

Responsiveness of the Surabaya City Police in Handling Reports of Criminal Acts in Surabaya City

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ABSTRACT

This study aims to analyze the responsiveness of the Surabaya City Police in handling criminal reports in Surabaya City. Responsiveness is a willingness to help service users and provide services sincerely. This study uses a descriptive qualitative approach with data collection techniques through in-depth interviews, observation, and documentation. The theory used in this study is the theory proposed by Zeithaml et al (1990). This concept is known as the servqual model, which includes tangibles (physical evidence), reliability (reliability), responsiveness (responsiveness), assurance (guarantee), and empathy (caring). These five dimensions are benchmarks in assessing the extent to which public services are able to meet or even exceed community expectations. The results of the study indicate that the Surabaya City Police have been running well, but there are several obstacles that make it less than optimal, which include 6 indicators: the ability to respond to the community, speed in providing services, accuracy in providing services, accuracy in services, timeliness of services, and the ability to respond to complaints.

INTRODUCTION

Public services are activities carried out by the government or other parties mandated to fulfill the basic needs and rights of citizens. Public services are not only a manifestation of the state's presence in society, but also a manifestation of the state's responsibility in creating prosperity and social justice. Hikmah & Tonapa (2024) argue that public services are all activities aimed at fulfilling the needs of the community. Nurfaqirah (2022) also shares a similar view, explaining that public services have two important keywords: the needs of the community in daily life and the state's obligation to provide quality services. From this perspective, it can be concluded that public services are a series of actions undertaken by the government to regulate, manage, and provide for various community needs in order to realize good governance. Services provided by the government are not merely administrative activities, but are a key indicator of a government's success in meeting public expectations.

However, in practice, public services are not simply administratively available. The public, as service users, increasingly demands services that are not only fast, easy, and transparent, but also high-quality. Therefore, the quality of public services is a crucial aspect that must be continuously addressed and improved in every service provider. Hartono (1990) defines service quality as the level of service excellence that meets customer expectations. This concept is known as the SERVQUAL model, which measures service quality based on five main dimensions: tangibles (physical evidence): including physical facilities, equipment, and the appearance of service personnel. Reliability: the ability to provide promised services accurately and dependably. Responsiveness: the willingness of employees to assist the public and provide services promptly. Assurance: the knowledge, courtesy, and ability of employees to foster public trust in the service. Empathy: the individual attention and concern for the needs of service users.

These five dimensions serve as benchmarks for assessing the extent to which public services meet or even exceed public expectations. Poor service quality can lead to various problems, such as complaints, low satisfaction, and even public distrust of government institutions. Conversely, quality public services will increase public satisfaction, strengthen government legitimacy, and accelerate the realization of good governance. To meet these expectations, every public service provider is required to continuously improve its systems, procedures, and the quality of its human resources. Public service issues in Indonesia relate to the governance of government agencies, both central and regional, as well as state-owned enterprises, aimed at facilitating the fulfillment of citizens' rights (Izzati, 2020). Efforts to achieve clean governance include the provision of public services (Barlow, JB, Rae, WH, and Pope, 1999; Pambudi & Rusmawati, 2022). Neglecting professionalism in carrying out the duties and functions of government organizations will impact the declining quality of governance and public services.

Referring to the theory stated by Zeithaml, Parasuraman, and Berry, namely the theory of "Service Quality (SERVQUAL)" in the book entitled "Delivering Quality Service" he explains that service quality can be measured in

five main dimensions, namely tangibles (physical evidence), reliability (reliability), responsiveness (responsiveness), assurance (assurance), and empathy (Empathy). This theory explains that service quality will be achieved if the institution is able to provide consistent, responsive, convincing services, and pay attention to the needs and expectations of the community. Thus the author is interested in conducting a study entitled "Responsiveness of the City Police in Handling Reports of Criminal Acts in the City of Surabaya".

LITERATURE REVIEW

Understanding Public Services

Public services are activities carried out by the government or other parties mandated to meet the basic needs and rights of citizens. Public services not only demonstrate the state's presence in society but also demonstrate its responsibility to create prosperity and social justice. Wisdom & Tonapa (2024) Public services are all activities aimed at meeting the needs of the community. A similar sentiment was also expressed. Nurfaqirah (2022) which explains that public services have two important key elements: the needs of the community in daily life and the state's obligation to provide quality services. From this perspective, it can be concluded that public services are a series of actions undertaken by the government to regulate, manage, and provide for various community needs in order to realize good governance. The services provided by the government are not merely administrative activities, but are a key indicator of a government's success in meeting public expectations.

