

Role Conflict among Members of the Civil Service Police Unit of South Sulawesi Province, Makassar City

Athira Sapira

Management Study Program, Muhammadiyah University of Makassar

Email: athirasapira@gmail.com

Article Info

Role Conflict,
Factors That
Influence Role
Conflict.

Abstract

This research is a type of qualitative research with the aim of finding out the role conflicts experienced by members of the Civil Service Police Unit of South Sulawesi Province, Makassar City. The type of data used is descriptive qualitative with data collection through observation and interviews. The research results that can be written show that members of the South Sulawesi Province Civil Service Police Unit experience moderate role conflict when carrying out their duties in the field. Looking at the dimensions of role conflict, researchers found that there are six factors that influence it, namely ignoring rules (undisciplined behavior), job transfer, difficulty making decisions, feelings of emotion, guilt and nonconformity role. From sixth The factor that most influences role conflict among members of the Civil Service Police Unit of South Sulawesi Province is ignoring the rules (undisciplined behavior). Even though they face role conflicts, they still uphold the humanist system, serve firmly and uphold preventive matters.

1. Introduction

Role conflict is a condition when someone is in a situation that does not match their expectations, is burdened with responsibilities that are not commensurate with the role and even conflict with their personality (Rashida, 2020). As a result, individuals who experience role conflict will find it difficult to act and make decisions. Role conflict can also occur when an individual's expectations for the organization are not aligned with those of other individuals within the organization or outside the organization. Therefore, role conflict needs to be considered in a balanced way by maintaining social support and changing irrational ways of thinking that only disturb comfort at work.

Role conflict, which takes the form of intrapersonal conflict or originates from within a person, often arises in people who have roles outside the organizational structure. One of the personality variables that plays a significant role in role conflict is Self Efficacy which refers to the view of a person's ability to motivate themselves, gain knowledge, and carry out various tasks needed to handle difficult conditions (Cahyadi, 2022). Role conflict can also come from less than friendly work

interactions between superiors and colleagues, which can lead to misunderstandings, conflicts and complaints. According to (Lase et al., 2019) When someone is faced with behavior that is not in accordance with their beliefs or values, it will trigger role conflict. As a result, the organization and its members will be affected if it is not addressed immediately. The impact on the individual himself includes poor social skills, aggressive behavior, low job performance, and job dissatisfaction. Meanwhile, the impact of role conflict on organizations includes an increase in the number of members who are absent from the workplace, which results in a decrease in employee productivity levels and disruption of normal procedures used in the workplace.

However, on the other hand, this role conflict also has a less positive impact on the behavior of organizational members in the field. These include the formation of tension in the workplace, reduced commitment to the organization, and poor overall performance, one of which is repressive actions that are restrictive and oppressive. Individuals who experience role conflict often feel like they are in the wrong position at work, which makes them feel uneasy and want to procrastinate.

This will ultimately lead to hesitation in implementing it. Operationally, role conflict can be defined as a discrepancy between the behaviors prescribed for a role; between time, resources, or abilities and behavior in carrying out a role; and policies, standards and recommendations from senior executives that incorporate various input from the organization (Palomino & Frezatti, 2016 in Maulidina & Frianto, 2021)

Role conflicts often occur when organizational members carry out their duties in the field because the work they do is directly related to the interests of many people. On the one hand, they have to work hard to complete their main responsibilities. Instead, they work to meet society's standards. Bearing this in mind, one of the cases occurred on Tuesday, August 1 2023, as reported by Syahidallah on the detiksulsel page. There was a riot at the South Sulawesi Governor's Office Sports Hall (GOR), Jalan Urip Sumoharjo. The riot occurred between members of the Civil Service Police Unit and one of the official badminton teams. In a widely circulated video, a number of members of the Civil Service Police Unit can be seen chasing another official team. The person being chased appeared to be about to be punched by Satpol PP personnel. Not only that, Satpol PP officers were also seen throwing kicks at the people they were chasing.

This condition indicates that a number of members of the Civil Service Police Unit have experienced role conflicts. As a result, discomfort arises in the workplace that reduces their ability to work efficiently in the field and makes it difficult for them to gauge their attitudes toward appropriate action.

