

Comparison of Public Service Organizations in Bintan Regency and Tanjungpinang City: An Analysis of Bureaucratic Role Conflict in the Implementation of Sustainable Public Policies

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ABSTRACT

This study aims to analyze the comparative nature of public service organizations in Bintan Regency and Tanjungpinang City, emphasizing the role conflict between bureaucrats in implementing sustainable public policies. Public organizations play a crucial role as policy implementers, transforming government decisions into public services. However, in practice, role conflict often occurs due to abuse of authority, unclear division of tasks, and differing interests among bureaucratic institutions. This study applies a qualitative approach and descriptive explanatory analysis methods to observe the differences in the characteristics of public service organizations in the two regions. The research findings indicate that variations in organizational structure, bureaucratic capacity, and regional development focus influence the dynamics of role conflict in public policy implementation. Bintan Regency, which focuses on developing the tourism sector, faces challenges in inter-agency coordination related to development policies, while Tanjungpinang City, as the center of government administration, experiences complex bureaucratic coordination for public services. This study explains the significance of role clarity, inter-institutional collaboration, and increasing the capacity of bureaucratic organizations to improve the effectiveness of public policy implementation and the quality of services to the public.

Keywords: Bureaucratic Roles, Public Service Organizations, Public Policy, Bureaucratic Reform, Public Services.

I. Introduction

Public organizations are a key instrument in the policy implementation process because the bureaucracy plays a key role in translating political decisions into programs and services directly experienced by the public (Pullen et al., 2026). Services within public organizations aim to assist the public in managing administrative needs. The success of organizations in implementing policies regarding services depends on the resources and organizational systems involved. The success of policy implementation is largely determined by the implementing organization's capacity to manage resources, structures, and relationships between actors involved in the policy process (Zulkarnain, 2025). From a public administration perspective, policy-implementing organizations are obligated to present their policies so they can be implemented



effectively and adaptively. The role of good governance can create a series of social and political activities that involve the public and the government in managing administrative needs (Choirulsyah, 2024). In the study of public administration, public service organizations are considered institutional systems tasked with implementing government policies through various administrative mechanisms and providing services to the public. Bureaucratic reforms occurring in various countries, including Indonesia, emphasize the importance of improving the quality of public services to be more transparent, accountable, and responsive to public needs. This reform aims to create a professional bureaucracy capable of providing effective and efficient services to the public. Research on bureaucratic reform shows that improving the quality of public services is greatly influenced by the capability of government organizations to manage resources, work systems, and interactions between actors within the organization (Mendrofa et al., 2025).

However, in its implementation, public organizations often face various internal problems that impact the effectiveness of services to the public. One issue that frequently arises in bureaucratic organizations is role conflict. Role conflict arises when bureaucratic officials face varying or even conflicting work demands in carrying out their duties. This condition can arise from differences between organizational regulations, directives from leaders, professional demands, and the expectations of the public as users of public services. If role conflict is not managed properly, it can lead to workplace stress, confusion in decision-making, and reduce the effectiveness of public policy implementation. According to Mukta (2025), role conflict can affect employee working conditions, such as the emergence of work stress or tension in professional relationships. However, research shows that role conflict does not always directly impact performance. This is because employees, particularly government auditors, generally possess work experience, professional expertise, and an understanding of regulations that support them in carrying out their duties effectively despite facing role pressures. Therefore, role conflict within the bureaucracy better reflects the complexity of work demands within government organizations, where employees must adapt to various competing interests while maintaining professionalism in carrying out their duties.

In the implementation of public policy, role conflict within the bureaucracy is one element that can influence the success of policy implementation. Government officials are not only responsible for implementing administrative regulations but also must be able to adapt to policy changes and the ever-changing needs of the public. When government employees are faced with multiple conflicting demands, they often experience confusion in determining the sequence of actions. This situation can impact the quality of public services and the efficiency of government policy implementation (Alia et al., 2025). Role conflict negatively impacts public satisfaction as users of public services. This role conflict can reduce the quality of employee performance in providing services. When employees face role confusion or an imbalance in their workload, they tend to struggle to perform their duties optimally, resulting in slower, less responsive services, or failure to meet public expectations. Managing role conflict within the bureaucracy is crucial for implementing public policy, ensuring that services continue to run smoothly and increasing public satisfaction with government performance (Septiano et al., 2025).