Responsiveness

Responsiveness is the ability of an organization or individual to respond to the needs, aspirations, and expectations of the community quickly, accurately, and adequately. In the context of public administration, responsiveness refers to how well a public institution recognizes, understands, and responds to the needs of the community. In public services, responsiveness is an important indicator for measuring service quality. Responsive institutions or officials will be able to provide services quickly and on time, according to the needs of the community, easily accessible and understood, and adapt to changing social and technological conditions. Responsiveness reflects the commitment of service providers to not only follow procedures but also listen to and adapt to community demands. This is important in the context of bureaucratic reform, increasing public trust, and realizing good governance. Opinion Riski et al (2022) that responsiveness is a concept that concerns the ability of state apparatus to face and anticipate new aspirations, new developments, new demands, and new knowledge, so that a bureaucracy does not fall behind in carrying out its duties and functions as a service provider. Kurniasih et al (2022) Responsiveness measures the responsiveness of an organization to the hopes, wishes and aspirations, as well as the demands of citizens who use its services. Haeriah et al (2023) Responsiveness is the ability of public institutions to respond to the needs of the community, especially those related to basic needs and human rights (civil rights, political rights, economic rights, social rights).

Complaint Handling

Complaint Handling is a process of activities, for example, receiving, recording, reviewing, distributing, confirming, clarifying, researching, examining, reporting, following up, and archiving. According to Ministry of Administrative and Bureaucratic Reform Number 118 of 2004 Regarding the General Guidelines for Handling Public Complaints for Government Agencies, it is stated that public complaints are a form of implementation of public oversight submitted to the public, either verbally or in writing to the relevant government apparatus, for example, contributions of ideas, suggestions, ideas, complaints, or constructive complaints. Public complaints are a form of public participation so that public service providers can hear complaints from the public. This is done with the aim of public services being able to pay attention to what is the community's needs so that better public services are created. Unfortunately, in most government institutions, complaints still consider a form of threat to the sustainability of the organization.

The purpose of complaint handling is to respond to complaints from the public, other agencies, or internally, as well as to maintain the image and authority of the relevant institution, while simultaneously increasing public trust. According to the PANRB, there are three reasons for complaint management to improve the quality of public services: the public has the right to receive quality, non-discriminatory public services that comply with established service standards. The second reason is that public complaints provide an opportunity for government agencies to conduct evaluations and improvements.

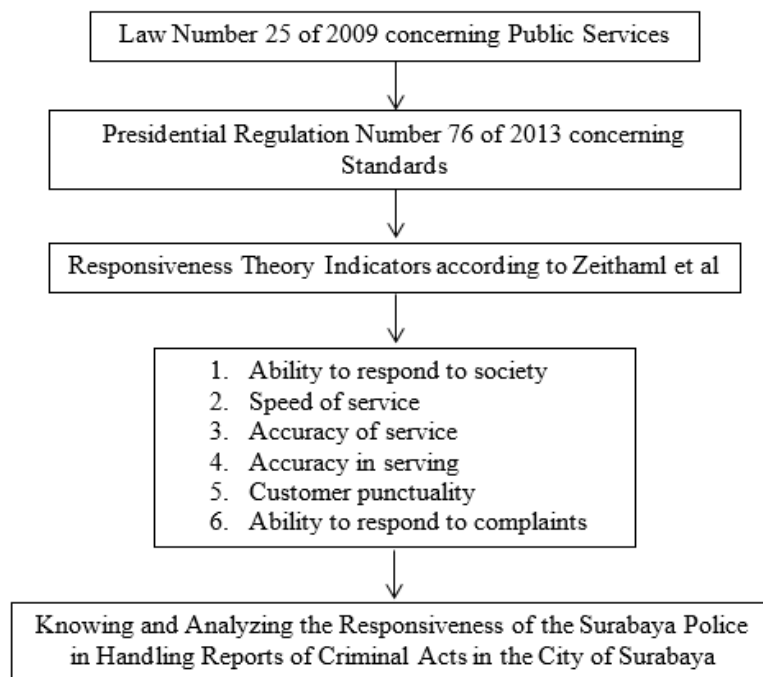


Figure 1. Framework of thinking

Source:

1. Law Number 25 of 2009 concerning Public Services
2. Presidential Regulation Number 76 of 2013 concerning Public Service Standards
3. Responsiveness Theory Indicators of Opinion Zeithaml et al (1990).

METHODOLOGY

This study uses a qualitative approach with a descriptive approach, aiming to gain a comprehensive understanding of the responsiveness of the Surabaya City Police in handling criminal reports. The qualitative approach was chosen because it allows for in-depth exploration of social phenomena based on real-world conditions, with the researcher acting as the primary instrument. The research location was determined to be the Surabaya City Police, given the high complexity of criminal cases and the large number of public reports demanding an optimal level of responsiveness.

The focus of the research was directed at six responsiveness indicators referring to the Service Quality (SERVQUAL) theory of Zeithaml et al. (1990), namely the ability to respond to the public, speed of service, accuracy of service, timeliness of service, and the ability to respond to complaints. The research data sources consisted of primary data and secondary data. Primary data were obtained through in-depth interviews with informants selected purposively, such as service officers, investigators, and parties directly involved in handling criminal reports, as well as through direct observation of the service process at the Surabaya Police Headquarters. Meanwhile, secondary data were obtained from official documents, criminal report archives, laws and regulations, and other supporting documentation.

