

Analysis of Satpol PP's Communication Management on Horizontal Conflicts in West Java

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ABSTRACT

Effective communication management is the foundation for reducing and resolving horizontal conflict, which is disagreement between individuals or groups at the same hierarchical level. Horizontal conflict between the Civil Service Police (Satpol PP) and the public, particularly street vendors, remains a recurring issue in West Java, often leading to social tension and public dissatisfaction. This research aims to analyze the communication management of the West Java Provincial Civil Service Police (Satpol PP) in handling horizontal conflicts with the community. Previous studies rarely discussed communication management strategies for dealing with horizontal conflict. This research uses a qualitative approach with a case study method. Data was collected through in-depth interviews with 10 key informants, participant observation over three months, and document analysis. The research results show that the Civil Service Police (Satpol PP) implement three stages of communication management: planning, execution, and evaluation. During the planning phase, Satpol PP conducts early detection through routine patrols and coordinates with the Police and the Military. The implementation phase is characterized by a persuasive, humanistic, and professional approach, prioritizing dialog and mediation to avoid repressive actions. Finally, the evaluation stage becomes part of continuous learning, where each case serves as material for improving future strategies. The West Java Provincial Satpol PP has implemented structured and effective communication management in addressing horizontal conflicts. However, there is room for improvement, such as enhancing responsiveness to feedback and adopting a more empathetic and holistic approach, including collaborating with local governments to provide economic solutions for affected communities

INTRODUCTION

Effective communication management is the foundation for reducing and resolving horizontal conflicts, which are disputes or disagreements that arise between individuals or groups at the same hierarchical level within an organization or community. The ability to navigate these conflicts constructively depends on the application of communication strategies that foster understanding, collaboration, and mutual respect (Bhakuni et al., 2024). The core of the conflict represents differences in opinion or clashes of interests, potentially disrupting organizational harmony and productivity (Nikitara et al., 2024).

Based on West Java Governor Regulation No. 124 of 2022, the main duties, functions, and work procedures of the West Java Civil Service Police Unit (Satpol PP) are explained, namely enforcing Regional Regulations (Perda) and Regional Head Regulations (Perkada), maintaining public order and community peace, and organizing community protection. West Java is a relatively large province, serving as a meeting point for people from various regions due to its accessibility from the capital, Jakarta. However, it cannot be denied that every order contains unavoidable horizontal conflicts. West Java is prone to horizontal conflict due to differences in community character.

Building effective communication is crucial for navigating and mitigating horizontal conflict, especially that which arises between law enforcement agencies like Satpol PP and the communities they serve (Gawronski et al., 2021). The inability to establish clear and efficient communication channels often presents a significant obstacle in finding constructive solutions to disputes, potentially exacerbating tensions and eroding public trust (Ramadhini & Manafe, 2022). Some horizontal conflicts between Satpol PP and the community in West Java, one of which occurred during the eviction of street vendors in Puncak Bogor in 2024. In accordance with the Bogor Regent's instructions to the Satpol PP to regulate street vendors so they use the kiosks provided by the government. The instruction aims to reduce congestion and prevent the accumulation of illegal waste that can cause flooding and environmental pollution (Yastuti, 2024). However, this policy was not accepted by the street vendors, leading to horizontal conflict between the Satpol PP and the street vendors. The conflict can occur due to a lack of communication.

Another horizontal conflict related to the Eiger Adventure Land permit, which did not align with the agreement between the local government and Eiger (Wismabrata, 2025). The next horizontal conflict occurred in 2025, namely the regulation of the conversion of Hibisc Fantasy land. This policy is due to the presence of Hibiscus causing environmental problems, including flooding in the Jakarta buffer zone (Asmaaysi, 2025). Horizontal conflict will not occur if there is a well-defined communication strategy that prioritizes accuracy, clarity, and mutual understanding, ensuring that messages are not only delivered effectively but also received and interpreted correctly by all parties involved. Additionally, communication strategies must be

adaptive, capable of evolving with changing conflict dynamics and community needs (Quy & Ha, 2018).

