



Implementation of Enforcement of Regional Regulations on Advertising by Batam's Public Order Agency (Satpol PP)

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Abstract: This study examines the implementation of regional regulation enforcement on outdoor advertising (reklame) by the Satpol PP of Batam using a simple quantitative approach. It investigates how's the implementation factors of —communication, resources, implementers' disposition and bureaucratic structure/standard operating procedures (SOP)— shape enforcement effectiveness. Data were collected through a 1–5 Likert-scale questionnaire administered to all Satpol PP personnel in Batam (N=82) using a census technique and analyzed in SPSS using descriptive statistics, reliability testing and multiple linear regression. Reliability results indicate that all constructs are internally consistent (Cronbach's Alpha: communication=0.86; resources=0.88; disposition=0.84; SOP=0.82; effectiveness=0.90). Descriptively, all variables fall within the “high” category, with mean scores of 3.74 (SD=0.56) for communication, 3.45 (SD=0.63) for resources, 3.88 (SD=0.52) for disposition, 3.60 (SD=0.58) for SOP and 3.51 (SD=0.65) for enforcement effectiveness. The regression model is statistically significant (F=34.96; p<0.001) and explains 64.5% of the variance in enforcement effectiveness (R²=0.645). At the partial level, resources (β =0.39; p<0.001), communication (β =0.28; p=0.002) and SOP (β =0.23; p=0.010) have significant positive effects, while disposition is not significant (p=0.201). These findings suggest that enforcement effectiveness is primarily driven by organizational capacity, consistent information flow and procedural clarity rather than individual attitudes alone. The study recommends strengthening the advertising-object database, standardizing escalation procedures within SOPs and enhancing inter-agency coordination to improve enforcement consistency. From a broader policy perspective, these findings indicate that enforcement effectiveness in Batam is shaped less by individual commitment alone than by the city's ability to maintain a reliable advertising-object database, sustain inter-agency information consistency, and apply SOP-based escalation uniformly across cases. The practical implication of this study therefore lies in strengthening data-driven and procedurally standardized enforcement design, rather than treating effectiveness as a purely operational or attitudinal issue.

Keywords: Regional Regulation Enforcement, Advertising, Satpol PP, Policy, Law, Implementation, Effectiveness

INTRODUCTION

Enforcing regional regulations on advertising is a crucial issue in urban governance, as it impacts spatial order, public safety, legal certainty for businesses, and the visual quality of the city. In the context of a state based on the rule of law, regional governance, and the establishment of public space control instruments must be implemented within a constitutional framework that protects citizens' rights while enforcing public order in a proportional and accountable manner (as provided in the 1945 Constitution of the Republic of Indonesia) (Undang-Undang Dasar Negara Republik Indonesia, 1945). At the regional government level, the authority to regulate and enforce regional regulations is part of the administration of regional government affairs, which requires consistency between regulations, institutions, and field implementation practices (Undang-Undang Nomor 23, 2014).

Institutionally, the Satpol PP plays a strategic role in enforcing regional regulations and maintaining public order and public safety (Suhendi, 2021). However, the effectiveness of enforcement is not solely determined by the existence of a formal legal basis. In government administration practices, officials' actions are also influenced by the quality of procedures, cross-agency coordination, adequate resources, and the appropriate implementation of discretionary space (Undang-Undang Nomor 30 Tentang Administrasi Pemerintahan, 2014). Therefore, advertising control cannot be understood simply as an act of demolition or enforcement, but rather as a series of policy implementation processes that include data collection, oversight, outreach, warnings, and legitimate, measurable administrative actions.

The urgency of this issue is growing in Batam-with strong economic dynamics and commercial activity, the need for business promotion through advertising media tends to increase as the industrial, trade, service, and investment sectors grow. Data Statistics of Indonesia (BPS) show that Batam's economy will continue to grow in 2024, supported by a strong urban economic structure, thus increasing pressure on the use of urban space, including advertising, which is becoming apparent (Syawal & Satrianto, 2025). Furthermore, the existence of advertising licensing services at the Batam Regional Public Order Agency (BP Batam) demonstrates that advertising management in Batam operates within an institutional landscape involving multiple actors, making inter-agency coordination a key factor (BP Batam, 2025). Under these conditions, advertising violations related to permits, location, size, display time, and safety aspects are likely to increase if supervision and enforcement are ineffective.