The phenomenon of conflicting bureaucratic roles in implementing sustainable public policy can be observed from the mismatch between the roles of the bureaucracy and the government Tourism sector development policies between Tanjungpinang City and Bintan Regency. The two regions have a close relationship in the regional development system in the Riau Islands, particularly in the tourism sector. Bintan Regency is renowned for its world-class tourist areas, such as the Lagoi Tourism Area, a prime destination focused on international tourism and tourism investment. Meanwhile, Tanjungpinang City serves as the center of government, a hub of economic activity, and a gateway for tourists visiting the region. These mutually supportive geographic locations and regional roles fundamentally require policy integration and coordination of tourism development between regions to create a sustainable service system and destination management. The unification of tourism development policies between the two regions has not always been successful. Tourism development programs requiring interregional coordination often encounter bureaucratic obstacles because each regional government has different development priorities and strategic interests. The Bintan Regency Government prioritizes policies for developing international-standard tourism

destinations and tourism investment, while the Tanjungpinang City Government focuses on developing the trade and service sectors, as well as strengthening the city's role as a center of public services and community economic activity. These differences in development focus impact the policies implemented by each regional government organization, often challenging coordination between the two regions.

In its implementation, coordination between regional government agencies, such as the tourism office, transportation office, and investment office, often faces challenges due to differences in authority and sectoral interests. This situation creates interconnected roles in tourism infrastructure management, developing tourist transportation accessibility, and even destination promotion strategies involving both regions. This situation demonstrates that although tourism policy aims to encourage sustainable regional economic growth, its implementation at the bureaucratic level still faces challenges in inter-agency coordination (Florida et al., 2024). Overall, this demonstrates that the success of public policy implementation is determined not only by the quality of service and employee motivation, but also by the bureaucratic organization's ability to handle role conflicts that arise within it. If role conflicts are properly managed through clear explanations of responsibilities, efficient organizational communication, and balanced workload management, public services can run better and increase public trust and satisfaction with the government (Septiano et al., 2025). Bureaucratic role conflict, therefore, is one organizational element that can influence the success of public policy implementation. Proper management of role conflict through clear tasks, efficient coordination, and a clear division of responsibilities within bureaucratic organizations is crucial for government officials to effectively implement public policies and provide the best possible service to the public (Devy & Solikhah, 2022).

This study of bureaucratic role conflict in the implementation of sustainable public policies in Bintan Regency and Tanjungpinang City offers a number of significant advantages, both theoretically and practically. Academically, this research is expected to contribute to the development of Public Administration studies, particularly in understanding the dynamics of role conflict that emerges within local government bureaucratic organizations. This study can also broaden the literature on the relationship between bureaucratic organizational structure, collaboration between government agencies, and the effectiveness of sustainable public policy implementation at the local level. Furthermore, this study is expected to provide practical benefits for local governments in understanding the causes of role conflict within the bureaucracy, particularly in policy implementation and public services. Based on the analysis conducted, this study can serve as a consideration for regional apparatus organizations to improve coordination methods, clarify the division of tasks and authorities, and enhance the effectiveness of communication within the organization. Therefore, the management of role conflict within the bureaucracy can be implemented in a more structured manner so that public services can be more effective, efficient, and responsive to public needs.