Communication management is a crucial aspect of organizational success, encompassing three stages (Akpoviroro et al., 2024):

1. Planning, which includes identifying communication goals, determining the audience, selecting communication channels, and designing messages;
2. Implementation, which includes delivering messages;
3. Evaluation, which includes feedback and follow-up.

The stages in communication management are indicators used in this study, serving as a benchmark for the implementation of the Satpol PP's communication management strategy in dealing with horizontal conflict.

Previous studies have focused on the conflicts that occur between the Satpol PP and the community in enforcing regional regulations in Ternate (Husen, 2024) and in South Sulawesi (Madjid et al., 2022). Another study analyzed the synergy between local government, local elites, and communities in preparing for horizontal conflict prevention in conflict areas. Such as the research by Lukum & Sunge (2021) which explains that the Gorontalo city government, in providing services to the community, does not only act partially, but with an egalitarian principle aimed at maintaining regional stability, which will have implications for national stability, the goal of national development.

Although there have been studies on the role of Satpol PP enforcement, little is known about how structured communication management can prevent and resolve horizontal conflicts in diverse societies. Therefore, this research aims to analyze the planning, implementation, and evaluation stages of communication management carried out by the West Java Civil Service Police (Satpol PP) in handling horizontal conflicts. This finding is expected to contribute to the theoretical development of conflict communication strategies and provide practical guidance for law enforcement agencies in multicultural regions.

RESEARCH METHODS

The research uses a qualitative approach with a case study. Qualitative research was chosen to deeply and holistically understand the process and strategies of discussion, as this methodology allows for the exploration of complex social phenomena by capturing the rich nuances and context of human experience (Lim, 2025). The case study design was chosen because it allows researchers to investigate contemporary phenomena (Satpol PP communication management) within a real-life context, particularly in relation to horizontal conflict in West Java Province. Case studies also enable rich exploration of relevant data. A case study is an in-depth and comprehensive research method that focuses on exploring a single phenomenon or a group of interconnected phenomena within a real-world context (Rashid et al., 2019).

Data collection in research can be done through natural settings, primary data sources, and data collection techniques, which are problem-solving strategies using observation, interviews, and documentation (Hadi et al., 2021). Data was collected through three main techniques:

1. Participatory observation, which involved directly observing the communication processes of Satpol PP officers in the field during evictions or potential conflicts.
2. In-depth interviews conducted semi-structurally with Satpol PP officials, field officers, and community members, namely street vendors involved in horizontal conflicts, to gather information and insights regarding the communication strategies used, the challenges faced, and their effectiveness
3. Document study by collecting and analyzing internal Satpol PP documents such as Standard Operating Procedures (SOPs) for conflict resolution, press releases, or social media posts.

This research employed data analysis techniques conducted in a phased and continuous manner, namely data reduction, data presentation, and conclusion drawing.

The research was conducted at the office of the West Java Provincial Civil Service Police Unit (Satpol PP), which frequently experiences horizontal conflicts such as clashes between Satpol PP and street vendors during environmental cleanups. The subjects of this study were obtained from key informants who were purposively selected and adjusted to data needs. Key informants are individuals who possess in-depth knowledge and unique insights into a specific phenomenon, issue, or context that is the focus of research. The selection of key informants is crucial because they are part of the primary data that cannot be accessed through other data collection methods (Pahwa et al., 2023). Purposive sampling was used to select key informants directly involved in the conflict situation. This study involved 10 informants: 6 Satpol PP officials and members, and 4 community representatives affected by law enforcement actions.

RESULTS & DISCUSSION

The West Java Provincial Government, through the Regional Civil Service Police Unit (Satpol PP), is implementing a persuasive and humanistic approach to address horizontal conflicts and enforce Regional Regulations (Perda). This approach aims to maintain public order by minimizing the risk of clashes, even in cases of significant public resistance such as demonstrations.

