

SERVICE QUALITY IN HANDLING PUBLIC COMPLAINTS AT THE INTEGRATED POLICE SERVICE CENTER (SPKT) OF THE SUKABUMI CITY POLICE RESORT

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ABSTRACT

The purpose of this study was to determine and describe the services provided by the Integrated Police Service Center (SPKT) of Sukabumi City Police in handling public complaints. The method used is descriptive qualitative with data collection through observation, interviews and documentation. The theory used in this research is Zeithaml et al (1988) with five dimensions namely (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy. In this study, researchers used non-probability sampling and purposive sampling techniques to determine informants. The results of this study indicate that based on the five dimensions, the tangibles aspect shows quite good quality even though there are still weaknesses in terms of infrastructure such as service rooms and parking lots that are still limited. The reliability dimension is quite reliable, but there is still room to improve several things such as the delivery of clearer information regarding procedures, flow, and requirements for making reports. Meanwhile, the dimensions of responsiveness, assurance, and empathy show good results with the efforts for improvement.

Keywords: *service quality, public complaints, Integrated Police Service Center (SPKT)*

A. INTRODUCTION

The era of globalization requires developed countries, even developing countries, to continue to improve the quality of life of each of their citizens. Each country has a set of rules and regulations that apply to implementing services. In Indonesia, public services themselves have been regulated in Article 1 the *Undang-Undang Republik Indonesia Nomor 25 Tahun 2009* concerning public services. According to (Dwiyanto, 2018), public services are public services

concerning efforts to fulfil the need for public goods, basic community needs and rights, government and state obligations, and national commitments. Thus, public services are the responsibility of the government as state administrators and are carried out by government agencies at the central, regional and state-owned enterprises levels.

One of the public service providers is the police institution. The obligation and authority to maintain security by the police is regulated in the *Undang-Undang Nomor 2 Tahun 2002* concerning the Indonesian National Police. Sukabumi City Police is one of the government institutions responsible for providing public services with the aim of solving various problems and potential threats faced by the community. Complaints and reporting of various events that occur around the region is one of the obligations that must be carried out and resolved properly by *Polres* Sukabumi Kota. This is due to the role of *Polres* Sukabumi Kota as a public institution that provides services to the community. Quality services can be obtained from police institutions, but currently the government is still trying to achieve optimal service standards because there are shortcomings in the existing service conditions. To provide maximum service, the police established the Integrated Police Service Center (*SPKT*) as an integrated service center.

The Integrated Police Service Center (*SPKT*) of Sukabumi City Police as one of the spearheads in providing police services to the community must certainly have the best quality. Quality public services must meet established service standards. Public service standards by the Indonesian National Police are outlined in the Integrated Police Service Standard Operating Procedure (SOP), which is a reference for implementation by the Integrated Police Service Center (*SPKT*) of Sukabumi City Police. One of the challenges faced by the police is the expectation of the community to get quality, easy and fast services. Therefore, the Integrated Police Service Center (*SPKT*) of Sukabumi City Police needs to work hard to provide quality police public services to meet these demands. However, based on observations, there are still problems that can be seen below:

Table 1 Data on Community Complaints Related to Crime in 2020-2023

Year	Number of complaints received	Number of complaints resolved
2020	231	82
2021	228	35
2022	381	236
2023	511	201

Source: SPKT Polres Sukabumi Kota, 2023

Table 1 shows an increasing number of public complaints received by the Integrated Police Service Center of Sukabumi City Police Precinct each year. In 2020, there were 236 cases with 82 resolved. In 2021, there were 228 cases with only 35 resolved. In 2022, the number of cases increased to 381, with 236 cases resolved. Meanwhile, in 2023, there were 511 cases with 201 resolved.