2. Research Methods

This research uses a descriptive qualitative method. According to Jamilah (2021), descriptive qualitative research is a type of research based on the level of explanation and approach. This research is limited to the level of description, concluded based on factual or field data, and does not aim to test hypotheses or make predictions. This

research emphasizes the process of inductive findings description using scientific logic on the dynamics of relationships between events as an effort to analyze and provide formal and argumentative solutions to a problem.

The first step in conducting research is determining the research focus. This focus will help researchers narrow the scope of their research. Without a clear focus, research will become unclear and will not find a path forward. The research focus is very important because it is an area of problem study that can be used to facilitate and direct the research to the right objectives. Based on the conceptual framework of role conflict assessment among members of the Satuan Polisi Pamong Praja, the focus of this research is to identify actions that ignore rules, unnecessary activities, and confusing directions.

This research will be conducted at the Satuan Polisi Pamong Praja office on Jl. Urip Sumoharjo No. 269, Makassar City, South Sulawesi. The research is planned to take approximately two months, from December 2023 to January 2024. This research uses both primary and secondary data types, which are qualitative data in verbal (words), audio, or video forms. Primary data is information collected directly from the original source through interviews with research informants or direct observation of members of the Satuan Polisi Pamong Praja Kota Makassar. Primary data is collected to meet the needs of ongoing research and used as a reference for planning and evaluation. Primary data is also known as real-time data that continuously changes over time and is collected with the active participation of researchers during the collection process. Meanwhile, secondary data is obtained indirectly from sources such as books, reports, journals, and related agency websites. Secondary data is collected not only to solve problems but also to meet further needs. By comparing data from various sources, researchers can find differences and similarities in the phenomena being studied.

Informants are individuals who truly understand a particular topic and can provide

clear, accurate, and reliable statements, statistics, or other information to help understand the topic or problem in the research. The informants in this study consist of five people with the following classifications: Komandan Pleton as the main informant, KASI Trantib as the key informant, and Staf Perda and Fungsional Madya as additional informants.

The quality and quantity of data greatly influence the quality of findings because data is a collection of information that researchers use to achieve their goals. Researchers use three techniques to obtain data for this research, namely observation, interviews, and documentation. Observation is a data collection technique involving comprehensive observation of the phenomenon or object being studied. This technique allows researchers to collect unbiased, accurate, and valid data on activities, behaviors, or situations that occur naturally without researcher intervention. This research uses non-participant observation, where the researcher does not actively participate in the subject of the research during the observation approach. Researchers actively participate while still remembering that they are researchers while observing the research subjects.

Interviews are verbal question-and-answer activities to obtain information and are expressed in textual, audio, or video forms. Researchers will ask the same questions in the same order to all informants to avoid processing issues caused by different interpretations. Occasionally, researchers will also ask for explanations of the answers given. The main goal of the interview method is to generate many responses and provide more accurate explanations about the overall research informants.

The data analysis method is an information management process carried out after collecting data obtained from observations and interviews. The steps taken in data analysis are as follows: collecting data or information in the field based on interview

results and documentation notes, data reduction which means simplifying data and focusing on the collected information, data presentation to facilitate researchers in absorbing information contained in the data, and drawing conclusions where researchers compare research results with data from literature studies and existing theories, as well as findings from interviews to ensure conclusions have the correct level of confidence. Finally, a conclusion is drawn regarding how role conflict experienced by members of the Satuan Polisi Pamong Praja Kota Makassar aligns with the research's goals and objectives.

3. Results and Discussion

3.1 Data Presentation

Data presentation is the section that reveals the data produced in the research according to the methods and procedures used, adjusted to the research focus and relevant data analysis. This chapter will detail the evidence obtained, with emphasis on the presentation of research data results.

a. Role Conflict Among Members of the Civil Service Police Unit of South Sulawesi Province

Role conflict occurs among members of the Civil Service Police Unit of South Sulawesi Province when job pressure and moral responsibilities or life values conflict. Role conflict can occur due to pressure (necessity) to perform a specific role, the feeling that performing a role will affect the performance of other roles, or for other reasons. In this case, members of the Civil Service Police Unit feel that the tasks they perform in the field do not always align with their wishes, but they must carry out the tasks assigned to them. People within certain organizations and community groups expect members of the Civil Service Police Unit to perform different roles effectively. The organization itself expects the members to do everything they can to fulfill their roles. On the other hand, people in groups considered as social welfare issues (PMKS) and street vendors (PKL) want broader roles.