Planning is a crucial initial step before the Civil Service Police (Satpol PP) go into the field. This step focuses on early detection and coordination to ensure all parties are prepared and understand their respective roles. Early detection is key to preventing conflict before it breaks out. Satpol PP conducts routine patrols to monitor areas prone to conflict, such as land dispute sites or disputes between street vendors. The results of this patrol are used as basic data for the next steps. If there are potential problems, the Satpol PP will approach local community leaders and initiate dialog to resolve the conflict through deliberation.

Coordination with relevant parties was also carried out thoroughly. Before the potentially conflictual operation, the Satpol PP will hold an internal briefing. In this briefing, personnel will be given complete information about the location, potential resistance, parties involved, and a clear division of roles. For example, who is on front duty, who is securing the goods, and who is doing the documentation. Additionally, Satpol PP also coordinates with the National Police and the Indonesian National Army. In joint operations, the National Police usually take command of security, while Satpol PP handles order according to local regulations. TNI involvement is carried out if the situation is already severely threatening broader stability.

The explanation regarding the planning was provided by a Satpol PP officer who stated that "Satpol PP is the first party to handle public order conflicts in the area. We resolve issues through persuasive means, such as mediation and rule socialization, before involving the TNI and Polri" (Informant 1 - Satpol PP).

In carrying out its duties, the Satpol PP prioritizes a persuasive, humanistic, and professional approach, serving as the "front line" in the region for public order matters. The Satpol PP did not immediately take repressive action. They started with dialog and explained the applicable local regulation rules to the parties in conflict. If there's a minor violation, like street vendors occupying the sidewalk, they'll offer an alternative legal location rather than immediately confiscating their goods. West Java Province Satpol PP officers emphasized, "Being humane doesn't mean letting violations happen, but rather how we enforce the rules while still respecting people's dignity" (Informant 2 - Satpol PP). Additionally, they avoid using equipment that could be intimidating, such as large batons or stun guns.

Satpol PP does not have criminal authority like the police. If there is physical resistance or violations that fall under criminal law, they will hand them over to the National Police. Satpol PP's authority is limited to administrative and non-judicial actions, such as giving warnings, written warnings, or even bringing violators to a Petty Offense Court (Tipiring) if they violate local regulations. When facing significant resistance, such as during the removal of street vendors or the demolition of illegal buildings, Satpol PP must remain calm. If the crowd starts to get out of control, they will immediately ask for assistance from the police or military to avoid clashes that would be detrimental to all parties.

Each case is a learning experience for the Public Order Agency. This is important for improving strategies in the future and enhancing personal capabilities. After the operation was completed, the Public Order Agency held an evaluation to discuss what went well and what needed improvement. For example, if communication channels are less smooth, it will be a note for the next operation. Satpol PP has a culture of sharing experiences. Members involved in major cases will recount the chronology to other members, especially new ones, to reinforce technical and mental approaches. Communication between field personnel is crucial to avoid misunderstandings. The Satpol PP established clear communication channels before the

operation, even using hand signals if the situation was too crowded. This ensures that all members understand the instructions and their respective roles.

The research analysis continued with more in-depth interviews with informants from Street Vendors, who were also key informants. The results of interviews with street vendors show that their interactions with the Civil Service Police are varied, but there has generally been an improvement in communication approaches. Despite this, there are still hopes and suggestions from the traders to improve the effectiveness of communication and conflict management.

Generally, the Satpol PP has already implemented good communication planning before carrying out the enforcement. This is evident from the early notification given to the traders. Satpol PP usually gives notice two to three days before the crackdown. This notification can be in the form of a letter, loudspeaker announcement, or a direct visit to the location. According to the first informant for Street Food Swords in Bandung, there is sometimes additional coordination from the head of the vendors, especially if the crackdown is an instruction from the mayor. In addition, the Civil Service Police also invited the public to discuss and hold socialization events. Before the crackdown, the Public Order Agency (Satpol PP) usually conducted field socialization with trucks. They also dialogd with the traders and explained the permitted trading zones.