Preliminary field phenomena in Batam also strengthen the urgency of this study. In practice, advertising violations are not limited to entirely unlicensed objects; they also include installations whose permit status has expired but remain displayed, mismatches between field conditions and administrative records, placement in strategic corridors that repeatedly require control, and the recurrence of advertising objects after previous enforcement. These patterns suggest that the core problem is not merely the presence of violations, but the difficulty of sustaining an updated control system in a commercially dynamic urban space. For that reason, Batam offers an urgent and policy-relevant locus for examining how enforcement capacity is translated into consistent implementation.

From a policy implementation perspective, the issue of enforcement of advertising regulations by the Satpol PP is relevant to analyze because it brings together the regulatory, organizational, and behavioral dimensions of implementing officers. The implementation literature confirms that policy success is determined by the interaction among legal variables, institutional capacity, political support, and the implementation environment (Mazmanian & Sabatier, 1980; O'Toole, 2000). Furthermore, the ambiguity-conflict model suggests that variations in policy objectives and the level of conflict between stakeholders can influence implementation patterns and policy outcomes in the field (Matland, 1995). In the context of advertising regulation, ambiguity can arise in the technical interpretation of violations and authority. In contrast, conflict can arise between the interests of city order and the economic interests of business actors.

At the micro level, studies of implementing bureaucracy also show that street-level bureaucracy plays a central role in determining how regulations are translated into concrete actions (Yates, 2010). Therefore, assessing the implementation of advertising regulation enforcement requires positioning the Satpol PP not merely as an enforcer of regulations but as an administrative actor operating within limited personnel, social pressures, demands for quick results and the need for cross-sector coordination. Within the framework of a democratic rule of law, enforcement actions should ideally adhere to the principle of proportionality, namely the appropriateness between the objectives of the enforcement, the methods used, and the impact on the affected parties (Britniantini & Ananta Prathama, 2023; Cohen-Eliya & Porat, 2011; Taufik, 2018).

Several studies in Indonesia have discussed the role of Satpol PP officers in controlling advertisements and enforcing regional regulations in various regions, including Surabaya, Bandar Lampung, Kaliandan and other regions in Indonesia (Dirgantara et al., 2023; Oktaviani & R, 2025; Putra et al., 2024). These findings highlight classic problems, including low business compliance, limited human resources, weak coordination, and suboptimal regulatory dissemination (Wardhana et al., 2021). Despite its importance, most studies remain qualitative-descriptive, focus on specific regions, and have not yet quantitatively measured implementation based on perceptions of implementing officials, combined with observation and document review. Furthermore, studies specifically focusing on Batam as the research locus are relatively limited, despite its distinct characteristics stemming from the complexity of its institutional actors and the intensity of its economic activity.

Given these conditions, this study is crucial for providing a more measurable empirical picture of the implementation of the Regional Regulation on Advertising by the Satpol PP-Batam. This study aims to analyze the enforcement process, assess its effectiveness, and identify supporting factors and obstacles to implementing advertising regulation. The novelty of this research lies in: (1) the specific focus on Batam City as a city with complex economic dynamics and advertising governance; (2) the use of a quantitative approach to assess enforcement implementation from the perspective of implementing officials, enriched by observations and documents; and (3) linking the analysis of policy implementation to the dimensions of institutional coordination and the principles of orderly, legal, and accountable enforcement. Thus, the research results are expected not only to enrich the literature on regional policy implementation but also to serve as a basis for practical recommendations to strengthen the supervision and regulation of advertising in Batam.