II. Literature Review and Hypothesis Development

Research by Mendrofa et al. (2025) shows that bureaucratic reform plays a significant role in improving the quality of public services by increasing transparency, accountability, and the professionalism of government officials. The study's findings indicate that the effectiveness of bureaucratic reform is largely determined by external control, public involvement, and the ability of government organizations to manage resources and public service systems. This finding confirms that government organizations have a significant impact on the successful implementation of public policies. In this study, the quality of public services in regions such as Bintan Regency and Tanjungpinang City is also influenced by the capacity of bureaucratic organizations to implement administrative reforms and manage public services. Furthermore, research by Setiadi (2022) reveals that public administration reform plays a vital role in increasing public satisfaction with government services. Bureaucratic reform can be implemented through strengthening regulations, implementing digital government systems (e-government), and increasing collaboration between government agencies to strengthen regional government management. This study reveals that the effectiveness of public services is determined not only by implemented policies but also by cooperation

between government agencies. This relates to the comparative study of public service institutions in two regions, as differences in organizational structure and bureaucratic coordination can trigger role conflicts in policy implementation.

Meanwhile, research by Setiawan et al. (2022) analyzed the implementation of organizational reduction policies in government institutions. The research findings indicate that the simplification of bureaucratic organizational structures aims to increase flexibility and effectiveness in public services. However, in its implementation, changes in organizational structure often lead to ambiguity regarding the roles and functions of bureaucratic officials. This role ambiguity can give rise to role conflict within bureaucratic organizations, especially when responsibilities between organizational units are not clearly defined. This relates to the study of bureaucratic role conflict in public policy implementation at the regional level. Compared to previous research, this study offers a novel approach in its comparative analysis of bureaucratic role conflict in public policy implementation in Bintan Regency and Tanjungpinang City. This study not only discusses bureaucratic reform in general but also examines how differences in regional development focuses can give rise to role conflict within the bureaucracy. Furthermore, this study identifies three main factors causing bureaucratic role conflict: overlapping authority between agencies, unclear division of tasks within regional apparatus organizations, and differing interests in the implementation of regional development policies. These findings provide insight into the dynamics of regional bureaucratic organizations and their impact on the effectiveness of public policy implementation and the quality of public services.

2.1. Public Service Organizations

Public Service Institutions are government work units established to carry out public service functions in accordance with applicable regulations and policies. Public service is a primary function of government, aiming to meet public needs by providing services that are easily accessible, fair, responsive, and accountable (Finanda & Fira, 2024). Public service organizations are a vital part of the government system, aiming to provide services to the public effectively, transparently, and accountably as a manifestation of the principles of good governance (Maharudin, 2025). These organizations are responsible for providing various services needed by the public, such as administration, licensing, education, health, and various other types of social services. Through public service organizations, the government fulfills its obligations to meet public needs and improve general welfare. Public service organizations also function as implementers of government policies. Policies formulated by the government are implemented by public service organizations through programs and activities directly related to the public. The success of policy implementation is largely determined by the organization's ability to manage resources, coordinate between institutions, and provide prompt services according to public needs. Government bureaucracy is required to provide fast, efficient, and easily accessible public services as a key indicator of government performance (Hawari & Kartini, 2023).

2.2. Public Service Concept

Public service is a government activity that meets the needs of the community through the provision of quality services. The quality of these services is also Public service is used as an indicator of successful government performance because it is directly related to the level of public satisfaction with the services provided (Setiadi, 2022). Public service is the government's responsibility to meet public needs through the provision of effective, efficient, and innovative services to meet public demands for quality government services (Rauf & Saputra, 2023). Public services encompass various sectors such as population administration, licensing, health, education, and other social services. The level of public service is often considered an indicator of government performance, as quality services can increase public satisfaction and trust in the government. Therefore, the government is required to provide transparent, responsive, and easily accessible public services through innovative service systems and the use of information technology (Maulani &

Setiawan, 2024). In the context of regional government, regional apparatuses play a crucial role in providing public services directly to the public. This is also evident in the management of public services in Bintan Regency and Tanjungpinang City, where service effectiveness is highly dependent on bureaucratic coordination and the ability of government organizations to carry out their duties and authorities. Thus, understanding the concept of public service becomes a crucial foundation in examining how bureaucratic role conflicts can influence the implementation of sustainable public policies.