In practice, communication between Satpol PP and vendors tends to be dialogic. The first approach taken was a friendly approach. The street vendor further explained that the Public Order Agency (Satpol PP) came to the location, engaged in dialog, and was sometimes accompanied by the Village Security Officer (Babinsa) or local district officials. His approach is familiar, they chat often, and he's already acquainted with the merchants. The third informant also added that interactions in their area were quite good because the Satpol PP did not act extremely and only took action if there were complaints from residents.

The next approach is conflict resolution. If there is potential for conflict, traders tend not to confront it directly. According to the second Street Vendor informant, the conflict was quelled through RT/RW or vendor coordinators, and discussions were held to determine whether the location was a red zone or not. Similar sentiments were expressed by informant 3, who stated that conflict is rare and is usually resolved through dialog. If there's a minor conflict, communicate it directly to the coordinator.

Although communication was considered quite effective, the merchants still provided evaluations and expectations for improvement, namely:

1. Effectiveness and Room for Improvement

The Satpol PP's communication is considered quite effective because they come regularly and open up space for dialog. However, their response to vendor complaints, such as the presence of street musicians or beggars, is still considered insufficiently responsive.

2. Traders' Hopes

Traders hope that the Public Order Agency (Satpol PP) can be more humane in their actions. They requested that the Satpol PP get to know the character of the vendors better, understand that they are trading to survive, and not immediately confiscate their goods. They want to be given a warning and a chance first. The involvement of the merchant coordinator is also expected to make information delivery more efficient.

3. Proposals for the Government

The traders propose that the government provide more flexible space or alternative employment for small traders. They also hope the government will be more active in listening to the traders' voices and facilitating special zones like during car-free days for selling.

4. Fines and Seizures

Violations of the rules can result in the seizure of carts or merchandise. To retrieve them, vendors must pay a fine ranging from Rp200,000 to Rp500,000.

Based on interviews with informants from the Public Order Police (Satpol PP) and street vendors, this narrative provides a descriptive discussion of the role of the West Java Provincial Public Order Police (Satpol PP) in handling horizontal conflict, which is divided into three main indicators: planning, implementation, and evaluation.

1. Planning

Planning is a crucial stage for the West Java Civil Service Police (Satpol PP) to ensure effective conflict management and minimize the risk of escalation. Based on the interview results, this planning is heavily based on the principle of early detection. The Satpol PP conducts routine patrols to map conflict-prone areas. The information from this patrol is then stored as data to determine the next steps. Regular patrols by Satpol PP are in line with Nathan's (2019) model of preventive conflict management, where early detection reduces the risk of escalation.

Although the concept of early detection has already been implemented, there needs to be a re-evaluation of how comprehensive the data collected is and how that data is used to develop more appropriate strategies. Therefore, if the data used is not limited to data on vulnerable areas, but also includes socio-economic factors underlying the potential for conflict, such as poverty or lack of access to public space, then the data used by the Civil Service Police (Satpol PP) is considered the data that determines the effectiveness of long-term prevention.

In the context of planning, Satpol PP also prioritizes inter-agency coordination. Before the potentially conflicting operation, they held an internal briefing to clearly divide roles and tasks. On the ground, they work together with the Indonesian National Police and the Indonesian National Army in joint operations. The Indonesian National Police (Polri) usually acts as the security command, while the Public Order Agency (Satpol PP) handles order according to regional regulations. TNI involvement is only if the situation escalates to a very high level and threatens broader stability. This coordination

reflects the concept of inter-agency collaboration, where various government institutions work together to achieve a common goal, which in this case is maintaining public order and security. In this context, inter-agency collaboration becomes crucial for achieving effectiveness in law enforcement and maintaining social stability, considering that the provision of public goods such as security requires the participation of various actors (Van Steden, 2023).