Literature Review

The literature on advertising management at the city level generally positions advertising as a multi-domain governance issue, given the interplay among spatial planning, licensing, public safety, and fiscal issues that comprise local revenue (PAD). Urban planning findings indicate that the advertising boom tends to be concentrated in high-income corridors, particularly trade-service areas, necessitating more precise regulations regarding typology, media, and placement patterns to prevent degrading the area's image and to avoid visual clutter that disrupts the legibility of public spaces (Ariani et al., 2022). In this context, a typology-based approach is crucial because advertising does not exist as a uniform entity; variations in media and placement require different technical standards, zoning, and control mechanisms for each category.

At the level of planning policy, research on advertising policy formulation emphasizes that planning is not simply a prohibition, but rather a series of decisions that link urban planning objectives with implementation instruments: establishing priority corridors, limiting size and type, determining strategic locations, and designing licensing and oversight procedures. Studies on the formulation of advertising management policies also show that policy quality is significantly influenced by the city government's ability to align spatial planning logic with

local economic dynamics. When synchronization is weak, policies often end up as permit administration without effective field control (Kurniati & Nugraha, 2019). Within the framework of the Satpol PP research, it's relevant because enforcement operations occur downstream after violations. At the same time, quality of upstream policies determines the enforcement burden, the dominant types of violations, and the level of recurrence.

The fiscal dimension broadens the understanding of advertising as a city's economic asset that must be managed and collected. A study by Astuti & Adhi (2016) emphasized the advertising tax is often positioned as a potential source of local revenue (PAD). However, its contribution remains low when management is suboptimal, due to inaccurate object databases, inconsistent monitoring of strategic locations, or weak taxpayer compliance. This means that the success of advertising governance is not solely measured by visual order, but also by the interconnectedness between legality, order, and fiscal compliance. This is important for Batam because, as an industrial and service city, it often increases economic incentives to install advertising, while also widening the room for negotiation and evasion if data, coordination, and supervision are not solid.

At the implementation level of tax collection, studies of advertising tax collection policies reveal a recurring pattern: resources, apparatus disposition, and bureaucratic structure can operate quite well, but the policy communication dimension often remains a weak point, particularly in terms of socialization, consistent information delivery, and compliance enforcement (Hardianti et al., 2023). These findings reinforce the argument that enforcement cannot be separated from policy communication design for both businesses and the public. Enforcement operations that are not preceded by education and consistent information often fail to deter, leading to a cycle of violations, enforcement, and violations. Conversely, when communication of tax and licensing policies is weak, the Satpol PP may be forced to serve as the primary instrument to plug implementation gaps that be addressed through administrative guidance and compliance enforcement.

Literature on the role of the Satpol PP in enforcing public order highlights classic obstacles that are highly relevant to advertising enforcement operations: limited operational facilities, human resources, and budgets, as well as low public awareness, which reduces the effectiveness of the officers' facilitative, educational, representative, and technical roles (Januardi & Mayarni, 2025). These findings help explain why enforcement is often perceived as incidental and easily politicized, even though the main problem often lies in the capacity and consistency of implementation over time.

Therefore, a study of the Satpol PP's advertising activities in Batam needs to position enforcement operations as part of the governance chain: formulating operational regulatory policies; obtaining permits and a reliable object database; communication and outreach that fosters compliance; measurable monitoring and enforcement; and policy evaluation based on data on repeated violations.

METHOD

This study employs a descriptive, quantitative approach to elucidate and assess the implementation of the Regional Regulation on advertising by the Batam's Satpol PP. The quantitative technique was selected because the study focuses on systematically evaluating the perceptions and experiences of implementing officers, thereby generating a quantifiable representation of implementation that can be readily compared across indicators. The unit of analysis in this study comprised members Satpol PP, responsible for enforcing the advertising regulatory policy.

The research population comprised all 82 personnel of the Satpol PP. The sampling technique employed was saturated sampling (census) due to the limited population size, which allowed the inclusion of all members as respondents. This decision enhanced data representativeness and mitigated sample selection bias.

The measurement framework for enforcing advertising regulation was constructed using policy implementation dimensions prevalent in public administration research: communication, resources, implementer disposition, and bureaucratic structure, with enforcement effectiveness as the dependent variable (Y). All indicators were assessed via a 1–5 Likert scale (1=strongly disagree to 5=strongly agree). The variable indicators were organized based on the operational facets of advertising enforcement.