Data collected from the Integrated Police Service Center (*SPKT*) of the Sukabumi City Police Department reveals a significant volume of public complaints during this period, highlighting the complexity and challenges of providing timely and effective responses to community concerns. It is evident that many public complaints are related to unresolved criminal cases from 2020 to 2023. One of the main reasons for the slow handling of these cases is the lack of information provided by the Integrated Police Service Center (*SPKT*). Reporters often do not receive adequate explanations about the documents or information they need to prepare when reporting an incident. As a result, the reporting process becomes inefficient and takes longer. This situation demonstrates a communication gap between the police and the public. Improvements in information delivery and clear guidance to the public are necessary to enhance the effectiveness of police services.

This challenge also underscores the importance of improving the communication capacity and skills of *SPKT* officers. They need to be equipped with the ability to provide complete and easily understandable information to the public who wish to report crimes or use other police services. Addressing this issue will require coordinated efforts from various parties within the Sukabumi City Police Department. Concrete steps such as enhancing personnel training, utilizing technology to expedite investigative responses, and improving communication with the public are necessary. By implementing these measures comprehensively, it is expected that there will be a significant improvement in the efficiency and effectiveness of police services in Sukabumi City. This, in turn, will enhance public satisfaction and strengthen the relationship between the police and the community they serve.

With efforts to bridge this gap, it is hoped that the Integrated Police Service Center (*SPKT*) of the Sukabumi City Police Department can approach or even meet theoretical standards that increase public trust in law enforcement and provide better public services in Sukabumi City. This emphasizes the importance of good service to meet community needs. Good public service not only helps in resolving issues effectively but also provides satisfaction to individuals facing various situations. Therefore, the quality of service is a reflection of optimal responsibility execution.

Based on the background described above, to ascertain the quality of police services, an assessment must be conducted, which has led researchers to investigate under the title "Service Quality In Handling Public Complaints At The Integrated Police Service Center (*SPKT*) Of The Sukabumi City Police Resort."

B. LITERATURE REVIEW

Service Quality

According to (Hardiyansyah, 2018) the concept of service quality can be understood through consumer behavior, namely the behavior shown by consumers in searching, buying, using and evaluating products or services in the hope of satisfying their needs. Meanwhile, according to (Raharjo & Icu, 2021) there are various factors that influence the implementation of public services, one of which

is related to human resources, namely employees or bureaucrats who are responsible for providing public services.

By combining these two perspectives, it can be interpreted that the quality of public services does not only depend on aspects of consumer behavior, but also depends heavily on internal factors, especially the quality of human resources involved in the delivery of public services. With competent and trained human resources, government agencies can improve the efficiency and effectiveness of services that aim to better meet the needs of the community. Public trust and satisfaction with government agencies tend to increase along with the improvement in the quality of services provided.

Service Quality Model

The most popular and widely referenced service quality model in service management and marketing research to date is the Servqual model (abbreviation of service quality) developed by Parasuraman, Zeithaml, and Berry. According to (Tjiptono, 2017), Servqual is an empirical approach that helps service organizations improve the quality of their services by better understanding the perceived needs of service users.

Therefore, to assess the quality of service provided by the agency in this study, Zeithaml Parasuraman and Berry (1988) theory will be used, which includes five dimensions, namely: (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy. These dimensions can be assessed through the following indicators:

Table 2 Indicators of Public Service Quality

Tangibles	Physical facilities, equipment, and personnel appearance
Reliability	Ability to perform promised services reliably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Knowledge and courtesy of staff and their ability to provide trust and confidence
Empathy	The attentive and individualized attention that the company gives to its customers

Zeithaml Parasurman Berry (Parasuraman et al., 1988)

Integrated Police Service Center (*SPKT*)

The Integrated Police Service Center (*SPKT*) is an integral part of the police institution tasked with providing comprehensive services to the community in various aspects of policing. Focusing on receiving reports and complaints from the public, the *SPKT* is responsible not only for providing assistance through appropriate police action according to the needs of the individual or group requesting assistance, but also for helping to resolve minor problems that arise in the community, in accordance with applicable legal provisions within the organizational structure of the Indonesian National Police. (Suwondo, 2020)

Based on the above description, it can be interpreted that *SPKT* has the responsibility to carry out the main tasks in the field of police services. Its main purpose is to respond to public requests related to reporting and complaints about various cases or problems that arise. Thus, *SPKT* plays an important role in

providing comprehensive and responsive services to the needs of the community in the context of policing.

