

The Analysis of Public Service Performance at the Integrated Police Service Center in Handling Public Complaints at Pohuwato Police Departement

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Abstract: This study aims to analyze the performance of public services at the Integrated Police Service Center (SPKT) of the Pohuwato Police in handling community complaints. The research focuses on five key aspects: work quality, task implementation, responsibility, limited human resources, and coordination among units. A qualitative method with a descriptive approach was employed. Data were collected through in-depth interviews with seven respondents, consisting of one head of the service unit, three officers, and three members of the reporting community. The findings indicate that overall service performance has been carried out in accordance with standard operating procedures, particularly in the aspects of task execution and officer responsibility. However, challenges remain, including insufficient personnel and weak coordination between units, which hinder optimal handling of public reports. From the community's perspective, the existence of this service unit is considered important and helpful, yet improvements are still expected in terms of service speed, information transparency, and the utilization of information technology to make services more effective, accountable, and responsive.

Keywords: Performance; Public Services; Police Service Center; Community Complaints; Pohuwato Police

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Introduction

Public services are a fundamental function of the state because they embody the government's responsibility to guarantee protection, legal certainty, and a sense of security for its citizens. In democratic governance, the delivery of services is not merely a technical matter but also a reflection of the social contract between the state and society. Citizens' perceptions of the government are often shaped more by their experiences with public services than by abstract policy commitments. Thus, improving service delivery is not only about fulfilling obligations but also about building legitimacy and sustaining trust in state institutions.

Within this framework, the Indonesian National Police (Polri) holds a particularly strategic role. As law enforcement officers, they are entrusted not only with maintaining public order and enforcing the law but also with providing services that are effective, responsive, and accountable. Among its operational units, the Integrated Police Service Center (*Sentra Pelayanan Kepolisian Terpadu*) occupies a unique position as the first point of contact between the public and the police. This front-line division is responsible for receiving, recording, and forwarding community reports, making its performance a key determinant of the public's initial impression of the police and their broader perception of institutional credibility.

In this sense, the service center functions as more than just an administrative gateway—it acts as a barometer of police professionalism and integrity. The quality of interactions between officers and citizens—whether characterized by courtesy, transparency, or efficiency—represents the broader image of the police. When the public encounters delays or unprofessional conduct at this stage, their trust in the institution declines. Conversely, when services are delivered quickly, clearly, and empathetically, they reinforce the reputation of the police and strengthen cooperation with the community.

The importance of effective and responsive public services has been highlighted in numerous governance theories. Sound service provision builds public trust, reduces conflict, and enhances institutional legitimacy. Responsiveness ensures that government agencies remain attuned to evolving public expectations. In this context, the state functions both as a regulator—formulating policies and laws and as a provider that delivers tangible benefits

to citizens. The effectiveness of these roles depends on how well regulations are translated into fair, efficient, and accessible services.

For the police, this dual responsibility carries particular weight. Citizens approach them not only for administrative purposes but also in urgent matters related to justice, safety, and conflict resolution. Consequently, the quality of police services, especially at the initial point of interaction, becomes a crucial indicator of state legitimacy in the public eye. Integrated services are designed to minimize bureaucratic fragmentation and simplify public access. Through this mechanism, citizens are spared the complexity of navigating multiple offices or procedures, as their reports are efficiently received, processed, and directed to the appropriate departments.

To meet these expectations, effective performance management systems are essential. In the context of Pohuwato Police, such management should extend beyond procedural compliance and focus on broader outcomes, including public trust and satisfaction. Only by aligning operational standards with these performance goals can the police deliver services consistent with the principles of transparency, professionalism, and accountability.

However, several challenges remain. Externally, public expectations continue to grow—citizens now demand services that are faster, more transparent, and supported by modern technology. These demands mirror the broader digital transformation reshaping interactions between institutions and the public. Internally, the police must continue to enhance officer professionalism amid limited staffing, uneven capacities, and inadequate coordination across units. Professional service delivery requires not only technical expertise but also communication, empathy, and integrity. Without significant progress in these areas, even well-established systems may fail to meet public expectations.