PMKS individuals ask the government and the Civil Service Police Unit to help them by not arresting them while they earn a living on the streets. However, street vendors demand that the government provide decent places for them, with reasonable rent and spaces for transactions. Most people expect a calm, comfortable, and orderly environment. Generally, the community believes that the presence of PMKS and PKL in inappropriate places can disrupt security, order, and comfort. This can lead to role conflict for members of the Civil Service Police Unit of South Sulawesi Province.

Essentially, members of the Civil Service Police Unit of South Sulawesi Province, who are also part of the lower-middle class society, face role conflict within themselves because they have to perform duties that contradict their morals, such as regulating PKL and PMKS operations. They believe their work will cause others or groups to suffer due to loss of residence or income. Ultimately, this results in indecisiveness and hesitation in performing their duties, negatively impacting their productivity in the field.

Handling protests, which often end in clashes, is another issue frequently faced by members of the Civil Service Police Unit. In carrying out their duties and authorities, the Civil Service Police Unit is required to act professionally while upholding the law, human rights, religious norms, and social norms. On the other hand, field conditions often lead members of the Civil Service Police Unit to take repressive actions, causing unwanted incidents. In difficult situations, members of the Civil Service Police Unit may experience role conflict due to disagreements about social norms and their job responsibilities.

b. Interview Results

Based on observations and interviews conducted with each informant from the Civil Service Police Unit of South Sulawesi Province, Makassar City, the research results for each role conflict dimension are as follows:

c. Ignoring Rules Dimension

Interview results with the Platoon Commander (Danton) on Wednesday, November 22, 2023, with the question, "What are the operational standards of the Civil Service Police Unit of South Sulawesi Province in performing their duties to increase public awareness and compliance?" Mr. Noval Aksa stated:

"The Civil Service Police Unit is regulated by the Minister of Home Affairs of the Republic of Indonesia No. 54 of 2011 regarding the Standard Operating Procedures of the Civil Service Police Unit, further detailed in Government Regulation (PP) No. 16 of 2018 on the Civil Service Police Unit."

Interview results with the Head of Peace and Order Section (Kasi Trantib) on Wednesday, November 22, 2023, with the same question, Ms. Krisna Sofiawati Anwar stated:

"Various actions are taken by members of the Civil Service Police Unit in the field, one of which is using the shoulder of the road. The operational standard includes socialization, issuing warning letters (first, second, and third), and taking persuasive steps for regulation."

Interview results with the functional staff on Tuesday, November 21, 2023, with the same question, Mr. Bado Sempo stated:

"The operational standards exist, but individuals sometimes do not follow the SOP. We sometimes get emotional in the field, especially when directly confronted with many people."

It can be concluded that the operational standards for the Civil Service Police Unit members of South Sulawesi Province in performing their duties in the field exist. However, despite these rules, individuals sometimes do not follow the SOP. This is a form of role conflict experienced by the members due to ignoring existing rules, reflecting indiscipline behavior as government officers. This role conflict is triggered by their activities directly facing the public, leading to emotional

responses due to the imbalance between internal and external expectations.

d. Unnecessary Activities Dimension

1) Job Reassignment

Interview results with the regulation staff on Monday, November 20, 2023, with the question, "How do you handle tasks when the demands of the work do not align with your field?" Mr. Nursyamsul stated:

"I will reassign the work and refuse it professionally, stating that I am not capable in this field and can only handle other fields."

In this case, the individual experiences role conflict due to the contradiction between individual role expectations and organizational expectations, leading to job reassignment. Reassigning work is often accepted by one party but not by another, impacting task schedules and causing role conflict for the receiving individual.

2) Difficulty in Decision Making

Interview results with the Head of Trantib Section on Wednesday, November 22, 2023, with the question, "When negotiating with residents who violate regulations, do you find it difficult to make decisions for fear of disappointing one party?" Ms. Krisna Sofiawati Anwar stated:

"Speaking of conscience, we certainly have feelings, because in negotiations we think the government can find other solutions. In the current situation, facing such conditions, we sometimes want to give answers but are still under those who make decisions."

Difficulty in decision-making is a factor affecting role conflict. In such conditions, members of the Civil Service Police Unit are overwhelmed with excessive confusion. Therefore, it is important to overcome fear and make wise decisions considering risks, consequences, and focusing on solutions.