2.3. Role Conflict in Bureaucracy

Role conflict is a condition where an individual receives inconsistent or conflicting job demands, creating stress and difficulties in carrying out their duties effectively within the organization (Litania, 2019). Role conflict occurs when an individual within an organization faces conflicting job demands, making it difficult for the individual to fulfill the expectations of their various roles (Dwi & Nabhan, 2023). Role conflict within bureaucratic organizations can arise from various factors, such as unclear division of tasks, overlapping authority between organizational units, differing directives from superiors, and tensions between administrative interests and public service needs. This condition often occurs in government organizations with hierarchical structures and involving multiple parties in policy implementation. Role conflict arises when employees receive inconsistent or conflicting job demands, which can impact organizational performance (Pratiwi et al., 2024). This situation can impact the effectiveness of policy implementation and the quality of public services if not managed properly. Thus, understanding role conflict within the bureaucracy is crucial for analyzing the dynamics of public service organizations, including service delivery in Bintan Regency and Tanjungpinang City, which require coordination between government agencies for the sustainable implementation of public policies.

2.4. Sustainable Public Policy Implementation

Sustainable public policy implementation is the process of implementing government policies aimed at achieving long-term development while maintaining a balance between social, economic, and environmental aspects. The implementation phase is a crucial part of the public policy cycle because it determines whether the designed policies can be implemented effectively and provide benefits to the community (Febriani et al., 2025). In the context of local government, the success of policy implementation is greatly influenced by the capacity of the bureaucratic organization, the availability of resources, and the coordination between government agencies in implementing development programs and public services (Iqlimah et al., 2024). Sustainable implementation of policy depends heavily on the capacity of the bureaucratic organization to implement development programs and provide quality public services. Therefore, inter-agency collaboration, the availability of resources, and the professionalism of government employees are crucial elements in implementing sustainable public policies and improving public welfare.

2.5. Comparison of Regional Government Organizations

A comparison of regional government agencies is an analysis aimed at observing the differences and similarities in the structure, roles, and performance of government institutions in two different regions. A comparison of regional government agencies is an analysis aimed at identifying differences and similarities in the organizational structure, functions, and performance of governments in different regions. Regional governments play a crucial role in carrying out public administration functions, including providing services to the public and implementing regional development policies (Haeranah, 2024). The organizational structure of the bureaucracy, the capacity of the apparatus, and the coordination mechanisms between government institutions are factors that influence the effectiveness of public services and the performance of regional governments (Nugroho et al., 2023). Furthermore, the application of good governance principles also

contributes to improving the quality of public services at the regional level (Shinta Ulan Sari, Ivan Yudianto, 2024). Regional governments play a crucial role in carrying out public administration functions, including providing services to the public and implementing regional development policies. The organizational structure, task allocation, and collaboration mechanisms within the regional bureaucracy can influence the efficiency of government performance in delivering public services. By comparing local government organizations, we can understand how different regional characteristics, bureaucratic capacity, and organizational management systems influence the quality of public services. This study compares the local governments of Bintan Regency and Tanjungpinang City to understand how the two regions manage their public service organizations and implement government policies. Therefore, this comparative analysis of local government organizations between Bintan Regency and Tanjungpinang City aims to examine how differences in the structure and management of bureaucratic organizations in the two regions affect the implementation of public policies and public services.

2.6. Theory

Assumptive theory asserts that understanding public administration requires attention to the social context, values, and interactions between actors, not just formal rules. Several key perspectives emerge from the literature, each complementing the other and offering different implications for how to address bureaucratic role conflict (Aneta et al., 2012). First, the classical Weberian perspective emphasizes formal hierarchical structures, job descriptions, and written rules as the primary solution; in the context of Bintan and Tanjungpinang, this approach encourages strengthening authority through revision of regional regulations to reduce overlap. Second, the organizational psychology perspective emphasizes employee disposition and motivation, and recommended leadership styles include coaching, training, and managerial change to enable employees to handle conflicting role demands. Third, the structural-functional perspective of policy implementation highlights communication processes, resource distribution, and implementer capabilities, suggesting that obstacles to interregional tourism implementation often stem from poor operational coordination and resource allocation. Fourth, the institutional politics perspective emphasizes interests, incentives, and power. The differences in focus between Bintan's tourism investment focus and Tanjungpinang's, particularly on services and the local economy, must be analyzed as a conflict of interest requiring political negotiation and a Memorandum of Understanding (MoU) mechanism between local governments.