Previous studies have underscored similar issues. Aminah (2022) found that while officers at the Wajo Police demonstrated professionalism, service delivery remained hindered by personnel shortages and coordination gaps. Siregar (2023) reported that administrative processes at the Central Tapanuli Police were generally in place, yet transparency and timeliness were still lacking. Boy and Eva (2016) highlighted the need for continuous officer training and the integration of technology to improve efficiency. Meanwhile, Mandacan and

Merina (2021) emphasized that service innovation and capacity development were critical in enhancing community trust, and Rustandi, Abduh, and Suriani (2022) noted that bureaucratic reform within the police was central to improving human resource quality and accountability. Collectively, these studies point to recurring challenges in the form of limited personnel, weak inter-unit collaboration, and insufficient use of digital systems—issues that also characterize many police service centers across Indonesia.

Building on these findings, the present study focuses on the Pohuwato Police to provide a localized understanding of how service performance operates in a specific social and geographical context. The research seeks to assess the quality of work, implementation of duties, and sense of responsibility among officers, while also identifying key obstacles such as staffing limitations and coordination inefficiencies. Moreover, it explores community perceptions regarding the effectiveness of police services and their expectations for faster, more transparent, and technology-enabled complaint handling. The study ultimately aims to propose strategic recommendations that can strengthen institutional performance—making police services more effective, accountable, and responsive to the evolving needs of society.

Method

This study employed a qualitative research design with a descriptive approach to gain a comprehensive understanding of public service performance at the Pohuwato Police Station. The research involved seven participants, consisting of the head of the integrated service unit, three officers working within the division, and three members of the community who had previously submitted reports. Data were collected through several complementary techniques. First, in-depth interviews were conducted to capture the participants' experiences, perceptions, and assessments of service performance. Second, direct observations were made to examine how service delivery was implemented in real situations. Third, documentation reviews were carried out by analyzing standard operating procedures (SOPs), service records, and other relevant administrative materials. The data gathered from these various sources were analyzed using the Miles and Huberman interactive model, which consists of three key stages: data reduction, data display, and conclusion drawing. To

ensure the credibility and reliability of the findings, data validation was performed through source triangulation and methodological triangulation, allowing the researcher to cross-check information and confirm consistency across different data collection methods.

Result and Discussion

1. Quality of Work

The quality of work demonstrated by officers at the Integrated Police Service Center (SPKT) of Pohuwato Police is a central determinant of overall service performance. Research findings suggest that the public generally perceives SPKT officers as friendly, polite, and willing to provide explanations in a clear manner. Such attitudes foster a sense of being respected and valued among citizens, thereby strengthening public trust in the police institution. This condition is consistent with the service quality framework proposed by Zeithaml, Parasuraman, and Berry, which identifies responsiveness, assurance, empathy, reliability, and tangibles as core dimensions of effective service delivery.

Despite these positive perceptions, the quality of work cannot yet be considered fully optimal. Community members frequently complain about the long waiting times experienced during the service process. This problem reveals a gap between community expectations and service realities. From the officers' perspective, the delays are largely caused by the imbalance between the volume of complaints received and the limited number of personnel available to manage them. Such a mismatch creates structural inefficiencies that hinder the ability of SPKT to meet service standards consistently.

According to the gap theory of public service quality, when the performance delivered does not align with the expectations of service users, satisfaction inevitably declines. In this case, the public feels that while officers are professional and approachable, their experience is undermined by the length of time required to complete even basic service procedures. This duality illustrates that quality in public services is not merely a function of staff attitudes but also of procedural efficiency.

Improving quality of work at the SPKT requires a combination of strategies:

1. Procedural streamlining, to eliminate redundant steps in reporting and verification.
2. Digital technology adoption, such as online reporting systems or electronic queuing mechanisms, which could reduce waiting times and provide real-time status updates.
3. Workforce expansion, either through adding new personnel or redistributing existing staff, to ensure workloads are more proportional.

Without these interventions, the gap between service expectations and outcomes may continue to erode public confidence in the ability of the police to deliver timely and reliable services.

2. Implementation of Duties

The implementation of duties at the Pohuwato Police SPKT is formally guided by Standard Operating Procedures (SOPs). Officers are expected to record incoming reports, issue proof of receipt, and forward the information to relevant investigative units. Observations indicate that these tasks are generally carried out with discipline and consistency. From the citizens' perspective, the process of having their complaints officially registered provides a sense of legal acknowledgment and institutional responsiveness.

