Jurnal Administrasi Negara
Vol. 4 No. 5 (2026), hal. 229-236
https://injoqast.net/index.php/ADIMEN
e-ISSN: 2986-3716

PERFORMANCE OF THE CIVIL SERVICE POLICE UNIT IN JAYAWIJAYA REGENCY, INDONESIA: CONSTRAINTS AND ADAPTIVE STRATEGIES

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Abstract

Maintaining public order remains a persistent challenge for local governments in Indonesia's highland regions, where limited resources and difficult terrain constrain law enforcement. This study examines the performance of the Civil Service Police Unit in Jayawijaya Regency and the strategies it adopts to cope with these constraints. A descriptive qualitative approach was employed. Data were collected through in-depth interviews, supplemented by a literature review and documentation, and were analyzed using data reduction, data display, and conclusion drawing. Performance was assessed against five indicators: productivity, service quality, responsiveness, responsibility, and accountability. The findings indicate that the unit's performance is fairly good but not yet optimal. Responsiveness, responsibility, and accountability are relatively strong: the eradication of illegal alcohol is prioritized in response to public complaints, enforcement adheres to the Regent's regulations and standard operating procedures, and strategic decisions are coordinated with the Regent. Productivity and service quality remain weak owing to shortages of personnel, funding, and infrastructure, as well as the regency's vast and mountainous terrain. The unit compensates for these constraints through joint operations with the military, the police, and customary and community leaders. The study concludes that such inter-agency collaboration serves as an adaptive strategy, but that increased budgetary, infrastructural, and staffing support is required to improve performance.

Keywords: organizational performance; Civil Service Police Unit; public order; inter-agency collaboration; Jayawijaya Regency

Introduction

The quality of public services is a central measure of how well a government fulfils its obligations to citizens. Contemporary public administration scholarship holds that public servants exist primarily to serve citizens rather than to steer society (Denhardt & Denhardt, 2000), and that improvements in public services are shaped by the resources, management, and organization of the agencies that deliver them (Boyne, 2003). Organizational performance, understood as the accumulated results achieved by an institution, therefore depends on how effectively the contributions of individual employees and work units are aligned with the organization's mission (Costello, 1994). Comparative evidence further indicates that performance cannot be assessed apart from the political and administrative context in which public organizations operate (Pollitt & Bouckaert, 2017).

In Indonesia, decentralization has given regional heads broad authority to formulate and implement policies that respond to local needs, including the maintenance of public order. Under Law No. 23 of 2014 on Regional Government and Government Regulation No. 16 of 2018, the