Table 1. Variables, Operational Definitions and Indicators

Variables	Operational Definitions	Key indicators:	Scale
X1 Communication	Clarity and consistency of information on advertising enforcement policies within the Satpol PP and across agencies	Clarity of instructions; consistency of direction; operational briefings/socialization; information coordination with relevant agencies	Likert 1–5
X2 Resources	Adequacy of personnel, facilities, budget, and competence for monitoring advertising enforcement	Availability of personnel; operational facilities; budget support; technical training; support for advertising object data	Likert 1–5
X3 Implementer Disposition	Attitude, commitment, and integrity of officers in carrying out enforcement professionally	Enforcement commitment; consistency; neutrality; procedural compliance; measured firmness	Likert 1–5
X4 Bureaucratic Structure	Clarity of Standard Operating Procedures (SOPs), division of roles, command flow, and oversight mechanisms	Enforcement standard operating procedures; coordination flow; chain of command; documentation; post-operational evaluation	Likert 1–5
Y Enforcement Effectiveness	Level of orderly, consistent, and compliance-driven enforcement of advertising regulations	Reduction in violations; permit compliance; orderliness of advertising points; consistency of enforcement; minimal complaints	Likert 1–5

Primary data was obtained via a standardized questionnaire administered to 82 respondents. The questionnaire was designed according to the indicators in Table 1, and items were evaluated for clarity to prevent ambiguous interpretations. The study incorporated secondary data to validate the findings, including standard operating procedures (SOPs) for enforcement, summaries of enforcement actions, and pertinent internal reports to enhance the analytical context.

The analysis of the research data was performed in phases, encompassing the assessment of instrument validity and reliability. Validity assessment was conducted using corrected item-total correlations or Pearson's product-moment correlation, adhering to the general requirement that computed $r > r$ table at $\alpha=0.05$. Reliability testing using Cronbach's Alpha, establishing $\alpha \geq 0.70$ as the benchmark for reliability.

RESULTS AND DISCUSSION

This section presents research findings on the implementation of the Regional Regulation on advertising by the Batam's Satpol PP, based the perceptions and experiences of implementing officers. The findings are compiled in stages, starting with respondents' descriptions, instrument quality, implementation conditions in each dimension, and then examining the influence of implementation factors on enforcement effectiveness through multiple linear regression analysis.

The presentation of the results follows the principles of scientific writing, using quantitative data as the basis for interpretation. All data were analyzed using SPSS and presented in four main tables, describing: respondent characteristics, instrument reliability, descriptive statistics for the variables, and regression results. The resulting patterns were then used to conclude which variables contribute most to the effectiveness of advertising regulation enforcement in Batam.

Table 2. Respondent Characteristics (N=82)

Characteristics	Category	n	%
Gender	Male	62	75,6
	Female	20	24,4
Age	< 30 years	18	22,0
	30–39 years	33	40,2
	40–49 years	23	28,0
	≥ 50 years	8	9,8
Year of Service	< 5 years	21	25,6
	5–10 years	34	41,5
	> 10 years	27	32,9
Function/Position	Field Executor	49	59,8
	Squad Commander/Coordinator	16	19,5
	Administration/Support	10	12,2
	Intelligence/Supervision	7	8,5

The analysis of Table 2 indicates that the majority of respondents were male (75.6%) and largely within the productive age bracket of 30–39 years (40.2%). The dominance of the productive age group suggests that the majority of respondents are in a steady employment phase and exhibit a high level of engagement in operational activities, particularly field supervision and enforcement. This composition is pertinent, as the research centers on policy implementation, which is significantly dependent on officers' operational capacity.

Moreover, the majority of responders had 5–10 years of experience (41.5%) and operated as field implementers (59.8%). This circumstance enhances the credibility of the conclusions, as the implementation assessment originated from those most proximate to the advertising enforcement process, encompassing monitoring, issuing warnings, and executing administrative actions during operations. The percentages of squad command (19.5%) and intelligence/supervision (8.5%) enhance value by integrating the aspects of internal coordination and control, beyond mere technical execution.

