

Public Service Quality: A Study on the Integrated Police Service Center (SPKT) at Polres Metro Jakarta Pusat (SERVQUAL)

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Abstract

Keywords:

SPKT; Service Quality; New Public Management

The quality of public services provided by the Integrated Police Service Center (SPKT) of the Central Jakarta Metro Police can be assessed by examining the gap between public perceptions and expectations of the services delivered. SPKT represents a core functional unit within the police institution and serves as the frontline of police services, playing a crucial role in shaping public perceptions of institutional professionalism and legitimacy. Based on this context, the main issue addressed in this study concerns the extent to which the quality of SPKT services meets the ideal standards expected by the community. The analysis in this study is grounded in two main theoretical frameworks, namely New Public Management and Service Quality Theory, with the SERVQUAL model—comprising five dimensions: tangibles, reliability, responsiveness, assurance, and empathy—used as the analytical approach. This study adopts a quantitative approach, employing a survey method involving 150 respondents. The findings indicate that all SERVQUAL dimensions show a statistically significant relationship between perceptions and expectations ($p < 0.05$). Although the perception scores fall within a good category (above a score of 4), all dimensions still exhibit negative gaps. The tangibles dimension shows the largest gap, while responsiveness is the closest to meeting public expectations

INTRODUCTION

The Integrated Police Service Center (SPKT) of Central Jakarta Metro Police serves as the frontline service unit of the Indonesian National Police, acting as the initial point of interaction with the public. In this regard, it can be understood that SPKT not only reflects the performance quality of the unit itself but also influences the formation of public perception regarding police professionalism and legitimacy. Normatively, public service is a constitutional obligation as stipulated in Law No. 25 of 2009, which emphasizes the principles of quality, transparency, accountability, and responsiveness.

In this context, the police are required to provide services that meet public expectations while fostering public trust. As a frontline service, SPKT plays a strategic role in receiving public reports and complaints, handling administrative police services, and delivering service quality that ultimately becomes an initial indicator of public satisfaction and trust. The jurisdiction of Central Jakarta Metro Police covers areas such as government centers and the presidential palace, trade and business hubs, densely populated residential areas, as well as urban slum settlements that are vulnerable to various public security and order issues. These conditions result in a relatively high and diverse intensity of public interaction with SPKT, both in terms of service types and the characteristics of the complainants.

Based on these factors, Central Jakarta Metro Police is characterized by a complex jurisdiction with a high intensity of service interactions. This is evident from data in 2025, which shows a high service volume, including 3,606 Model B police reports, 4,773 Model C reports, as well as forensic medical (visum) services. Furthermore, the dominance of non-criminal reports

indicates that administrative services constitute the primary form of interaction, requiring not only technical competence but also strong communication skills and empathy from officers. The variation in the number of reports each month also indicates fluctuations in SPKT's workload, which may affect the consistency of service quality. Under high service demand conditions, there is an increased risk of decreased speed, accuracy, and service attitude if not supported by effective service management. Impletta, Ricoida, and Pibriana (2024) emphasize that police service processes at the unit level are crucial in determining effectiveness, efficiency, and public satisfaction as service users.

This discussion is relevant to the Indonesian National Police's transformation agenda, which emphasizes improving efficiency, organizational culture change, technological utilization, and the professionalism of state apparatus. Service quality is a concrete indicator of the success of this transformation, as it directly impacts public satisfaction and trust. High-quality service not only enhances the institution's image but also supports effective law enforcement and social stability. The quality of police public services is essential because it builds public trust and reduces conflict between the community and the police. Good service also improves community welfare and facilitates better cooperation in maintaining security and public order.

High service quality leads to greater public satisfaction and a more positive perception of police performance, thereby contributing to overall crime reduction. The SERVQUAL model is used as an analytical approach because it is considered capable of measuring the gap between public expectations and perceptions of service through five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This model is regarded as relevant and adaptable across various service contexts and effective in identifying aspects that require improvement. Based on these considerations, this study is important to conduct, particularly to further examine the quality of SPKT services as a representation of police public service delivery.

Literature Review

New Public Management Theory

New Public Management (NPM) views private sector practices as a normative reference for public sector reform (Hood, 1991; Gruening, 2001). In its development, Hood and Peters (2004) describe NPM as a paradigm that undergoes an intellectual life cycle. Maesschalck (2004) adds a pending dimension to NPM studies, namely its implications for the ethics of public officials.