The collaboration between Satpol PP, the police, and the military is a concrete example of the inter-agency collaboration concept. The clear division of roles and tasks, where the National Police act as the security command and the Public Order Agency (Satpol PP) handles order, demonstrates that they understand the importance of specialization in achieving common goals. This synergy ensures that institutions operate within their authority and expertise, ultimately increasing operational effectiveness. The limited involvement of the Indonesian Armed Forces (TNI) to high-escalation situations also indicates the existence of structured protocols, preventing unnecessary military intervention in civilian affairs.

Based on interviews with street vendors, the Satpol PP demonstrated organized communication planning, particularly in terms of providing notice before enforcement. This aligns with the concept of preventive communication or persuasive communication in communication theory. Instead of immediately taking repressive action, they chose to inform first. In the context of communication, preventive and persuasive approaches become highly relevant, especially in efforts to influence individual and community decisions to improve health or compliance with regulations (Liu et al., 2023). The communication built by the Satpol PP, as explained by the street vendor informant, is not one-way. The Satpol PP also engages in dialog with vendors in the field and conducts socialization about trading zones. This approach shows that Satpol PP is attempting to build understanding and reduce potential conflict from the outset. Two-way communication, where Satpol PP engages in dialog and socialization, indicates an effort to build understanding rather than simply impose their will. This tactic is highly effective in reducing resistance and potential conflict.

Although preventive communication is already good, its biggest challenge is the consistency and substance of that communication. Satpol PP must ensure that the dialog conducted truly results in solutions that accommodate the needs of the traders, not just a mere formality. The effectiveness of persuasive communication heavily relies on the level of trust between both parties. If traders feel that dialog is merely a tactic to gain compliance without a genuine intention to help, the potential for conflict will remain high. Therefore, the Public Order Agency needs to build sustainable relationships with the community, fostering mutual trust rather than just temporary communication.

Overall, the planning practices of the West Java Satpol PP are already very much in line with theory in conflict management, collaboration, and communication. However, to achieve higher effectiveness, these practices must be supported by deeper data, more

strategic collaboration, and a sustained commitment to building trust through substantive dialog.

2. Implementation

The implementation phase is when the Civil Service Police directly interact with the community. The interview results show that in this phase, the Public Order Agency prioritizes a persuasive and humanistic approach. This approach is at the heart of their strategy, which aims to resolve issues non-violently. They avoided repressive actions and chose to engage in dialog, mediation, and consultation. Often, they involve community leaders or local figures to help resolve conflicts, as residents tend to be more obedient to directions from figures they respect. This approach aligns with non-violent conflict resolution theory, which focuses on communication, negotiation, and mediation as primary tools. This approach emphasizes effective communication, negotiation that prioritizes the needs of all parties, and mediation by a neutral third party to achieve mutually beneficial solutions (Wisudawan et al., 2019). Although prioritizing humanism, Satpol PP must still act firmly and professionally. However, this firmness is done proportionally and according to procedure. It is important to understand that the authority of the Satpol PP is limited to administrative and non-judicial actions, not criminal ones. They do not have the authority to arrest citizens in a criminal context. If there is physical resistance or a criminal offense, they will hand it over directly to the Indonesian National Police. This demonstrates a clear understanding of the limitations of the institutional mandate.

The Satpol PP's approach, which prioritizes dialog, mediation, and deliberation, aligns with non-violent conflict resolution theory. The theory focuses on communication and negotiation to achieve win-win solutions. The practice of engaging community leaders or local figures is a real-world example of mediation strategies by a neutral third party. This practice is highly effective because a respected mediator can increase compliance and reduce resistance from the conflicting parties. Although this approach is ideal, consistency is needed in its application across all operations. If this approach is only applied ad-hoc, its effectiveness can vary. Additionally, the non-judicial authority limitations of Satpol PP are a crucial point that demonstrates institutional understanding of their role, but also restricts their ability to handle escalations leading to criminal offenses.