This adherence to SOPs reflects bureaucratic compliance, a key principle in public administration theory, which emphasizes the importance of standardization in promoting fairness, uniformity, and professionalism in service provision. By ensuring that each report is handled according to the same set of procedures, SPKT minimizes arbitrary decision-making and strengthens public perceptions of impartiality.

Nevertheless, weaknesses emerge in the area of report follow-up and transparency. Many community members expressed frustration that, after filing a complaint, they were not informed about the subsequent progress of their case. In several instances, complainants only discovered updates after making repeated visits to the police station. Such experiences suggest that the implementation of duties tends to stop at the administrative phase—receiving and recording the report without extending to continuous communication and accountability to the complainants.

From the standpoint of public accountability theory, fulfilling duties in a democratic setting requires more than just administrative compliance. It also

involves ensuring that citizens receive clarity, certainty, and assurance about the outcomes of their interactions with public institutions. Therefore, SPKT needs to develop a structured communication mechanism that informs citizens of the status of their reports in a timely and transparent manner.

Technology could again provide viable solutions. For example, a case tracking system accessible through mobile applications or web portals would allow complainants to monitor the status of their reports without needing to physically revisit the police station. Such innovations would not only improve accountability but also enhance public satisfaction by making the entire process more transparent and participatory.

3. Responsibility

Responsibility is a crucial dimension of public service performance because it reflects both administrative accountability and moral commitment. At SPKT Pohuwato, officers demonstrate responsibility through their diligence in receiving reports, verifying data, and issuing official documentation. These efforts indicate that officers take their duties seriously and recognize the importance of providing citizens with a sense of procedural certainty.

However, from the community's perspective, officer responsibility often appears limited to the administrative stage. Citizens have noted that after the initial report is filed, there is little follow-up communication, leaving them uncertain about whether their concerns are being addressed. This creates the impression that responsibility is narrowly defined as "receiving and recording" rather than encompassing the broader obligation of ensuring that reports lead to meaningful action.

In the realm of public service, responsibility should be understood as a form of dual accountability encompassing both administrative and moral dimensions. Administrative accountability refers to the obligation of public institutions to adhere strictly to established procedures, regulations, and legal frameworks that govern their operations. It ensures that every action taken is transparent, consistent, and in accordance with official standards. Meanwhile, moral accountability goes beyond formal compliance and emphasizes the ethical duty of institutions to provide services that truly address the needs, expectations, and well-being of the community. This dimension reflects the human and ethical side of governance, where public servants are expected to act with empathy,

integrity, and a genuine commitment to building trust between the government and its citizens. When these two forms of accountability are balanced, public institutions can achieve not only procedural correctness but also meaningful social legitimacy. While administrative accountability at SPKT appears relatively strong, moral accountability is still underdeveloped. For instance, the absence of regular updates on case developments leaves many citizens feeling ignored, which in turn weakens their confidence in the police's commitment to serve and protect. To strengthen responsibility, SPKT needs to institutionalize a feedback loop that ensures citizens are not only able to report but also continuously informed about the progress of their cases. This would signal a shift from a purely bureaucratic orientation to a more citizen-centered model of policing, thereby reinforcing the legitimacy of the police in the eyes of the community.

4. Inhibiting Factors

a. Insufficient Human Resources

One of the most pressing challenges faced by SPKT Pohuwato is the limited number of personnel compared to the ever-growing volume of reports. Interviews reveal that both officers and community members perceive a clear imbalance between the available workforce and the workload.

For citizens, the impact is felt through long queues, extended waiting times, and delays in receiving services. For officers, the shortage means they must work extra hours, often under pressure, which risks reducing the quality of interpersonal interactions with the public. In the long term, such conditions can lead to burnout, lower motivation, and declining productivity.

Human resource management theory emphasizes that the quality of public services depends not only on the competence of individual employees but also on the adequacy of staffing levels and the equitable distribution of workloads. To address this issue, SPKT requires:

1. Additional personnel recruitment to reduce workload imbalances.
2. Capacity-building programs, including training in communication, case management, and use of digital systems.
3. Work schedule restructuring to prevent fatigue and ensure sustainable productivity.