Service Quality Theory

Rust and Oliver (1994) conceptualize service quality as an evaluative construct that is both cognitive and strategic in nature. It is formed through customers' assessments of service excellence and is therefore not solely based on the technical characteristics of service delivery. From this perspective, service quality is the result of a customer evaluation process regarding an organization's ability to consistently deliver superior service, both through direct experiences and through symbolic signals such as reputation, institutional image, and public communication.

Research Hypothesis

A hypothesis is a statement that contains an assumption about how the variables used in a study are related and can be tested through research. Based on this explanation, the hypotheses in this study are as follows:

H₀: The SERVQUAL gap value does not have a significant effect on the quality of public services at the SPKT of Central Jakarta Metro Police.

H₁: The SERVQUAL gap value has a significant effect on the quality of public services at the SPKT of Central Jakarta Metro Police.

METHOD

This study employs a quantitative approach aimed at objectively examining the relationships between variables through measurement and statistical analysis. The method used is simple linear regression, involving one independent variable—service quality—and one dependent variable—public satisfaction. The independent variable in this study is the quality of public service at the Integrated Police Service Center (SPKT) of Central Jakarta Metro Police, operationalized using the SERVQUAL model, which includes five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Meanwhile, the dependent variable is public satisfaction with SPKT services. Each dimension is further broken down into indicators measured using a 1–5 Likert scale, allowing the data to be converted into quantitative scores for analysis purposes.

The population of this study consists of members of the public who have utilized SPKT services at Central Jakarta Metro Police. The sampling technique used is accidental sampling, where respondents are individuals who happen to visit for services and are willing to complete the questionnaire. Data were collected through a questionnaire designed based on the five SERVQUAL dimensions, with the aim of measuring public perceptions and expectations regarding the quality of services received. Data analysis was conducted using descriptive statistics to illustrate trends in respondents' perceptions, as well as SERVQUAL Gap analysis (P–E) to identify discrepancies between public perceptions and expectations. In addition, the Weighted SERVQUAL Score (WSC) was used to determine service improvement priorities based on the level of importance of each dimension.

RESULT AND DISCUSSION

Characteristics of Research Respondents

The Integrated Police Service Center (SPKT) of Central Jakarta Metro Police is a frontline service unit responsible for delivering public services. In this context, SPKT functions as an operational unit that directly interacts with the community in various forms of service, both administrative in nature and in providing initial responses to legal incidents occurring within society. Out of a total of 150 respondents, 84 respondents (56%) were male, 58 respondents (39%) were female, and 8 respondents (5%) did not specify or their gender was unknown. Respondents were also categorized by age into several groups: 17–20 years, 21–25 years, 26–30 years, 31–36 years, 37–41 years, 42–46 years, and 47–51 years.

Furthermore, respondents were classified based on their highest level of education. A total of 43 respondents (29%) held a bachelor's degree (S1), 6 respondents (4%) held a master's degree (S2), and 89 respondents (59%) had completed senior high school or its equivalent. In addition, 12 respondents (8%) did not provide information regarding their educational background. It was also found that the majority of respondents visited SPKT to process loss reports, totaling 107 individuals (71%) out of 150 respondents. Meanwhile, 39 respondents (26%) filed criminal reports. Additionally, 1 respondent each (1%) processed a Certificate of Abandonment and a referral letter for medical examination (*visum*) for injuries and deceased persons. There were also 2 respondents (1%) whose type of service received was unknown.

Data Testing

The Effect of Expectations on Perceptions

Table 1 The Effect Expectations toward Perceptions

Paired Samples Correlations		
Variable	N	Sig.
Tangible Perception & Tangible Expectation	150	0,000
Reliability Perception & Reliability Expectation	150	0,000
Responsiveness Perception & Responsiveness Expectation	150	0,000

Assurance Perception & Assurance Expectation	150	0,000
Empathy Perception & Empathy Expectation	150	0,000

Source Data : Data by SPSS 25

A paired correlation test was conducted to determine the strength of the relationship between perception and expectation across each service quality dimension. Based on the table above, all dimensions show a significance value of 0.000 (< 0.05). These results indicate that there is a significant relationship between respondents' perceptions and expectations across all service quality dimensions. In other words, the level of respondents' expectations is meaningfully associated with their perceived service experience. This finding suggests that changes in expectation levels are associated with changes in respondents' perceptions. Therefore, further analysis using mean difference testing (gap analysis) becomes relevant to be conducted.