During the implementation phase, the interaction between the Satpol PP and the vendors is more focused on interpersonal communication and conflict management. The interviews revealed a more humanistic and dialogic approach. Street vendors first reported that the Public Order Agency (Satpol PP) came to the location to talk, sometimes accompanied by the Babinsa or district officials. Their communication is familiar and personal; they even know the vendors individually. This approach aligns with interpersonal communication theory, which emphasizes personal relationships and

mutual understanding. When conflict arises, merchants tend to use mediation channels. According to the second Street Vendor informant, they didn't directly confront the Satpol PP, but rather resolved the issue through the RT/RW or the vendor coordinator. This indicates the presence of collaborative conflict management involving a third party (mediator) to find a common solution, rather than confronting the conflict. Conflict is an inevitability that can develop constructively or destructively, making conflict management a crucial element (Munduate et al., 2022).

Personal relationships can minimize the potential for misunderstandings and speed up conflict resolution. When street vendors already know the Satpol PP officers personally, they tend to be more open to dialog. This approach is highly dependent on the individual skills of the Satpol PP personnel. If personnel change or lack good communication skills, its effectiveness can decline. Additionally, collaborative conflict management involving local leaders or street vendor coordinators as mediators indicates the presence of a well-functioning informal structure. However, this structure must be able to be integrated into the formal procedures of the Satpol PP. In addition, the Satpol PP must also have an official mechanism for involving street vendor coordinators in every enforcement process. Otherwise, the collaboration could be vulnerable and its sustainability uncertain.

Overall, the implementation phase of the West Java Civil Service Police has successfully adopted modern principles in conflict resolution and communication. Satpol PP has demonstrated a mature understanding of the importance of dialog, mediation, and building relationships. However, there needs to be consistency and formalization of these practices so that they don't just rely on individual initiative, but become an integral part of standard operating procedures.

3. Evaluation

After the conflict resolution is complete, the Civil Service Police conduct an evaluation as part of the continuous learning process. Each case is used as a basis for evaluation to improve future strategies. This evaluation involves personnel directly involved in the field to obtain accurate feedback. Findings from the evaluation, such as communication issues or successful crowd management techniques, are shared with all members. This process is crucial for internal capacity building. Satpol PP conducts regular training and exercises, including crowd control simulations and mediation, to ensure personnel are always prepared. By using each case as a reference, they can practice the theory from their training and adapt it to real-world conditions in the field. This reflects the concept of knowledge management, where field experience is documented and disseminated to improve the overall effectiveness of the organization. Knowledge management is an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an organization's knowledge-based assets, including field experience, documents, policies, procedures, and case studies (Naseem & Sadaqat Hussain Shah, 2020). The systematic application of knowledge management concepts, where field experiences are

documented and disseminated, aims to improve overall organizational effectiveness, with a focus on utilizing intangible resources (Rana & Goel, 2017).

The Satpol PP evaluation process, where they use each case as a basis for evaluation and share findings with all members, is very much in line with the concept of knowledge management. Satpol PP effectively transforms field experiences from specific incidents (such as communication issues or successful crowd control techniques) into "knowledge" that can be taught through training and simulations. This demonstrates a proactive approach to capacity building. Although the process is already good, it is necessary to measure how structured the documentation and knowledge dissemination are. Without a structured system, this process is said to be merely verbal or informal, which risks losing valuable information. Additionally, it's important to ensure that the evaluation not only focuses on successes but also critically analyzes failures to gain a more comprehensive understanding.