Understanding public administration is not solely determined by official norms but also influenced by the social context, values, and interactions between actors within the bureaucracy. Various perspectives, such as the traditional bureaucratic, psychological-organizational, structural-functional, and political-institutional approaches, indicate that role conflict within local government bureaucracies arises from a combination of factors: organizational structure, official behavior, policy implementation processes, and varying interests between agencies (Aneta et al., 2012). Therefore, managing role conflict within local government organizations, particularly between Bintan Regency and Tanjungpinang City, requires an integrative approach. This approach includes improving regulations and organizational authority to reduce role ambiguity, increasing the capacity and professionalism of human resources, strengthening coordination and communication between institutions, and aligning interests through collaborative mechanisms between local governments. Through a comprehensive strategy, policy implementation, particularly in tourism sector development, can be more efficient, orderly, and sustainable.

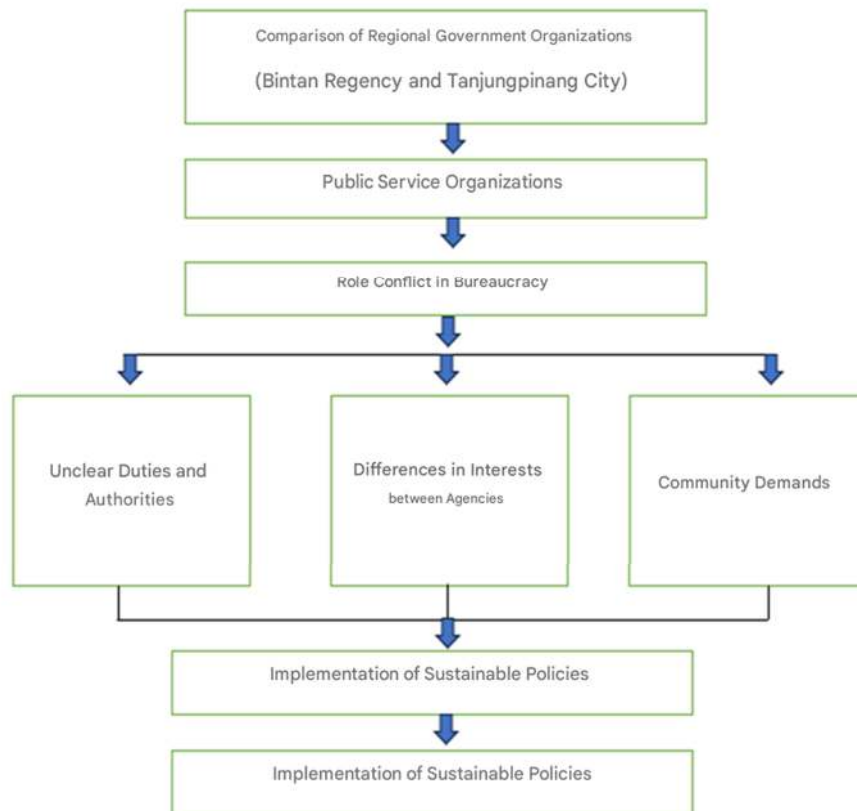


Figure 1. Research Framework

This study assumes that variations in the characteristics of local government organizations influence the ability to implement public policies, which ultimately determines the quality of service and public satisfaction. This analysis compares Bintan Regency, which focuses on tourism destination development and investment, with Tanjungpinang City, which emphasizes administrative functions, trade, and public services, as context. These differences influence the structure, division of tasks, and coordination mechanisms of regional government agencies (OPDs). Public service organizations act as a link in policy implementation; their capabilities include clarity of tasks, resources, and coordination capabilities, which influence implementation effectiveness. Role conflicts within the bureaucracy, such as unclear tasks, overlapping authority, differing priorities, and public pressure, are considered factors that can hinder or support the sustainable implementation of public policies. If role conflicts are not addressed, implementation is hampered and service quality declines; conversely, clear task clarity and coordination improve implementation and increase public satisfaction.