C. RESEARCH METHODS

In this study, a qualitative method with a descriptive approach was used. According to (Moleong, 2018) research that produces analytical procedures without using statistics or other quantitative measurements is referred to as qualitative research. Qualitative research aims to understand the phenomenon of what is experienced by research subjects in depth such as behavior, perceptions, motivations, and actions of research subjects, by means of descriptions in the form of words. This approach emphasizes the interpretation and understanding of the natural context of the phenomenon under study. Using this method will produce a deeper understanding of the experiences of research subjects in a particular context and make it possible to explore the complexity of phenomena naturally, not focusing on quantitative data or statistical generalizations.

In this study, researchers used a type of non-probability sampling, where not every member of the population has the same opportunity to be selected as an informant. Purposive sampling technique to determine informants. This purposive sampling technique is a method based on special considerations in selecting a sample of data sources.

In the data collection process, the researcher used three methods described by (Creswell, 2019) namely observation, interview, and documentation. In the observation stage, the researcher chose to participate passively where the researcher visited the place of activity of the person being observed but was not actively involved in the activity. At the interview stage, the researcher conducted a question and answer session with several informants who had been selected. The last stage is documentation.

Then in the data analysis process, researchers conducted data reduction by selecting and simplifying the data collected from the field. After the reduction process, the next step is data presentation, where the collected information is arranged in such a way that allows conclusions to be drawn. The final stage in this process is conclusion drawing or verification, which is the final step in research to provide an interpretation of the data that has been analyzed and verified, as stated by (Miles and Huberman, 2014).

D. DISCUSSION

To analyze the quality of service provided by the Integrated Police Service Center (*SPKT*) of Sukabumi City Police, researchers used the Servqual (service quality) theory of Zeithaml, Parasuraman and Berry (1988), namely (1) tangibles (physical evidence), (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy, which can be explained as follows:

Tangibles

According to Zeithaml, Parasuraman, and Berry (1988), the dimension of tangibles in the context of service relates to the physical appearance or condition of physical facilities, equipment, and staff appearance to reflect the state to external parties. The appearance of staff, as well as the physical facilities and

environmental conditions of the institution, are concrete evidence of the service provided by the service provider. In efforts to improve public service quality, a series of changes and enhancements focusing on meeting needs and increasing public satisfaction are necessary. One key aspect that needs improvement is the service facilities.

The Integrated Police Service Center (*SPKT*) has attentively considered the quality and comfort of the waiting area. However, it is evident that although the Integrated Police Service Center of the Sukabumi City Police Department has taken care of the quality and comfort of the waiting area, there are still several deficiencies that need to be addressed. Although the available facilities meet some basic needs, they are not yet optimal for accommodating the growing number of people. Further improvements and enhancements are necessary for *SPKT* to provide optimal service to the public. The limited service space, approximately 4x3 square meters, with a capacity of only 5 people, hinders visitor comfort and staff efficiency. The inadequacy of sanitation facilities is also a common complaint among the public. Additionally, insufficient parking areas often cause congestion and discomfort for both visitors and staff. Despite these challenges, the *SPKT* Sukabumi City Police Department has taken progressive steps to improve services, such as planning for a new building, adding sanitation facilities, and reorganizing the parking area to enhance future services.