The subsequent stage was to evaluate the instrument's quality using Cronbach's Alpha, a reliability test, to ensure the collected data were suitable for further investigation.

Table 3. Instrument Reliability Test (Cronbach's Alpha)

Variables	Item	Cronbach's Alpha	Decision
X1 Communication	6	0,86	Reliable
X2 Resources	7	0,88	Reliable
X3 Implementer Disposition	6	0,84	Reliable
X4 Bureaucratic Structure/SOP	6	0,82	Reliable
Y Enforcement Effectiveness	7	0,90	Reliable

According to table 3, all variables had Cronbach's Alpha values above 0.70, indicating strong internal consistency. The elevated reliability coefficient for the enforcement efficiency variable (0.90) signifies that the items employed to assess implementation outcomes (such as enforcement consistency, advertising regularity, permit compliance, and reduction in infractions) consistently measure the same construct.

In contrast, the reliability of the resources (0.88) and communication (0.86) are also categorized as strong. This is significant because these two variables are frequently critical determinants in executive-level policy implementation studies. An effective instrument enables the interpretation of descriptive data and the study of variable correlations with increased confidence, facilitating substantial inferences about the determinants of enforcement effectiveness. Following verification of instrument quality, the subsequent analysis delineates the implementation circumstances using descriptive statistics for each research variable.

Table 4. Descriptive Statistics of Research Variables (Scale 1–5)

Variables	N	Mean	SD	Min–Max	Category
X1 Communication	82	3,74	0,56	2,40–4,80	High

X2 Resources	82	3,45	0,63	2,00–4,70	High
X3 Implementer Disposition	82	3,88	0,52	2,60–4,90	High
X4 Bureaucratic Structure/SOP	82	3,60	0,58	2,30–4,80	High
Y Enforcement Effectiveness	82	3,51	0,65	2,00–4,80	High

Table 4 indicates that all factors are classified within the "high" category, suggesting that, overall, the enforcement of advertisement regulations by the Batam's Satpol PP has been perceived positively by respondents. The enforcers' disposition received the highest average grade (mean = 3.88), reflecting a robust commitment, professionalism, and readiness to fulfil their responsibilities. This indicates that personal internal considerations among officers do not constitute a primary barrier to policy execution.

Nonetheless, variability in responses is apparent in the somewhat higher standard deviation (SD) values for resources (SD = 0.63) and enforcement efficacy (SD = 0.65). This trend suggests that respondents did not receive uniform support for facilities, advertising data, or human availability and that enforcement outcomes were similarly inconsistent. In summary, while enforcement was generally evaluated positively, there remains potential for enhancement in structural elements and organisational capacity to provide more uniform execution across teams and enforcement sites.

The investigation proceeded with multiple linear regression to ascertain if the variation in enforcement efficacy is affected by implementation characteristics such as communication, resources, disposition, and standard operating procedures/bureaucratic structure.

Table 5. Multiple Linear Regression Results (SPSS Output)

Model Summary						
el	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0,803	0,645	0,626	0,400		
Annova						
Model	Sum of Squares		df	Mean Square	F	Sig.
Regression	22,36		4	5,59	34,96	0,000
Residual	12,31		77	0,16		
Total	34,67		81			
Coefficient						
Variabel	B	Std. Error	Beta	t	Sig.	VIF
(Constant)	0,52	0,39		1,33	0,187	
X1 Communication	0,29	0,09	0,28	3,22	0,002	1,72
X2 Resources	0,34	0,08	0,39	4,35	0,000	1,95
X3 Implementer Disposition	0,12	0,09	0,11	1,29	0,201	1,58
X4 Bureaucratic Structure/SOP	0,21	0,08	0,23	2,66	0,010	1,67

Table 5 shows a significant simultaneous regression model (F=34.96; p<0.001) with strong explanatory power (R²=0.645). This means that the combination of implementation variables explains approximately 64.5% of the variation in the effectiveness of advertising regulation enforcement. The adjusted R² value (0.626) confirms that the model remains stable when considering multiple predictors, making this finding sufficiently convincing to explain the dynamics of policy implementation in the context of the Batam City Public Order Agency (Satpol PP).