Without addressing the human resource deficit, any improvements in procedures or technology are likely to have limited impact.

b. Lack of Coordination between Units

Another significant barrier is the weak coordination between SPKT and other units within the Pohuwato Police. Reports filed at SPKT often face delays in follow-up because the communication channels between units are not sufficiently effective. Each unit tends to prioritize its own agenda, which leads to fragmentation and inefficiency.

From the citizens' viewpoint, such delays undermine the credibility of the police. When cases are not followed up promptly, the public perceives the service as unresponsive and unprofessional, which diminishes overall trust.

Organizational theory highlights coordination as one of the most critical management functions for achieving collective goals. Weak coordination not only reduces efficiency but also creates risks of miscommunication, duplication of effort, and inconsistency in service delivery.

To overcome this challenge, Pohuwato Police could implement:

1. Technology-based coordination tools, such as integrated digital platforms for case management.
2. Regular inter-unit coordination meetings to synchronize priorities and timelines.
3. Clear division of responsibilities to avoid overlaps and ensure accountability.

If coordination can be improved, the handling of public complaints will become faster, more transparent, and more reliable, thereby enhancing public satisfaction.

5. Community Views

Despite the limitations and challenges, the community continues to value the presence of SPKT as the primary entry point for police services. Citizens recognize that SPKT provides a formal mechanism for reporting complaints and that officers generally treat them with respect. However, public expectations are evolving. Communities now demand services that are not only polite and orderly but also fast, transparent, and technology-enabled. People increasingly want to track the progress of their cases in real time, receive regular updates, and avoid unnecessary delays.

The discrepancy between what is provided and what is expected highlights the need for a service transformation within SPKT. By adopting innovations in technology, improving communication with citizens, and addressing structural barriers such as staffing shortages and coordination gaps, SPKT can reposition itself as a responsive and trusted public service institution.

Conclusion

Based on the overall findings, this research concludes that the performance of the Integrated Police Service Center at the Pohuwato Police reflects both commendable achievements and persisting challenges. The professionalism and courteous attitude demonstrated by officers indicate a genuine institutional commitment to serving the public. However, structural issues such as limited human resources, slow coordination among operational units, and the absence of transparent communication mechanisms continue to hinder the optimal handling of public complaints. These weaknesses suggest that effective service performance cannot be assessed merely through adherence to administrative procedures but must also incorporate the broader dimensions of accountability, responsiveness, and community trust. The public, while generally appreciative of the service center's role as the first contact point with law enforcement, still expects improvements in terms of efficiency, transparency, and technology-driven service delivery.

In relation to the research objectives, this study successfully identifies key aspects influencing service performance, including the quality of work, task implementation, and officer responsibility. It also highlights the main obstacles that affect institutional effectiveness, namely limited personnel and poor inter-unit coordination. Furthermore, it captures public perceptions that emphasize the need for faster, more transparent, and technology-supported complaint handling. Through this analysis, the study achieves its aim of providing an in-depth understanding of the dynamics of police service performance and offers practical insights for organizational improvement.

Nevertheless, the research acknowledges several limitations. The study involved a relatively small number of respondents, which may not fully represent the diversity of perspectives within the community. The focus on a single police station also limits the generalizability of the findings to other

regions with different operational or demographic conditions. Additionally, the qualitative approach, while providing rich descriptive insights, does not include quantitative measurement of service satisfaction levels that could complement the analysis. Future research could address these limitations by expanding the sample size, comparing multiple police jurisdictions, or integrating mixed-method approaches to obtain a more comprehensive assessment.

In light of these findings, several recommendations are proposed. First, human resource capacity should be strengthened through additional recruitment and continuous training to ensure balanced workloads and enhanced professional competence. Second, the adoption of digital technology—such as online reporting systems, electronic queuing, and case-tracking applications—should be prioritized to improve efficiency and transparency. Third, coordination among units needs to be institutionalized through integrated case management systems and regular inter-departmental meetings. Fourth, accountability mechanisms must be reinforced by establishing clear and consistent communication channels that allow complainants to track their reports and receive timely updates. Finally, fostering a citizen-centered service culture is essential. This involves moving beyond procedural compliance toward empathy, inclusivity, and continuous responsiveness to community feedback. By implementing these recommendations, the Pohuwato Police can strengthen institutional trust, enhance service quality, and align police performance with the evolving expectations of society.

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