda, 'Kebijakan Publik (Teori, Analisis, Implementasi Dan Evaluasi Kebijakan)', *TheJournalish: Social and Government*, 1 (2016), 34-38 <<http://thejournalish.com/ojs/index.php/thejournalish/article/view/7>>.

¹⁹ (Aprilia 2019)

Bandung City. Satpol PP has the capacity to regulate various billboards both isidentil and permanent whose installation location is not in accordance with the proper placement. Satpol PP has the capacity to regulate various advertisements whose installation location is not in accordance with the proper placement. Billboards that are put in order by Satpol PP are billboards that are not placed properly, especially in terms of beauty or aesthetics, as well as in terms of order, such as banners, posters, rontek-rontek, billboard banners and so on. Violations of misinstallation of billboards are usually found installed in areas that are not in accordance with the procedures of the place allowed in the implementation of billboards, then there are also many installation errors in various administrative areas that are enshrined or nailed to trees along City roads, for example:

- 1) Installing reclame on sidewalks and walls of roadside houses that are not a point where it is allowed to install billboards.
- 2) Applying for a billboard installation permit in Bandung Regency, but the billboard is installed in the administrative area of the Bandung City government
- 3) Then the installation of billboards on the trees of the City streets that can damage the beauty and aesthetics of the City itself. Therefore, Satpol PP carried out the implementation or demolition of billboards.

Based on the researcher's observations that Satpol PP Bandung City has problems related to the regulation of billboards that cause some billboards or findings of billboard violations, especially illegal billboards in the city of Bandung, not all can be ordered in the form of demolition as mentioned in regional regulation number 02 of 2017 article (19). Then the specified time standard is often not right, where the standard time in the implementation of large billboard control is 1 to 2 hours but what happens in the field takes 3 to 4 hours to disassemble one large billboard.

The Head of Operations of Satpol PP Bandung City stated that in the control of billboards, there is still a lack of tools or facilities to carry out the demolition of illegal billboards, especially the tools needed or needed to dismantle permanent illegal billboards that are large in size and made of large poles as well. So that not all illegal advertisements can be put in order by satpol PP Bandung City. This can be seen from the data of incidental and permanent illegal advertising reports on several highway sections in the city of Bandung in 20 20 as follows:

Table 1. Incident Advertising Data Reported and Permanent Satpol

PP Bandung January-May 20 20

No.	Types of Advertising	January-May 2020				
		January	February	March	April	May
1	Vidiotron	0	0	0	0	0
2	Billboard	2	1	1	0	5
3	Neon Box	0	0	0	1	0
4	Baligho	5	41	13	11	9
5	Banner	4	79	2	0	7
6	Benner	1	9	60	55	4
7	Original mast	0	1	80	0	0
8	Pennant	0	4	28	0	0
Entire		12	135	184	67	25
Number of Disciplines		10 Policing	129 Order	161 Policing	59 Policing	21 Policing

Source: Daily Report on the Results of the Bandung City Civil Service Police Unit 20 20

Table 2. Report on Illegal Billboard Data incidentsil and permanent Satpol PP Bandung June-October 2019

No.	Types of Advertising	June-October 2020				
		June	July	August	September	October
1	Vidiotron	0	1	0	0	0
2	Billboard	2	3	1	0	5
3	Neon Box	1	0	0	0	0
4	Baligho	17	37	41	11	3
5	Big Banner	4	51	138	11	6
6	Benner	7	94	9	53	5
7	Original mast	0	0	2	0	3
8	Pennant	5	34	18	0	0
Entire		36	220	290	75	22
Number of Disciplines		29 Policing	211 Policing	282 Policing	71 Policing	16 Policing

Sember: Daily Report on the Results of the Bandung City Civil Service Police Unit 20 20

Table 3. Incidental and Permanent Advertising Data Report of Satpol PP Bandung November-December 2021

No	Types of Advertisemen	November- December 2021	
		Novembe	Decembe

	ts	r	r
1	Vidiotron	2	1
2	Billboard	1	7
3	Neon Box	1	0
4	Baligho	12	11
5	Big Banners	0	9
6	Benner	52	5
7	Real pole	1	2
8	Umbulumbul	3	0
Total		73	35
Number of Disciplines		40	18
		Put in order	put in order