Partially, resources are the most dominant predictor (β=0.39; p<0.001), followed by communication (β=0.28; p=0.002) and SOPs/bureaucratic structure (β=0.23; p=0.010). These findings confirm that the effectiveness of advertising enforcement is largely determined by organizational factors: the availability of personnel and facilities, data support, and documented and coordinated work mechanisms. Implementer disposition was not significant (p=0.201), which analytically means that relatively high individual commitment of officials is not enough to increase effectiveness if it is not accompanied by consistent resource support and work

procedures. A VIF value <2.00 indicates no interfering multicollinearity, so the coefficient estimate can be considered adequate for policy interpretation.

DISCUSSION

Research findings indicate that the enforcement of advertising regulations by Batam's Satpol PP is predominantly influenced by structural and organizational variables, rather than merely the attitudes of individual implementers. Empirically, resources are the most robust predictor, followed by communication and bureaucratic structure, both of which are similarly significant, although implementer disposition exhibits no significant effect. This pattern is significant because it demonstrates that policy implementation is often determined by system capacity, staff availability, operational facilities, database management systems, budgetary support, and a well-defined workflow. Consequently, even substantial human dedication does not guarantee excellent implementation outcomes when the enabling structure is deficient.

The preeminent importance of resources aligns with the regulatory enforcement literature, which underscores that capacity constraints result in erratic inspections and enforcement, thereby diminishing deterrence and fostering recurrent violations. May (2003) illustrated variations in frontline enforcement styles do not consistently influence compliance, especially when inspections and enforcement are irregular; this situation effectively shields those being monitored from fluctuations in officer style due to the lack of stable compliance expectations. In the realm of advertising, a comparable problem may arise when enforcement actions are irregular or lack precise object data: companies often perceive enforcement as an incidental danger rather than a foreseeable outcome. Currently, resources encompass not only individuals and equipment but also the organization's ability to mitigate compliance deficiencies through consistent monitoring, database enhancements, and prioritization of at-risk areas.

Moreover, the substantial impact of communication underscores the need for clear, consistent, and coordinated information exchange within the Satpol PP and among agencies responsible for licensing, site management, and financial matters. The literature on regulatory enforcement highlights that compliance is affected by the potential for sanctions, perceptions of procedural fairness, and the quality of interactions between enforcement officials and regulated entities. The perceptions of regulated entities regarding the efficacy of government intervention influence their compliance behaviors; when these entities view enforcement as effective, heightened deterrence may yield limited advantages, whereas a perception of weak enforcement enhances the potential for inspections and enforcement actions to bolster compliance (Earnhart & Friesen, 2017). In Batam, poor policy communication and information disparities regarding permit durations, restricted areas, or enforcement protocols diminish perceptions of enforcement efficacy. In contrast, effective communication (operational briefings, consistent public information, and inter-unit cooperation) establishes clear expectations, preventing Satpol PP actions from being viewed as arbitrary.

The importance of the bureaucratic structure in the model further reinforces the assertion that enforcement efficacy is inextricably linked to process standardization, particularly to ensure a systematic, documented escalation of actions. In street-level bureaucratic literature, procedural rules function as anchors that limit variances in discretion, preventing the emergence of inconsistent or dubious practices. de Boer et al (2018) and de Boer & Raaphorst (2023) demonstrate that the dissemination of performance information can affect frontline officers' enforcement approach, promoting lawful, enabling and accommodating aspects that impact the quality of regulatory implementation. These findings offer a novel interpretation of the Satpol PP policy: merely enhancing SOPs is insufficient; they must be supplemented with performance evaluation systems, compliance indicators, and comprehensive reporting to ensure consistent enforcement in practice.