Table 2. Mean of Dimension

Dimension	Mean		Gap
	Expectation	Perception	
Tangibles	4,5583	4,3167	-0,2416
Reliability	4,5417	4,3850	-0,1567
Responsiveness	4,4950	4,3650	-0,13
Assurance	4,5450	4,3733	-0,1717
Empathy	4,5333	4,3517	-0,1816

Data Source: data by SPSS 25

In general, all dimensions show negative gap values, indicating that public perceptions of the services received are still below their expectations. This suggests that the service quality provided by the Integrated Police Service Center (SPKT) of Central Jakarta Metro Police has not fully met public expectations.

Public Perceptions and Expectations

The results of the analysis of public perceptions and expectations in this study confirm that SPKT service quality is an evaluative construct formed through a comparative relationship between service experiences and user expectations. The correlation test results show that all SERVQUAL dimensions have a significant relationship between perceptions and expectations (sig. < 0.05), indicating that public perception is not independent but is structured by pre-existing expectations. This finding reinforces the argument that service quality is relative and dynamic, determined by the extent to which service performance meets the normative standards that evolve within society.

Empirically, the characteristics of respondents—dominated by individuals with a secondary education background—suggest that expectations of service tend to be oriented toward functional aspects such as speed, clarity of procedures, and the attitude of officers. Of the 150 collected questionnaires, the majority of respondents had a high school or equivalent education (59%), followed by bachelor's degree holders (29%) and master's degree holders (4%), while 8% did not report their educational background. This distribution indicates that the sample is largely composed of individuals with a moderate level of education. Sociologically and cognitively, education level can influence patterns of understanding, normative expectations, and how individuals evaluate public service quality.

This finding suggests that service quality standards are not always shaped by complex theoretical constructs, but rather by practical needs and users' direct experiences. In addition, the dominance of service times under one hour indicates that the responsiveness dimension has met

the basic expectations of the public. However, perceptions of quality remain multidimensional, encompassing aspects such as empathy, fairness, and a sense of security. Thus, the significant relationship between perception and expectation indicates that the public has a consistent evaluative framework in assessing SPKT service quality. In this context, quality reflects not only administrative performance but also the institution's ability to respond to the social, psychological, and normative needs of the community. Therefore, service quality should be understood as the result of a dynamic interaction between service experience and continuously evolving public expectations.

Service Quality Gap

The analysis results show that although perceived service values fall within a high category (above a scale of 4), all SERVQUAL dimensions produce negative gaps ($P < E$). This condition indicates a systematic discrepancy between actual service performance and the ideal expectations of the public. Thus, SPKT service quality cannot be assessed in absolute terms but must be understood as relative performance against user expectations. The tangibles dimension emerges as the aspect with the largest gap (-0.2416), with an expectation value of 4.5583 and a perception value of 4.3167, highlighting that the quality of physical facilities and the service environment are key determinants in public evaluation. This finding reflects a shift in public expectations, which now demand not only effective administrative services but also a comfortable and modern service experience. Meanwhile, the empathy dimension (-0.1816) and assurance dimension (-0.1717) also show relatively high gaps, indicating that humanistic aspects, trust, and officer professionalism remain critical areas for improving service quality.

On the other hand, the reliability dimension (-0.1567) and responsiveness dimension (-0.13, with a perception value of 4.3650) show relatively smaller gaps, suggesting that technical aspects of service—such as procedural accuracy and response speed—are closer to meeting public expectations. This is further supported by the dominance of relatively short service times, indicating that operationally, SPKT has demonstrated responsive performance. However, smaller gaps do not eliminate the need for improvement; rather, they highlight the importance of maintaining consistent service performance.

Overall, the presence of negative gaps across all dimensions indicates that rising public expectations are a key factor shaping the service quality gap.

CONCLUSION

The results of the study indicate that there is a significant relationship between public perceptions and expectations across all SERVQUAL dimensions ($p < 0.05$), confirming that perceived service quality is the result of a comparative evaluation between actual performance and the ideal standards held by service users. Thus, the smaller the gap between perception and expectation, the greater the potential for achieving public satisfaction. Conversely, the presence of negative gaps across all dimensions shows that although SPKT services are generally rated as good, their performance has not fully met the public's ideal expectations.

This finding underscores that public service quality is a multidimensional construct, simultaneously shaped by the aspects of tangibles, reliability, responsiveness, assurance, and empathy within a unified service experience. Overall, the service quality of the SPKT at Central Jakarta Metro Police falls into the "good" category, as reflected by all perception scores exceeding 4 on a 5-point scale. However, the gap analysis reveals negative gaps across all dimensions, indicating the presence of systematic areas for improvement. In conclusion, these findings highlight that although the quality of SPKT services is already at a good level, continuous improvement remains necessary to bridge the gap between actual performance and the ever-evolving expectations of the public.

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