Sember: Daily Report on the Results of the Bandung City Civil Service Police Unit in 2020

The data above shows that not all illegal advertisements can be put in order by satpol PP Bandung City. In January the total number of illegal advertisements was 12 billboards and the number of disciplines was 10 times, in February 135 the number of disciplines was 129, in March 184 with the number of disciplines as many as 161, in April 67 with the number of disciplines as many as 59, in May 25 with the number of disciplines as many as 21, in June 36 with the number of disciplines as many as 29, in July 220 with the number of disciplines as many as 211, in August 290 with the number of disciplines 71, in September 75 with the number of disciplines as many as 71 and in October 22 with the control of 16 disciplines, in November 73 with the number of disciplines as many as 40 and in December 35 with the number of disciplines as many as 18. The discrepancy between the data on the number of illegal advertisements and the number of billboards that were put in order from January to October shows that the results of the performance of satpol PP Bandung City in the regulation of billboards have not been maximized. This is due to the lack of tools and facilities as well as human resources in carrying out the regulation of the advertisement.

Therefore, in this research proposal, it will discuss the performance of Satpol PP employees in carrying out advertising control in the city of Bandung, this can be used as a reference for Satpol PP employees in carrying out their duties, be it from laws and regulations, regional regulations or mayor regulations that are the basis or handle in their duties.

c. Productivity of Satpol PP Bandung City employees in the Implementation of Billboard Control

The productivity of Satpol PP employees in the implementation of control is still unproductive because the number of violations of billboard organizers is not comparable to the number of Satpol PP employees or the number of personnel in the implementation of advertising control in the field. So that there are not a few illegal billboards that have not been put in order by PP Satpil Bandung City employees. This is based on an interview with Mr. Taspen Effendi, S.H., M.Si. As the head of the Trantibum and Duklog field said;

"If you say it's productive, it's probably because it's like this; The number of employees or personnel who apply this regulation is not proportional to the number of violations of the organizers in the field, our duties are also divided because there is indeed a lot to do in the field so it is difficult for us to carry out operations every day. Why are there still illegal billboards that are not put in order or dismantled, including sometimes hindered by weather factors that do not support discipline to the field and the location of the terrain is difficult to reach, it is impossible when rain occurs we force it to continue to plunge so that this demolition process is hampered. Then Dimas Sanindya Utama, S.P Si. As the Head of Functional Affairs (First S.S.S. Regional Police) said;

"Talking about the productivity of the device in the policing is carried out quite well, it's just not optimal because of several things, the first one, which is obviously possible, the number in the field is very large, in the scope of covering the city of Bandung is not easy, why? So many violations have occurred, even though they have been committed in such a way but violations still occur, some even from one place there are some violations, even from the workers themselves actually decided by the mayor / Kepol 745, some of the duties and authorities of the mayor are delegated to the region. So that they can actually put in order billboards that are isidentyl. Well, in addition to the very wide scope is not easy, then the personnel here are also limited. We see that the billboards on the side of the road alone are amazing plus the content Mis that the permit can be one day and two days so many days can continue to kroling, for example in this place there are 5 billboard violations can be tomorrow or night a lot so it keeps turning, so it's quite difficult if it really runs out.and it needs to be beige too even though the billboard. Then the tree, it can also be positioned close to the tree or something, so the space for people to work on, not yet on it if there is a branch or what it is can also be an obstacle, then talking about the data earlier, I said it is impossible but it is quite difficult and it takes a short time if for example the PP police have to record again one-on-one bandung city starting from the provincial

national road city good sometimes on the provincial road also we have to get in touch plus DPMPTSP Belim LGI Province If for example we have to look at the confirmation, there will also be obstacles / there will be obstacles so that it takes a long time plus the number of personnel may not be optimal. There is a plan, yes, why is it still there but yes it is".

d. Quality of Satpol PP Employee Resources in the Implementation of Advertising Control

In order to regulate advertisements, the quality of human resources is very important to support the smooth running of the regulation. The personnel appointed in the implementation of illegal advertising have been determined by the leadership in accordance with their instructions, the designated personnel are old personnel who are definitely experts in the implementation of isidentil and non-isidentil advertisements in the field. Based on the results of interviews regarding the quality of human resources in the implementation of advertising in the city of Bandung. This is based on an interview with Mr. Taspen Effendi, S.H., M.Si. As the head of the Trantibum and Duklog field said:

"So, the application of advertising regulation is indeed Satpol PP and accompanied by PPHD when in the field, these personnel are old workers who can be said to be experts in their fields because of experience, on the other hand sometimes we feel a shortage of personnel because the number of old personnel is not enough. Maybe neng can also see how many billboard organizers in the city of Bandung are isidentil and permanent, so the violations committed by billboard organizers are not small. Hopefully in the future there will be additional personnel or members of this billboard control so that our performance can be maximized".

e. Punctuality of Satpol PP Bandung City Employees in The Implementation of Billboard Control

The regulation of advertisements carried out by Satpol PP Bandung City in its implementation cannot be carried out every day or regularly, because it sees the duties of Satpol PP various. The specified time standard is that within one month, it is ordered once a week or so, so the date and day cannot yet be determined. Plus the time in the field is called time is not counted because in dismantling it there is easy and some difficult so punctuality is sometimes not too late because of these conditions. This is based on the results of an interview with Mr. Taspen Effendi, S.H., M.Si. As the head of the Trantibum and Duklog field said;

"In one month, there are several targets, it's just that regarding the

day, we are not determined for sure the date, why? Because he sees many conditions, one of which is the busyness of the other. Another task, because the task of Satpol PP is to enforce regional regulations and then the implementation of *Tratibum Limmas*, has a lot of scope and is wide enough that activities are subdivided, but still it is also our task, just yes, maybe there should be something that we used to do which, which is more urgent, namely about the regulation of advertisements, not to mention the obstacles faced by the field".

Based on the statement above, it can be seen that the advertising arrangements carried out by Satpol PP Bandung City cannot be done every day, this is due to Satpol PP's busyness in carrying out other tasks. Then sometimes there are obstacles in the field in the demolition of billboards related to different sizes and shapes, because the types of illegal billboards that dominate in the city of Bandung are not only isidentil but non-isidentil billboards also dominate. Now there will be a report on the execution of the next order that is used as evaluation material for making plans and carrying out these disciplinary or demolition activities. Satpol PP Bandung City has the task of enforcing regional regulations that they will regulate if there is information about illegal advertising by the One-Stop Integrated Investment Service or from billboard organizers who know of billboard violations in a place. Based on this, Satpol PP Bandung City conducts advertisements based on the results of information from relevant agencies. It is also as a result of the interview of Muhammad Kurnia Fawzi, S.H. as a general functional:

" When the process of dismemberment sometimes there is a tree that gets in the way, it can also be positioned close to the tree or something, so that it hinders the space for people to work on or when doing demolition, not yet on it if there are branches or as it is can also be an obstacle, then talking about the data just now, I didn't say it was impossible but it was quite difficult and took a long time, especially if for example the PP police have to re-record the city one-on-one starting from the provincial national road of the city, well sometimes on provincial roads we also have to be in contact plus the provincial DPMPTSP not to mention that for example we have to see confirmation where it is also sometimes a problem or there are obstacles so that it takes a long time plus the number of personnel may not be optimal".

Based on this statement, achieving punctuality is not easy because in addition to a lot of busyness, there are also certain obstacles when managing billboards or when doing or waiting for confirmation from

related agencies which sometimes require a decent period of time because of course other agencies in handling data matters, for example, then informed to Satpol PP certainly takes time to carry out implementation . In this indicator, punctuality is how it is determined in the implementation of advertising in the field so that there is no accumulation of illegal advertising.

In the implementation of advertising that has a large size, usually Satpol PP still reports to superiors after that they can only carry out demolition if the required funds are available or disbursed. Therefore, the implementation of advertising can only be done a few days later, this is because there is still a need for coordination with partners in the service of crane partners or welders. Mr. Erdiaz Drasdiutama, S, H. as Operational Officer Who said;

"It is not easy to carry out demolition of billboards that have a large size, especially those whose billboard locations are on the streets of Bandung City which are indeed heavy in traffic or the community. Such a situation is even less optimal if it turns out that there is more than one violation of the implementation or installation of advertisements of very large sizes at the same time or at about the same time".

f. Cycle Time (Amount of Time) Required in the Implementation of Billboard Control by Satpol PP Bandung City Employees