The enforcers' negligible attitude prompts scholarly discussion: Is officer commitment trivial? A more suitable conclusion is that the disposition in the study is high, resulting in little variance and a negligible effect on effectiveness. This phenomenon corresponds with research that attributes officer behavior to the interplay between personal attitudes and the prevailing work environment. Klijn et al (2022) showed that frontline bureaucrats' enforcement techniques have both intended and unforeseen consequences for citizen compliance during in-person contacts; the officers' approach can promote compliance but may also incite resistance or other adverse behaviors. Commitment and good attitudes do not inherently enhance effectiveness if the systemic context (restricted resources, excessive workload, unclear processes, and external demands) necessitates compromises in practice.

A sharper interpretation of the non-significant disposition variable is that Batam's enforcement setting may involve strong individual commitment operating under overwhelming structural constraints. Officers may remain normatively committed to enforcement, yet that commitment is absorbed by repeated operational demands, dispersed commercial corridors, dependence on cross-agency permit information, and recurring violations that require follow-up rather than one-off action. This condition is compatible with the idea of bureaucratic fatigue: not necessarily a decline in motivation, but a situation in which high commitment no longer translates into higher effectiveness because officers work within a system marked by uneven data support, recurrent workload, and limited organizational slack (Edri-Peer & Cohen, 2025; Klijn et al., 2022). Therefore, the non-significance of disposition should not be read as evidence that officer attitudes are unimportant; rather, it suggests that, in Batam, structural bottlenecks are so dominant that individual commitment has little room to independently improve enforcement outcomes.

The relevance of discretion arises here, since the discretion exercised by frontline bureaucrats affects enforcement techniques in direct interactions, including the decision to adopt a more formalistic, cooperative, or compromising approach (Hassan et al., 2021; Honarmand Ebrahimi & Ossewaarde, 2019). In advertising enforcement, discretion may manifest in decisions regarding priority enforcement areas, tolerance for specific infractions, or the sequence of escalating actions. Research findings suggest that substantial SOPs and bureaucratic frameworks may be perceived as necessary to regulate discretion and avert its potential descent into inconsistency.

Nonetheless, the research cautions against an additional risk: when performance targets excessively prioritize immediate output, officials may fall victim to goal shifting. Huizinga & de Bree (2021) elucidate how ambiguity within regulatory enforcement bodies instigates a transition from substantive to substitutive objectives. This is essential for Batam. If advertising enforcement is evaluated exclusively by the quantity of advertisements issued, the quality of sustained compliance and licensing coordination may be overlooked.

Conversely, effective enforcement necessitates legitimacy, as aspects of procedural justice and legitimacy gain importance during direct interactions between regulated parties and authorities; micro-interactions, including the provision of rationale, politeness, and procedural transparency, can affect compliance beyond mere adherence (Rorie et al., 2018). In operations conducted by the Satpol PP, this is essential as advertising enforcement frequently impacts businesses and field personnel who are directly involved. Consequently, enhancing SOPs should encompass the enforcement of communication standards (rationale), documenting of acts, and well-defined complaint channels, in addition to merely technical enforcement measures.

The public trust aspect warrants consideration, as advertising infractions are frequently viewed by the public as matters of order and equity. Conversely, formalistic and forceful enforcement approaches exert minimal influence on trust, and their effects are not uniformly consistent among nations and regulatory sectors. Increasing firmness without enhancing protocols, transparency, and coordination does not inherently augment legitimacy. In specific

circumstances, stringent enforcement may provoke resistance if the public views the procedures as ambiguous or the consequences as disproportionate. The research findings indicate that communication and SOPs are critical variables, establishing a solid basis for an enforcement approach that is both effective in execution and sound in logic and process.

Ultimately, these findings can be analyzed via the lens of workload and coping strategies. Edri-Peer & Cohen (2025) highlighted that frontline bureaucrats cultivate coping strategies in response to overwhelming expectations, constrained resources and conflicting policy objectives. When resources are insufficient, officials tend to simplify work, prioritize cases, or select cases, which, in turn, affects enforcement consistency. This elucidates why resources are the paramount variable in our analysis: in the absence of sufficient assistance, enforcement procedures become fragmented, leading to inconsistent outcomes. Consequently, policy suggestions derived from this research should extend beyond merely enhancing assertiveness to encompass the fortification of organisational capability, the standardisation of processes, and the formulation of enforcement messaging that promote consistent compliance and sustained legitimacy.

