



## Strategic Enhancement of Integrated Police Service Center (SPKT) Quality Based on SERVQUAL Gap Analysis to Achieve Excellent Public Service

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### Abstract

This study aims to develop a strategic model to improve the quality of services at the Integrated Police Service Center (SPKT) by applying the SERVQUAL gap analysis framework. In the context of public service reform and digital transformation, SPKT plays a crucial role as the frontline of police services, directly influencing public trust and satisfaction. However, various reports and surveys indicate persistent gaps between public expectations and the actual performance of SPKT, particularly in dimensions such as responsiveness, empathy, and procedural clarity. Using a mixed-methods approach, this research combines quantitative analysis of service quality gaps across the five SERVQUAL dimensions tangibles, reliability, responsiveness, assurance, and empathy with qualitative validation through interviews and focus group discussions. The study was conducted at the Grobogan Police Department, involving community members as service users and key stakeholders as informants. Findings reveal significant negative gaps in several service dimensions, indicating areas where public expectations exceed perceived service delivery. Responsiveness and assurance emerged as the most critical dimensions requiring improvement. Furthermore, the study highlights the limited integration of digital service platforms with human-centered service quality, emphasizing the need for a balanced approach that combines technological innovation with empathetic, transparent, and reliable human interaction. The research contributes theoretically by expanding the application of SERVQUAL in the context of police services in Indonesia, an area that remains underexplored. Practically, it offers a validated strategic model tailored to the operational realities of SPKT, providing actionable recommendations for service enhancement. The model emphasizes continuous training, stakeholder engagement, and the integration of ethical values and digital tools to support sustainable public service excellence.

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## INTRODUCTION

In the midst of bureaucratic reform and the digital transformation of public services, the demand for fast, transparent, and responsive service delivery has become increasingly urgent. The Integrated Police Service Center (SPKT)

serves as the frontline of police-public interaction, playing a strategic role in fostering public trust and ensuring community safety. Despite various innovations, including digital reporting systems and integrated information platforms, public complaints persist regarding slow service, unclear procedures, and inadequate officer

responsiveness. These issues highlight a significant gap between public expectations and the actual performance of SPKT services.

To address this gap, the SERVQUAL model offers a structured framework for evaluating service quality across five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This model enables organizations to identify discrepancies between user expectations and perceptions, providing a data-driven foundation for strategic service improvements. While SERVQUAL has been widely applied in sectors such as education, healthcare, and finance, its application in police services particularly in Indonesia remains limited and underexplored.

The urgency of improving SPKT services is further underscored by the increasing complexity of public safety challenges and the need for effective citizen engagement. SPKT is not merely an administrative unit; it is the gateway through which citizens report crimes and seek assistance. Therefore, the quality of interaction, clarity of procedures, and responsiveness of officers directly influence public satisfaction and willingness to cooperate with law enforcement.

Existing studies often focus on internal evaluations or descriptive analyses without offering actionable strategies tailored to the unique context of police services. Moreover, many recommendations lack validation through stakeholder engagement or qualitative methods such as interviews and focus group discussions. This limits their practical applicability and long-term impact. Additionally, the integration of SERVQUAL with the Technology Acceptance Model (TAM) remains rare, despite its potential to provide a comprehensive understanding of both service quality and user acceptance of digital platforms.

Another critical gap lies in the limited exploration of demographic factors such as age, gender, education, and socioeconomic background that shape public perceptions of SPKT services. Understanding these variations is essential for designing inclusive and effective service strategies. Furthermore, the lack of

longitudinal studies on the implementation and sustainability of service improvement models hampers efforts to institutionalize best practices within police organizations.

This research seeks to fill these gaps by conducting a mixed-methods study that combines quantitative SERVQUAL analysis with qualitative validation. It aims to design a strategic model that is both comprehensive and practical, tailored to the operational realities of SPKT. By engaging stakeholders and incorporating public feedback, the study aspires to produce a model that enhances service quality, strengthens institutional legitimacy, and promotes active citizen participation in public safety efforts.