This amount of time is related to the standard time set in the implementation of advertising control so that it can be carried out or run optimally of course, in this order it takes a not short time, the time depends on the billboards to be distributed, if the big one can take up to 4 hours more, from beginning to end, but if the banner can be faster or the billboard is identical for example like banner and can also Fast does not depend on the number of sequences in the field. When it comes to time. This is based on the results of an interview with Mr. Taspen Effendi, S.H., M.Si. As head of Trantibum and Duklog:

"The time required in the implementation of policing, or demolition of advertisement depends on the type, size, and condition of the billboard location, for example in the demolition of piles or billboards of the Vidiotron type can take approximately 2-3 hours or 4 hours more. In every billboard implementation there is an estimated time in the works, there is already standardization for work, as for the implementation in the field if there are difficulties at the time of decline it may be adjacent to a power pole or tree or

for example with a cable now it can increase the time, sometimes there are obstacles that hinder in the field as I said earlier As has been stated by apak Dimas Sanindya Utama, S.P Si. As Head of Functional Affairs (First Civil Service Police);

"Yes, the amount of time required in this regulation, especially for large billboards, can take up to approximately 4 times, then there is also an incalculable increase in time, additional time here because there are usually some obstacles when ordering billboards in the field, automatically the time required increases like that". Then Mr. Muhammad Kurnia Fawzi, S.H. as a general functional said:

"Technically, the billboards that are nailed at night are usually until dawn, why? Because of a large permanent billboard like a bando we need large tools and heavy equipment and it takes time, and not only once cut it is finished, when it is cut it must be locked up again, because it is very large there are still parts that must be cut into pieces, besides that we also have to hand over the product or the result because it is the one who receives the proof of the control results so it takes time too"

In the indicator of the amount of time in the implementation of advertising in the city of Bandung is important so that in its implementation it can be determined or targeted, the estimated time needed when you want to implement regulations in other disciplines does not conflict with the determination of time standards in the implementation of advertising by the Bandung City PP police.

g. Utilization of resources in the implementation of advertising Rby employees of Satpol PP Bandung City

Human resources in the implementation of billboard control activities in the city of Bandung are the number of officers or personnel in carrying out billboard control in the city of Bandung and will also be influenced by the implementation of billboard control in the city of Bandung if there is adequacy and excess human resources or the number of employees in its control. Based on the research of personnel in the implementation of advertising control in the city of Bandung, it is still inadequate. This is based on the results of an interview with Mr. Taspen Effendi, S.H., M.Si. As the head of the Trantibum and Duklog field said;

"So this neng, actually the HR in this pe ne rtiban is still not good or optimal, because there is still a lack of members or personnel to put in order this re klame, both advertisement which is isidentil and non isidentil or permanent, even officers in pene rtiban this is an old officer only there are no new officers or personal additions,

yes indeed the old officers are very competent or experienced but the number is not comparable to the number of illegal billboards that must be put in order in the city of Bandung whose scope is indeed very wide, plus if you put in order a large billboard or non-identical billboard in carrying out demolition it cannot be just one or two personnel, Because there are many stages and strategies in dismantling non-identical billboards, for example, in this demolition requires crane drivers, pole fasteners, loggers, cutters, welding and so on so that it requires a cooperation process, which of course this can be done by more than one person."

h. Costs in The Implementation of Advertising Control by Satpol PP Bandung City Employees

Costs or funds play a very important role in supporting the implementation of advertising in the field, to meet the needs or in the provision of tools and facilities to carry out these implementation operations carried out by Satpol PP ²⁰. In the implementation of advertising in the city of Bandung, there is indeed and has been determined by the leadership of the City of Bandung or the authorities, but the cost still feels less, especially for infrastructure rentals such as cranes, because there are no special cranes provided for Satpol PP. This is based on the results of an interview with Mr. Taspen Effendi, S.H., M.Si. as the Head of Trantibum and Duklog said.

"For the costs in implementing the implementation of billboard, it is actually inadequate, especially for supporting facilities and infrastructure in the control of illegal billboards, for example when in the field we dismantle large billboards or poles we need cranes, namely tools to help the demolition process so that unwanted things do not happen when the billboard falls, well because we do not have an automatic crane that we rent and requires costs not to mention the cost for the person who controls the crane, so the cost is quite influential in supporting the smooth running of billboard ordering tasks in the field".