3) Guilt

Interview results with the Platoon Commander (Danton) on Wednesday, November 22, 2023, with the question, "Do you feel guilty when carrying out evictions because of rule violations by residents?" Mr. Noval Aksa stated:

"Eviction issues in the Province are not yet covered, but guilt when conducting regulation is certainly present."

Interview results with the functional staff on Tuesday, November 21, 2023, with the same question, Mr. Bado Sempo stated:

"Guilt is definitely present, but because of enforced rules, we still carry it out."

Guilt is a component influencing role conflict. It is a moral emotion felt when someone believes or realizes (factually or perceptually) they have violated their own behavior standards. The detailed statement indicates that guilt in performing tasks in the field is certainly present. This can affect the performance of Civil Service Police Unit members of South Sulawesi Province in the field. Guilt is an unnecessary dimension in performing their duties as it contradicts their official responsibilities per Government Regulation (PP) No. 16 of 2018.

4) Emotional Feelings

Interview results with the functional staff on Tuesday, November 21, 2023, with the question, "Do you agree when Civil Service Police Unit members act harshly (repressively) during regulation?" Mr. Bado Sempo stated:

"It can be Yes and No, we cannot say no because if we are dissatisfied with what we want during regulation, such as demonstrations, emotions certainly arise."

It can be concluded that the Civil Service Police Unit members experience role conflict influenced by emotional feelings. Emotions arise from individual dissatisfaction with their

desires or goals during regulation, potentially leading to repressive actions if both Civil Service Police Unit members and demonstrators feel emotional.

5) Confusing Directions Dimension

Interview results with the regulation staff on Monday, November 20, 2023, with the question, "Is the role you perform aligned with the role expectations you receive from superiors, colleagues, or subordinates?" Mr. Nursyamsul stated:

"So far, it can be Yes and No. Because my knowledge does not align with my work, my tasks are not aligned with my job description, but due to role demands, I have to work according to the protocol."

It can be concluded that the individual is influenced by the confusing directions dimension of role conflict. The detailed statement indicates that the role performed can be aligned or not aligned. The individual sometimes works according to the role and sometimes not. The role refers to performing rights and obligations in specific situations. Despite this, the individual must work loyally without opposing or resisting leadership.

3.2 Discussion

Role conflict is a condition where an individual has behaviors, thoughts, and values that conflict with different role expectations, making it difficult to decide and take action on what to do. Members of the Civil Service Police Unit of South Sulawesi Province experience role conflict from each dimension: ignoring rules, unnecessary activities, and confusing directions. These dimensions yield factors affecting role conflict, including indiscipline behavior, job reassignment, difficulty in decision making, guilt, emotional feelings, and role mismatch.

Overall, this research indicates that most members of the Civil Service Police Unit of South Sulawesi Province working in the field experience moderate role conflict, influenced by

six factors. The findings show that members of the Civil Service Police Unit of South Sulawesi Province experience moderate role conflict due to behavioral, thought, and value conflicts with role expectations, impacting their performance.

4. Closing

4.1 Conclusion

Based on the results of research and discussions conducted by researchers with members of the South Sulawesi Province Civil Service Police Unit regarding the role conflicts they experience when carrying out their duties in the field. The researcher concluded that members of the Civil Service Police Unit of South Sulawesi Province experienced role conflict which was classified as moderate. In terms of the dimensions of role conflict, six factors were obtained that influenced this, namely undisciplined behavior, job transfer, difficulty making decisions, guilt, emotional feelings and role incompatibility. The meaning in question is that even though they experience role conflict, they still prioritize a humanist system, are firm in serving and also uphold preventive matters or prevention efforts. As long as they can prevent it, they will not carry out repressive actions, let alone threats or cause problems in the community.

4.2 Suggestion

Referring to the conclusions of the research above, this research is expected to present better research results, for this reason the researcher proposes the following suggestions:

1. For Agencies

To reduce role conflict, the South Sulawesi Provincial Civil Service Police Unit must take solutionary action to find a way out of a problem by forming a solution that can resolve the problem, such as decision-making training and intensive coaching.

2. For members of the South Sulawesi Province Satpol PP

It is hoped that members of the South Sulawesi Provincial Civil Service Police Unit can be more assertive in taking a stand when

carrying out their function as enforcers of regional regulations (Perda) to increase satisfaction and services provided by the community.

3. For other researchers

For researchers who are interested in conducting further research, researchers should expand or add to the problem formulation. So that the research results become a reference for subsequent research.

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