Ultimately, the goal is to contribute to the realization of excellent public service in the policing sector one that is responsive, empathetic, and aligned with the evolving needs of society.

## METHOD

This study employed a mixed-methods approach combining quantitative and qualitative techniques to analyze service quality gaps and design a strategic improvement model for SPKT. The research was conducted at the Grobogan Police Department, focusing on public services provided by the Integrated Police Service Center (SPKT).

Quantitatively, the SERVQUAL model was used to measure gaps between public expectations and perceptions across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Data were collected through structured questionnaires distributed to community members who had interacted with SPKT services. The instrument was validated using KMO and reliability tests, followed by classical assumption testing and hypothesis analysis to identify priority dimensions for improvement.

Qualitatively, in-depth interviews and Focus Group Discussions (FGD) were conducted with key stakeholders, including SPKT officers, community leaders, and service users. This stage aimed to validate the strategic model and ensure

its contextual relevance and practical applicability.

The final output was a comprehensive strategic model for service quality enhancement, developed through integration of quantitative findings and qualitative insights. This model was evaluated for feasibility and relevance by experts in public service and police administration.

## RESULTS AND DISCUSSIONS

The study revealed significant gaps between public expectations and perceptions of SPKT service quality across all five SERVQUAL dimensions. Quantitative analysis showed that the largest negative gaps occurred in responsiveness and assurance, indicating that the public perceives SPKT officers as insufficiently prompt and lacking in confidence-building behavior. Empathy and reliability also showed moderate gaps, while tangibles (physical facilities and appearance) had the smallest gap.

Instrument testing confirmed the validity and reliability of the SERVQUAL-based questionnaire, with KMO values exceeding acceptable thresholds and Cronbach's alpha indicating strong internal consistency. Classical assumption tests (normality, multicollinearity, and heteroscedasticity) supported the robustness of the regression model used to identify priority dimensions for improvement.

Qualitative findings from interviews and Focus Group Discussions (FGD) reinforced the quantitative results. Respondents emphasized the need for better communication, clearer procedures, and more empathetic interactions. Stakeholders also highlighted the importance of integrating ethical values and digital tools to enhance service delivery.

The strategic model developed from these findings includes three core components: (1) service behavior improvement through training and ethical reinforcement, (2) digital system optimization aligned with user needs, and (3) participatory evaluation involving community feedback. This model was validated by experts and deemed feasible for implementation within the operational context of SPKT.

The discussion underscores that improving SPKT service quality requires more than technical upgrades; it demands cultural change, stakeholder engagement, and sustained commitment to public-centered service. The integration of SERVQUAL and TAM frameworks provides a comprehensive lens to evaluate both service performance and technology acceptance, offering a balanced strategy for reform.

## CONCLUSION

This study concludes that significant service quality gaps exist within the Integrated Police Service Center (SPKT), particularly in the dimensions of responsiveness, assurance, and empathy. These gaps reflect a mismatch between public expectations and the actual performance of SPKT services, which can undermine public trust and satisfaction.

By applying the SERVQUAL gap analysis model, the research successfully identified priority areas for improvement and provided empirical evidence to support strategic decision-making. The integration of quantitative findings with qualitative insights gathered through interviews and Focus Group Discussions enabled the development of a comprehensive and contextually relevant strategic model.

The proposed model emphasizes three key pillars: enhancing service behavior through ethical and communication training, optimizing digital service systems to meet user needs, and fostering participatory evaluation involving community feedback. This approach ensures that service improvements are not only technically sound but also socially responsive and sustainable.

Ultimately, the study contributes both theoretically and practically to the field of public service management. It expands the application of SERVQUAL in the policing context and offers actionable strategies to improve service quality at SPKT. The validated model serves as a practical guide for SPKT leadership and policymakers in their efforts to deliver excellent, citizen-centered public services.

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