Based on this explanation, funds or costs, especially for the provision of tools and facilities, one of the things that must be considered so that the implementation of advertising implementation in the field runs optimally. Then an interview with Mr. Dimas sanindya Utama, S.P.Si, as the Head of Functional Affairs (Pamong Polri Praja Utama) who

²⁰ Doni Purnama Alamsyah and others, 'Digital Marketing: Implementation of Digital Advertising Preference To Support Brand Awareness', *Academy of Strategic Management Journal*, 20.Special Issue 2 (2021), 1-11.

said;

"If the demolition of billboards with a large size and wide or wide coverage such as billboards does require a long time and a large enough cost and then also requires a large number of personnel, so that the standards and targets for the implementation of illegal billboard demolition in the city of Bandung run better or optimally".

In the cost indicator in the implementation of advertising control by Satpol PP Bandung City for the provision of facilities, equipment or facilities and infrastructure needed by Satpol PP Bandung City when carrying out control in the field, funds or costs in this regulation will also have a major effect on the smooth running of a job, namely the implementation of illegal advertising control in the city of Bandung.

Constraints on the lack of supporting equipment to bring order to violations of violations of the installation of benner and illegal billboards are also one of the factors that can reduce the optimization of the performance of satpol PP Bandung City itself. In the implementation of the regulation of isidentil billboards or those that have a relatively not too large size, it is not too much of a problem for satpol PP Bandung City. This is based on an interview with mr. Erdiaz Drasdiutama, S, H. as The Operational Officer said;

"If you think that the regulation for isidentil advertisements is not too much of a problem, indeed, if the number overflows, sometimes there are obstacles but they can be overcome, however, the real obstacles occur in the implementation of the regulation of non-isidentil billboards or billboards that have a large size such as; road bandos, display boards, billboards, billboards of people's crossing bridges, security fence billboards or the term is jalan laying, phanel shop billboards, vidiotron and so on".

i. Analysis SWOT

The use of advertisement in the city of Bandung is considered the most appropriate and effective media for information and promotional activities, but this will also not be good if done excessively and irregularly. The irregularity of billboard placement can certainly reduce the beauty of the city. In 2020 Satpol PP has carried out recaramaic implementation operations in the field as many as 749 disciplines, according to data from the Civil Service Police Unit (Satpol PP) in 2019 there were many violations against billboard organizers.

The analysis used by researchers is in the form of a SWOT analysis where SWOT analysis is a strategic planning technique that is useful for

evaluating strengths and weaknesses, opportunities, and threats in a project, both ongoing and with new planning²¹. The implementation of regional regulations on the implementation of billboards that have been contained in Regional Regulation Number 02 of 2017 Article 19 paragraph (1) concerning Amendments to Bandung City Regional Regulation Number 04 of 2012 concerning the Implementation of billboards states that "The implementation of the implementing regulations for the installation of billboards in the form of demolition carried out by Satpol PP Bandung City and involving related regional devices.

The analysis in this study includes from the dimensions; Quality (internal measure as well as external measure), Punctuality (measuring whether people do what is said to be done), *Cycle Time* (the amount of time it takes to progress from one point to another in the process and Cycle time measurement measures how long something is done), Resource utilization (measurement of resources used against resources available for use where resource utilization can be applied to the machine, computers, vehicles and people), Cost (a measure of cost is very useful when calculated on a per unit basis).

1) Quality

Satpol PP Bandung City's strengths include having experienced personnel who are experts in conducting advertising control in the field, and they possess the necessary techniques for controlling and demolishing different types of violations. However, the weakness lies in the lack of personnel relative to the number of billboards that require control and ordering. This makes it difficult for Satpol PP employees to optimally regulate billboard violations and violators²². The implementation of advertising control in the field can be accompanied by PPHD personnel who are also experts in the field, increasing efficiency and quality. However, the number of illegal advertisements is continuously rising, making it challenging for Satpol PP to maintain control in the field. The order schedule is also uncertain, making it difficult to plan and coordinate control efforts. Additionally, there are often multiple violations in a single location, making coverage difficult and resource-intensive²³.