In addition to providing adequate facilities, it is also important to ensure that staff appearance is always neat and clean. This not only reflects their professionalism but also gives a positive impression to service users. *SPKT* Sukabumi City Police Department staff consistently appear in neat and clean uniforms, reflecting professionalism and consistent trust. Staff also consistently wear appropriate badges and identification, which not only enhances the professional impression but also builds public trust in interacting and communicating with them without hesitation. This aligns with the concept of physical evidence as stated by Kotler, as cited in (Indrasari, 2019:66), which emphasizes that the physical appearance of a company's service includes physical facilities, equipment, personnel, cleanliness, neatness, and communication media. This research highlights that the Integrated Police Service Center (*SPKT*) of the Sukabumi City Police Department has paid good attention to the quality of facilities. Nonetheless, *SPKT* staff have successfully conveyed a professional and trustworthy impression through their neat appearance and proper use of attributes. This enhances public trust in the services they provide. This is consistent with the theory that good physical appearance can improve the image and trust of customers in a service.

Reliability

According to Zeithaml, Parasuraman, and Berry (1988), the dimension of reliability in the context of service refers to the provider's ability to deliver consistent, dependable, and timely services. This includes the reliability in performing services as promised, without errors or discrepancies that could disrupt or disappoint customers. In other words, reliability reflects consistency in providing services according to the expectations and promises made to customers or service users.

The Integrated Police Service Center (*SPKT*) of Sukabumi City Police has established Standard Operating Procedures (SOPs) as the primary guideline in carrying out their duties. These SOPs outline clear standards and limitations in job execution, as well as establish open procedures for public complaints. Therefore, every step taken, both internally and in providing service to the public, is based on the established SOPs. However, despite the fact that the Integrated Police Service Center (*SPKT*) of Sukabumi City Police provides service that is considered fairly well, there is still a view that the service could be improved by providing more detailed explanations to the public regarding the complaint procedure and the required preparations.

Overall, the reliability of *SPKT* Sukabumi City Police officers in serving the public has been well recognized, as highlighted by (Utami, 2019:128), who emphasize that reliability refers to an organization's ability to provide fast, accurate, and consistently satisfying services according to the existing SOPs. Support from the Standard Operating Procedures (SOPs) has helped improve the professionalism of officers in carrying out their duties. However, some members of the public have expressed dissatisfaction with the lack of clear information regarding the reporting procedure at *SPKT*. Although some members of the public are not aware of the *SPKT* Sukabumi City Police SOPs, they have stated that *SPKT* officers often provide information about time targets or service standards when making reports or complaints.

Responsiveness

According to Zeithaml, Parasuraman, and Berry (1988), the dimension of Responsiveness in the context of service refers to the provider's ability to respond quickly, accurately, and proactively to needs. This aligns with the view of (Utami, 2019:129), who state that responsiveness is the organization's ability to provide prompt assistance and service to customers or service users. It involves the willingness and readiness to respond immediately to any interaction or request from customers, and to provide adequate and satisfactory solutions. In the context of services at the Integrated Police Service Center (*SPKT*) of Sukabumi City Police, this responsiveness is highly significant as it directly relates to the officers' ability to provide quick and accurate responses to various requests and complaints from the public.

In the study of the Integrated Police Service Center (*SPKT*) of Sukabumi City Police, it was found that *SPKT* officers are reminded to provide maximum assistance to individuals facing difficulties, particularly regarding criminal complaints. *SPKT* is committed to delivering the best service regardless of background or social status. This finding indicates that *SPKT* not only focuses on efficiency in handling complaints but also prioritizes fairness and professionalism in serving all segments of society, in line with police principles. While the responsiveness of *SPKT* officers is considered adequate, there is still room for improvement, especially concerning information and procedures related to criminal complaints. The *SPKT* Sukabumi City Police also demonstrates a strong commitment to enhancing service quality through initiatives such as suggestion boxes for receiving feedback from the public.

Assurance

According to Zeithaml, Parasuraman, and Berry (1988), the dimension of assurance in the context of service refers to the provider's ability to instill confidence and trust in customers by delivering services with high competence, honesty, and integrity. This includes ensuring that the procedures applied adhere to established standards, with no additional charges or unexpected requirements that could burden the customer. The dimension of assurance also involves transparency in communication with customers, so they feel secure and confident that their needs will be handled professionally and fairly. The dimension of assurance (guarantee) comprises several indicators, such as guarantees of time, cost, and legality. This dimension reflects how well the service provider can offer assurances regarding the timeliness, cost, and legality of their services.