Although communication is considered quite effective, there is still room for improvement. This section is a communication evaluation from the perspective of the merchant. The traders assess that the Satpol PP's communication is quite effective because they come regularly and open up space for dialog. However, they also pointed out that the response to merchant complaints needs to be improved. The traders also highlighted the slow response of the Public Order Agency (Satpol PP) to issues such as street musicians or beggars. This indicates a gap in feedback from the Satpol PP. The vendors also expressed their hope that communication and actions from the Satpol PP would be more humane and understanding. They hope that the Public Order Agency (Satpol PP) will better understand that vendors are selling to survive. There is a proposal for the government to be more active in listening to the voices of traders and providing solutions, such as jobs or special zones, rather than just telling them to stop without offering any solutions. These hopes reflect the need for more empathetic communication and holistic problem-solving, which focuses not only on enforcing rules but also on social well-being.

The communication built by the Satpol PP still shows gaps in feedback. They assess that the Satpol PP's response to their complaints and problems is still not responsive enough. The traders' hope for more human and empathetic communication highlights the need for empathetic communication in problem-solving. This communication is not just an exchange of information, but also a recognition of the other party's feelings and conditions. There's a difference between "good communication" and "responsive communication." Satpol PP is considered successful in the first aspect (arriving and engaging in dialogue), but failed in the second aspect (providing a quick and tangible response to complaints). This reflects a gap between intention and action. Complaints about a lack of responsiveness indicate that the feedback system from the public to Satpol PP is not functioning optimally. This gap erodes the trust that was already built

through initial dialog. Additionally, the traders' expectation of a more holistic solution (specialized jobs or zones) indicates that they view the conflict not just as a matter of rule enforcement, but also as a social and economic issue requiring a holistic problem-solving approach, which should be part of two-way communication.

Overall, the Satpol PP evaluation stage has integrated the concept of knowledge management for internal improvement, which is a positive step. However, the evaluation results from the merchants' perspective indicate that communication needs to be improved beyond mere dialog, and also become a responsive, empathetic, and solution-oriented feedback process. This is a key area for improvement that will significantly enhance the overall effectiveness of conflict resolution.

CONCLUSION & SUGGESTION

Based on the results of qualitative research using the case study method, the Civil Service Police Unit (Satpol PP) of West Java Province has implemented structured and effective communication management in handling horizontal conflicts, particularly with the public such as street vendors. Their communication framework follows three key stages: planning, implementation, and evaluation, supported by empirical findings from interviews with Satpol PP officers and community representatives.

During the planning stage, Satpol PP demonstrated a proactive approach through early detection via routine patrols and inter-agency coordination with the Police and the Military. This approach aligns with the conflict prevention model. During the implementation phase, they prioritized a persuasive, humanistic, and professional approach that focused on dialog, mediation, and deliberation to avoid repressive actions. Finally, the evaluation stage serves as a continuous learning process by using each case as material for future strategy improvements, demonstrating the application of knowledge management concepts.

Nevertheless, an evaluation from the perspective of street vendors reveals significant gaps. The response to their complaints was deemed insufficiently responsive, and there was a desire for a more empathetic and holistic approach. This conclusion indicates that although Satpol PP has a strong framework, consistent implementation and the ability to effectively integrate feedback still require improvement.

To improve the effectiveness of Satpol PP's communication management in handling horizontal conflicts, it is recommended that the following strategic steps be implemented, grouped into three main categories:

1. Responsiveness

Satpol PP should establish more structured and efficient feedback mechanisms to ensure that complaints from the public can be addressed in a timely manner. This includes systematically processing complaints, tracking progress, and providing updates to relevant parties.

2. Empathy and Communication Skills

Satpol PP needs to improve communication and empathy skills training for its personnel. This training should focus on understanding the social and economic situation of the affected community. The involvement of the merchant coordinator in the communication process should also be formalized to ensure information is conveyed efficiently.

3. Holistic Policy Integration

Satpol PP must collaborate strategically with local governments and other relevant agencies. This collaboration should include policy development that offers social and economic solutions for the community, such as providing alternative trading spaces or empowerment programs, as part of a comprehensive conflict resolution approach.

The proposed suggestions focus on improving the communication management of the West Java Provincial Civil Service Police Unit (Satpol PP). These suggestions aim to build better relationships with the community and address the root causes of conflict more effectively.

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