2) Timeliness

²¹ (GureL 2017)

²² (Esmaeilpour and Ranjbar 2018)

²³ (Ben-Ammar, Bettayeb, and Dolgui 2020)

Satpol PP has set targets for controlling billboards and obtaining data on violations to be reported promptly to relevant agencies. A weakness of punctuality is that there is no dedicated team for regulating advertisements, causing delays due to other responsibilities and obstacles such as trees or electricity poles during control or demolition of billboards. Improving cooperation with One-Stop Integrated Service Investment Service (DPMPTSP) could aid in reviewing billboard organizers' legality, but controlling large billboards on busy roads remains a challenge, especially when multiple violations occur simultaneously.

3) Cycle Time (amount of time)

The Cycle Time weakness in controlling billboards is due to the stages required, such as crane tools, cutting, and welding, which takes time and delays the transportation of demolished billboards. An opportunity for Cycle Time is cooperating with third parties who possess the required tools for control efficiency. Additionally, involving competent people in cutting and welding billboards would streamline the process. However, weather elements occasionally make controlling billboards more difficult, with challenging terrain and prolonged ordering times for large-sized billboards extending control operations. With illegal billboards increasing daily, the problem compounds and requires fast response times.

4) Resource utilization

The power of resource utilization lies in the experienced personnel of Satpol PP Bandung City, who can direct or notify teams in the field when there are technical errors during control. However, personnel remains inadequate, with no new additions to assist in controlling the abundant illegal billboards in the city of Bandung. Community participation in reporting violations can aid in improving control efficiency. However, a threat exists in the request for additional personnel, as Satpol PP Bandung City must wait for policies from leadership without knowing when additional personnel can join the team. Despite requests for additional personnel, no response has been received from authorities or leadership thus far.²⁴

5) Cost

The weakness of costs is that current resources are inadequate

²⁴ Vincenzo Sciancalepore and others, 'Mobile Traffic Forecasting for Maximizing 5G Network Slicing Resource Utilization', *Proceedings - IEEE INFOCOM*, 671584, 2017 <<https://doi.org/10.1109/INFOCOM.2017.8057230>>.

to control the abundance of illegal billboards in Bandung, requiring more funding to cover equipment, infrastructure, personnel costs, and third-party vendors such as crane owners and welders. Additionally, large billboards can be difficult to disassemble or regulate because of high costs and required resources. Therefore, costs are crucial in covering the needs for controlling and regulating billboard violations in Bandung.²⁵

4. Conclusion

Based on the results of research and discussion on the Performance of Employees of the Bandung Civil Service Police Unit (Satpol PP) in the implementation of incidental and permanent advertising control in 2020, the author can draw the following conclusions:

1. The productivity of Satpol PP Bandung City employees in the implementation of billboards is still not optimal, this is evidenced by the many violations of billboard application that are not in accordance with the standards set forth in the applicable regulations regarding the placement of billboards in the city of Bandung or there are still many illegal billboards along the streets of Bandung City.
2. The quality of Satpol PP Employee Resources in the Implementation of Billboard Control is fairly good, it's just not optimal, this is due to the many violations of billboard organizers that are not comparable to the number of Satpol PP employees in the implementation of advertising control in the field and inadequate tools and facilities.
3. The timing of SatpolPP Bandung City employees in the implementation of advertising regulation has not been optimal, this is evidenced by the existence of several targets in one month that are often not achieved, this is because regarding the day of regulation, it is not determined for sure the date, this is also considered to see many conditions, one of which is the busyness of the others.
4. The cycle time (amount of time) required in the implementation of billboard control by Satpol PP Bandung City employees has not reached the standards that have been determined, this is evidenced by the implementation of billboard control in the form of demolition takes up to 3 to 4 hours per one large billboard while the specified time standard ranges from 1 to 2 hours in disassembling one large billboard.
5. The use of resources in the implementation of billboard control by Satpol PP Bandung City employees is still not optimal, this is evidenced by the personnel

²⁵ (Ramadhan 2015)

in the regulation of billboards is still inadequate and there are no new personnel to assist in carrying out control in the field, seeing that the rampant illegal billboards in the city of Bandung are not in line with the number of existing personnel, so that the control of billboards by Satpol PP Bandung City employees is still not optimal.

The costs in the implementation of billboard control by Satpol PP Bandung City employees are still inadequate in supporting the implementation of billboard control in the field, this is evidenced by still using third parties or hiring cranes and welders to help the process of logging and cutting large rekalmes, this is because there is no adequate cost to provide or buy the crane itself.

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