III. Research Method

This study employs a qualitative approach with a descriptive-explanatory approach. The qualitative method was chosen because the objective of this study was to examine in-depth the phenomenon of bureaucratic role conflict in the implementation of sustainable public policy in local government organizations. This method provides researchers with the opportunity to explore the meaning, processes, and dynamics of interactions between bureaucratic actors involved in public policy implementation. The descriptive approach was applied to systematically reflect the state of public service organizations, the types of role conflict that arise within the bureaucracy, and the public policy implementation process in Bintan

Regency and Tanjungpinang City. Using this method, researchers attempted to describe the empirical phenomena occurring in the field based on data obtained from research informants, policy documents, and observations of local government organizational activities. Meanwhile, an explanatory approach was applied to outline the factors that give rise to role conflict within the bureaucracy and how this conflict affects the process of implementing sustainable public policy. This research not only describes the phenomenon of role conflict but also explains the causal relationships underlying these dynamics within local government organizations.

The study was conducted at local government agencies involved in the management and development of the tourism sector in Bintan Regency and Tanjungpinang City. These two regions were selected as research sites due to their administrative and functional links in the development of the tourism sector in the Riau Islands Province. Bintan Regency is known as an international tourism destination development area, while Tanjungpinang City serves as the center of administration and public services. This differentiation in function can trigger coordination dynamics and role conflicts in the implementation of tourism development policies. Data presentation in qualitative research serves not only as a medium for displaying information but also supports researchers in the analysis process. Information presented in an orderly manner allows researchers to observe relationships between various variables and facilitates the identification of patterns, differences, or causal relationships that emerge in social phenomena. Therefore, data presentation is a crucial step in supporting the conclusion-drawing process in qualitative research (Miles et al., 2014).

IV. Result and Discussion

This research was conducted through a series of systematic data collection stages to obtain an in-depth understanding of the conflicting roles of bureaucracy in the implementation of sustainable tourism policies in Bintan Regency and Tanjungpinang City. These stages included determining the research focus, determining data sources, collecting field data, grouping and verifying data, and preparing data for analysis.



Figure 2. Data Collection Stages

First, the researcher determines the research focus by clearly defining the problem, objectives, and research questions. The primary emphasis is on identifying the types of bureaucratic role conflicts, the parties involved, the factors causing them, and their impact on policy implementation and the quality of public

services. Based on this focus, a conceptual framework and initial guidelines for interviews, observations, and document analysis are developed.

Second, at this stage, the researcher seeks various information related to the research topic from various available sources. These sources can come from scientific publications or official documents released by specific institutions. The information used in the research includes articles from scientific journals, academic books, previous research reports, government policy documents, and statistical data released by official institutions. The researchers carefully select these sources to ensure the data obtained has a high level of reliability and accuracy. By selecting accurate and reliable data sources, researchers can obtain broader and more detailed information about the phenomenon being studied. Furthermore, utilizing legitimate sources also supports the research results to have a solid and accountable scientific foundation (Sari et al., 2024).

Third, the third stage in this research is the data collection stage. This stage is carried out to obtain various information related to the study's focus. Data collection was conducted using various methods, beginning with searching for various sources of information relevant to the research theme. The researcher explored and analyzed various documents relevant to the research theme from predetermined sources. The goal of this activity was to obtain information that could support the study and analysis. Next, the researcher gained access to various reliable sources of information. Data searches were conducted through various sources, such as scientific journal databases, digital libraries, official government agency websites, and other document archives. These sources were selected because they have a solid reputation and can provide accurate and relevant information to meet the research needs. In searching for documents, the researcher also utilized keywords relevant to the research theme. Using these keywords made it easier for the researcher to find documents or references more closely related to the topic being studied, thus making the information search process more efficient. After finding the necessary documents, the researcher then collected and stored them in an organized manner. The documents were stored in digital file format, along with systematically arranged reference notes. This storage arrangement aims to make it easier for researchers to retrieve collected data sources and facilitate data analysis in subsequent research stages (Lieberman et al., 2004).