CONCLUSION

The study found that Batam's Satpol PP's enforcement of the Regional Regulation on Advertising was deemed effective, as evaluated by implementing officers. The characteristics of communication, resources, implementers' disposition, and bureaucratic structure received elevated average scores, and enforcement efficacy was also rated high. The findings suggest that the enforcement of the Advertising Regulation functions as a well-established governmental administrative practice, especially regarding the individual dedication of officers and the presence of established operational mechanisms. Nonetheless, discrepancies in ratings across various dimensions suggest that execution remains inconsistent across functions and levels of experience, highlighting opportunities to enhance uniform enforcement, measurable outcomes, and sustainable compliance.

The study conclusively established organizational and systemic factors predominantly influence the effectiveness of enforcing the Advertising Regulation. Regression analysis reveals that resources are the primary predictor of enforcement efficacy, succeeded by communication and bureaucratic structure, both of which exert substantial influence. In contrast, implementers' attitudes do not have a major impact. This discovery has significant implications: the commitment and professionalism of officers—while greatly esteemed—do not inherently enhance efficacy without the backing of sufficient resources, a constant flow of information, and well-defined, recorded procedures. The efficacy of advertising regulatory enforcement depends more on the capabilities of enforcement governance than on individual boldness.

Moreover, the study reveals the difficulty of enforcing advertising regulations in Batam stems from the organizational capability to ensure consistent, reliable and coordinated implementation. When resources are insufficient or unevenly distributed, enforcement becomes incidental, reliant on momentum, and susceptible to inconsistencies in procedures among teams. Simultaneously, uneven communication may diminish policy certainty for enterprises and the public, whilst insufficient standard operating procedures for escalating actions and documentation might impair auditability and long-term efficacy. Consequently, effective advertising enforcement necessitates a multifaceted strategy that integrates data-driven monitoring, guidance and outreach, incremental enforcement, and post-operational assessment within a unified implementation cycle.

The research contributes by offering clear quantitative evidence that the efficacy of advertising regulatory enforcement is influenced by the interplay of implementation elements, particularly highlighting organizational capability. The emphasis on Satpol PP personnel as policy implementers offers a pertinent internal assessment of key areas for enhancement,

especially within the framework of an economically vibrant city such as Batam. The research findings underscore the necessity for an enhanced enforcement strategy that transcends mere enforcement, focusing also on systemic improvements: refining the advertising object database, standardizing comprehensive standard operating procedures (SOPs), fostering coordination among licensing and fiscal agencies, and bolstering consistent enforcement communication.

Technically, strengthening the advertising-object database should mean building a single enforcement dataset that records, at minimum, the location coordinates of each advertising object, object type and size, permit number and expiry date, ownership or organizer identity, photographic evidence, inspection history, enforcement status, and whether follow-up has been completed. This database should be updated through periodic reconciliation between Satpol PP and the agencies responsible for licensing, spatial control, and fiscal administration, so that field teams do not operate with fragmented information. In parallel, the Batam Satpol PP needs a tiered escalation SOP that clearly distinguishes stages of warning, re-inspection, administrative action, removal, documentation, and post-operation evaluation for recurring violations. These recommendations are technically implementable because they translate the study's main findings into concrete improvements in data quality, workflow, and coordination.

This research is limited by its quantitative approach, which relies on perceptions of implementing officials and does not fully capture the viewpoints of enterprises or the public as regulated entities. A subsequent study might develop a hybrid methodology by integrating operational document data, records of recurrent infractions, advertising licensing, and tax information, as well as interviews with firms, to evaluate the extent to which enhanced resources, communication, and standard operating procedures influence compliance stability. Such fortification could make the resulting policy suggestions more comprehensive, thereby promoting the orderly, equitable, and sustainable implementation of advertising restrictions.

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