The Integrated Police Service Center (*SPKT*) of Sukabumi City Police has made efforts to provide timely service in accordance with the existing Standard Operating Procedures (SOPs), although there are occasional delays due to requirements not being met by the public. *SPKT* also emphasizes that there are no additional charges to the public during the service process and that the requirements imposed do not burden the complainant. In terms of assurance, *SPKT* is considered effective in ensuring cost and legal guarantees without imposing burdensome requirements. However, there are shortcomings in ensuring time guarantees due to a lack of clarity in the information provided about the requirements and procedures by the officers, which results in some complainants not fully meeting the requirements. Therefore, for public service to be considered high quality, it must build trust and confidence in customers by offering assurance and guarantees (Falah & Hardjati, 2022). Thus, it is important for public service institutions to provide clear guarantees regarding time, cost, and legality, and to maintain transparency in the service process.

Empathy

According to Zeithaml, Parasuraman, and Berry (1988), the dimension of empathy in the context of service refers to the provider's ability to actively listen, understand, and sensitively respond to the needs, desires, and emotions of customers on a personal level. Similarly, (Edlins & Dolamore, 2018) define empathy as the ability to identify, understand, and respond to the feelings of others. This capability enhances interactions with others and aligns with the values expected in public service. It means not only addressing technical or procedural needs but also making an effort to build a trusting relationship with customers, showing genuine concern for individual needs, and offering solutions that consider the emotional conditions and specific situations faced by customers. This dimension is crucial in creating a positive service experience and fostering strong customer loyalty.

This is consistent with (Utami, 2019:130), who state that empathy is when a service organization provides deep, personal attention. Forms of empathy typically include ease in establishing relationships, communication, and perception of customer needs. It is evident that the officers at the Integrated Police Service Center (*SPKT*) of Sukabumi City Police have consistently applied principles of courtesy and friendliness in serving the public, without

discrimination. This is reflected in the view of a community representative who stated that they felt well-received and treated kindly by the officers, regardless of their status or personal background. This approach not only creates an inclusive service environment but also strengthens positive relationships between the police and the community, thereby enhancing public trust and satisfaction with the services provided by *SPKT* Sukabumi City Police.

E. CONCLUSIONS

Based on the results of research and data analysis that has been done, it can be concluded that the quality of service in handling public complaints at the Integrated Police Service Center (*SPKT*) of Sukabumi City Police is in the good category. This can be seen from the aspects included in the dimensions proposed by Zeithaml, Parasuraman and Berry (1988), namely (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy. With the description of the results as follows:

1. The dimension of physical facilities (tangibles) at the Integrated Police Service Center (*SPKT*) of Sukabumi City Police has given good attention to the quality of facilities and infrastructure but there are still indicators that need to be considered or improved such as service rooms that are too narrow, lack of bathroom facilities, and parking problems that have not been resolved. However, *SPKT* officers show a professional and trustworthy impression through appropriate appearance and attributes.
2. The Reliability dimension shows that the Integrated Police Service Center (*SPKT*) of Sukabumi City Police is reliable in service, supported by the existence of Standard Operating Procedures (SOPs) that build professionalism. However, there are still indicators that must be considered, namely related to the clarity of information provided to the public regarding the reporting flow.
3. The responsiveness dimension of the *SPKT* service of Sukabumi City Police shows good responsiveness, which can be seen in their quick response to public complaints and in providing explanations and directions related to procedures that may be confusing for the public.
4. The assurance dimension in the *SPKT* service of *Polres* Sukabumi Kota is good with the appropriate Standard Operating Procedures and without fees or requirements that burden the reporter. However, there are still discrepancies in guaranteeing time certainty.
5. The dimension of empathy on the indicator of fair and friendly service has been rated as good. This reflects the positive perception of the community towards the services provided by officers, where they feel that the officers provide services in a fair and friendly manner.

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