Fourth, the selected data must first be sorted. This selection and verification stage is crucial to ensure the accuracy and legitimacy of the data, ensuring scientific accountability of the research results. After selecting relevant data, it is then grouped according to themes or categories related to the research variables. This grouping is carried out by considering similarities in information, concepts, and issues contained within the documents. In qualitative research, coding and grouping themes is a crucial step in organizing data in a structured manner and supporting researchers in understanding the phenomena being studied (Miles et al., 2014). Fifth, by grouping data, researchers can more easily identify patterns, relationships, and interconnections between information received from various sources. Furthermore, structured data organization helps researchers develop a clearer analytical framework, thus facilitating data interpretation during the research analysis phase (Septiana et al., 2024).

V. Conclusion

Research findings indicate that role conflict is a common phenomenon in bureaucratic organizations, particularly in the implementation of public policy and public services. Role conflict arises when bureaucratic employees are faced with differing, even conflicting, job demands, making it difficult to perform their duties effectively. This situation generally arises when employees need to balance various organizational interests, government regulations, and the ever-evolving demands of society. In governance, the bureaucracy not only functions as a policy implementer but also as the party responsible for providing public services directly to the public. As a result, bureaucratic officials often must fulfill multiple roles simultaneously. For example, a civil servant must carry out administrative duties, implement policies determined by their superiors, and provide services to the public in need. This situation places bureaucratic officials in a complex position, as they must balance demands from various parties.

Furthermore, bureaucratic officials must contend with demands from organizational leaders, government regulations, and the needs of the public as users of public services. When these demands are incompatible or have different priorities, bureaucratic officials will face role conflict in carrying out their duties. This role conflict can affect the way employees make decisions, set task priorities, and carry out the obligations mandated to them.

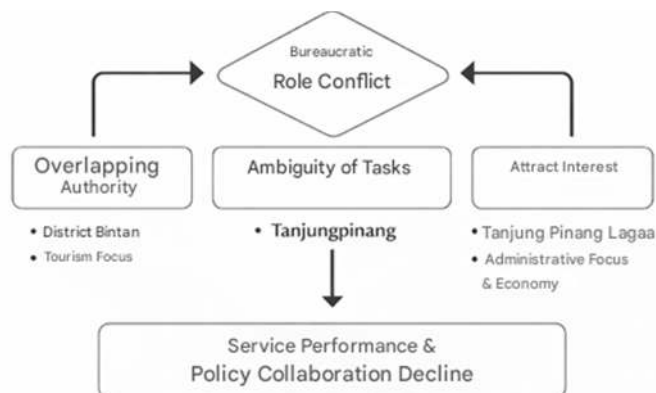


Figure 3. Bureaucratic Role Conflict Flow

The dynamics of the role conflict between officials in implementing public policy between Bintan Regency and Tanjungpinang City. The diagram illustrates how variations in local policy focus can lead to role conflict within the bureaucracy, ultimately affecting the quality of public services. The main context, namely the implementation of public policy in the two regions, is explained at the top. Both regions have different characteristics and development focuses. Bintan Regency prioritizes the development of the tourism sector, particularly international tourist areas such as Lagoi. Tanjungpinang City plays a primary role as the center of government administration and community economic activity.

These differing development priorities then give rise to role conflict for the bureaucracy, located in the center of the diagram. This role conflict arises because the bureaucratic apparatus must meet various policy demands that sometimes do not align with regional development interests, regulations, and public service needs. The diagram shows that three main factors influence bureaucratic role conflict. The first is overlapping authority, which occurs when several institutions have the same responsibilities or interact with each other in implementing policies, leading to confusion in the decision-making process. The second is task uncertainty, which is the unclear distribution of roles between institutions or officials in implementing policy programs. Third, there is the conflict of interests, namely the divergence of interests between bureaucratic actors, local governments, and economic development interests. This situation has an impact on bureaucratic performance, as shown in the bottom of the diagram. Poorly managed role conflicts can lead to a decline in public service performance, as well as inefficient coordination between agencies and hindered policy collaboration between institutions. As a result, the implementation of public policies, which should be sustainable, becomes less than optimal in meeting public needs.

From a public administration perspective, differing interests between individuals or between organizational units can lead to organizational conflict. This conflict can arise in various forms, such as disputes between employees and superiors, conflicts between internal divisions, or disputes between government institutions and external parties such as the public or specific interest groups. The presence of various stakeholders in the decision-making process requires public organizations to manage conflict effectively to prevent it from disrupting public policy implementation. Studies on the dynamics of conflict within organizations indicate that conflict is an integral element of organizational processes. Conflict can have detrimental effects if not handled appropriately, as it can reduce organizational performance and hinder coordination between organizational units. However, conflict can also have positive impacts if handled

constructively. Conflict, when handled well, can foster innovation, improve communication between organizational members, and help organizations find more effective solutions to existing problems.

In the context of government bureaucracy, role conflict can also arise from political pressure and demands from various stakeholders regarding public policy. Civil servants are expected to consistently uphold the principles of neutrality and professionalism in carrying out their duties. However, in practice, bureaucracies often experience various pressures that can create ethical dilemmas in carrying out their duties. For example, civil servants must balance the interests of the organization, the public interest, and political interests that can influence the decision-making process within the organization.

The research results indicate that bureaucratic role conflicts within public service organizations in Bintan Regency and Tanjungpinang City arise from differing regional development priorities, overlapping authority between agencies, and minimal coordination between regional government agencies. This situation impacts the effectiveness of public policy implementation, particularly in the development of the tourism sector, which requires collaboration between regions and sectors. The policy implications of this research highlight the importance of strengthening coordination systems among regional governments in implementing regional development policies. Bintan Regency, which focuses on developing international tourism destinations, requires support from Tanjungpinang City as the center of administration and community mobility. Integration of tourism development policies must be achieved through a more structured coordination mechanism, including the development of joint work programs between regions and synchronization of development planning within regional policy documents.

Furthermore, regional governments must clarify the division of duties and authorities among regional government agencies to avoid overlapping policy implementation. Clear decisions regarding the organizational structure and functions of the bureaucracy can support government officials in carrying out their duties more efficiently and minimize the possibility of role conflicts within the organization. With a clear separation of responsibilities, policy implementation can proceed more focused and effectively. Another implication of this research is the significance of developing human resource capacity within the regional government bureaucracy. Government officials must possess coordination skills, inter-organizational communication skills, and a sound understanding of policy to effectively manage the various role demands that arise in implementing public policy. This capacity building can be achieved through organizational management training, strengthening leadership within the bureaucracy, and developing employee skills in public service. Therefore, managing role conflict within the bureaucracy is not merely an internal organizational issue but is also related to the successful implementation of sustainable public policies and improving the quality of public services.

This study aims to analyze the comparative nature of public service organizations in Bintan Regency and Tanjungpinang City and to understand the dynamics of bureaucratic role conflict in the implementation of sustainable public policy. The results indicate that conflict within the bureaucracy arises from differences in regional development focus, unclear division of tasks between institutions, and duplication of authority in implementing public policy. Bintan Regency focuses on developing the international tourism sector, while Tanjungpinang City serves as the center of government administration and community economic activity. These differences in development direction result in differing policy priorities in each region, which in turn impacts coordination between regional apparatus organizations in implementing development programs. Role conflict within bureaucracy can impact public policy implementation, particularly related to coordination between government institutions. If role conflict is not managed properly, it can hinder the effectiveness of policy implementation, reduce the quality of public services, and slow down the decision-making process within government organizations. However, role conflict within the bureaucracy does not always have negative impacts if it is managed appropriately through clear division of tasks, efficient organizational communication, and good coordination between government agencies. Through effective organizational management, role conflict can function as an element of organizational dynamics that encourages improved bureaucratic performance in implementing public policy.

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