Data collection techniques were conducted through interviews, observation, and documentation to obtain complementary data. Data analysis used the Miles and Huberman interactive analysis model, which includes the stages of data reduction, data presentation, and drawing conclusions continuously throughout the research process. To ensure the validity of the data, this study implemented a credibility test through triangulation of sources and techniques, so that the research results are expected to be valid, objective, and able to provide an accurate picture of the level of responsiveness of the Surabaya Police in handling reports of criminal acts.

RESEARCH RESULTS

Ability to Respond to Society

Table 1. Crime Complaint Data for 2025

No.	Case Type	L	S	T
1.	Mob attack	37	33	4
2.	Theft with Violence	16	13	3
3.	Aggravated Theft	52	45	7
4.	Embezzlement	75	67	8
5.	Destruction	19	12	7
6.	Carrying Sharp Weapons	103	90	13
7.	Acts of Domestic Violence	129	101	28
8.	Fraud	342	222	120
9.	Gambling	128	111	17
10.	R4 Motorcycle Theft	106	96	10
Amount		1007	790	217
Percentage		100%	78.43%	21.54%

Source: 2025 City Police Data

Caption: L: Incoming Report

S: Report successfully completed

Q: Reports that are still unresolved

Based on the table, here it shows that the crime complaint data that occurred during the 2025 period. This data includes various types of crimes reported by the public to the police, which include cases such as assault, theft with violence, aggravated theft, embezzlement, vandalism, carrying sharp weapons, Domestic Violence, fraud, gambling, and theft of 4-wheeled motorbikes.

Overall, the 2025 crime complaint data provides a fairly clear picture of the performance of report handling by the Surabaya City Police. With a total of 1,007 reports, it is clear that the service and case handling system has been running quite well, as evidenced by a resolution rate of 78.43%. This percentage reflects that the majority of public complaints can be effectively followed up according to applicable procedures. However, the backlog of 21.54% indicates that there are still a number of cases that require further attention. Various factors such as case complexity, availability of evidence, and the lengthy investigation process can contribute to the unresolved reports. Thus, overall, it can be concluded that the implementation of report handling shows quite effective performance, although several evaluations are still needed to reduce the number of backlogs and maximize service to the public.



Figure 2. Case Resolution Report Request Activity

Source: *Personal Documentation, 2025*

At the Surabaya City Police, public responsiveness is oriented toward improving service quality, from receiving reports and through the initial clarification process to follow-up on reported cases. A good response is demonstrated by the speed with which officers respond to complaints, the accuracy of the information provided to reporters, and the agility of officers in conducting initial investigations.

This is in accordance with what was conveyed by Mr. AKP Komar Sasmito as The Head of Drug Affairs at Jombang Police, who was appointed as a key informant, said:

"So, sir, from a humanistic perspective, a case doesn't have to be resolved solely through legal channels. There are other legal channels available, such as amicable settlements and restorative justice, as long as both parties agree

and still have good intentions to reconcile. This is an alternative because it can resolve problems quickly and prevent prolonged conflict. Furthermore, the officers are quite good at responding to and responding to every complaint submitted, both written and verbal. Officers not only receive reports but also pay full attention and ensure that all information is recorded correctly. After receiving the report, officers will conduct a direct inspection of the crime scene to verify the truth of the incident and then collect initial evidence. The handling process involves questioning witnesses, whether they saw, heard, or knew about the incident." (Interview Results, November 14, 2025)

Then, a statement was added by Mr. Eko Subroto as the Head of Human Resources, where there are many types of service problems, one example is People with Mental Disorders (People with Mental Disabilities), who suddenly come to the Police Headquarters to receive assistance.

"After that, there is also training on scientific knowledge in their respective fields, for example, the Criminal Investigation Unit is related to vocational training on regulations and the Criminal Code, so that they have professional skills in handling various criminal reports. This training is important so that each officer can work according to procedures, understand the steps of the investigation, and be able to provide appropriate services to the community. In addition, if there are victims who suffer injuries due to a crime, officers immediately move quickly to transport the victim to the nearest hospital for immediate medical treatment. This initial treatment is carried out to prevent the victim from worsening the injury. After receiving first aid, officers immediately record the victim's complaint along with complete identification as part of the report administration process." (Interview Results on November 14)".



Figure 3. Services Regarding Issuance of Letters Loss Statement
Source: Personal Documentation, 2025

Based on the resultsBased on interviews and observations, it can be seen that Surabaya City Police officers have demonstrated quite good responsiveness in handling public reports. This is evident in the officers' ability to receive, respond to, and provide clear explanations to reporters, without discriminating based on ethnicity, religion, race, or social background. Officers have also been assessed as being able to adapt and demonstrate readiness when dealing with various characteristics of reporters, ranging from those who are panicked and emotional to those who are unfamiliar with reporting procedures.

Speed of Service Delivery

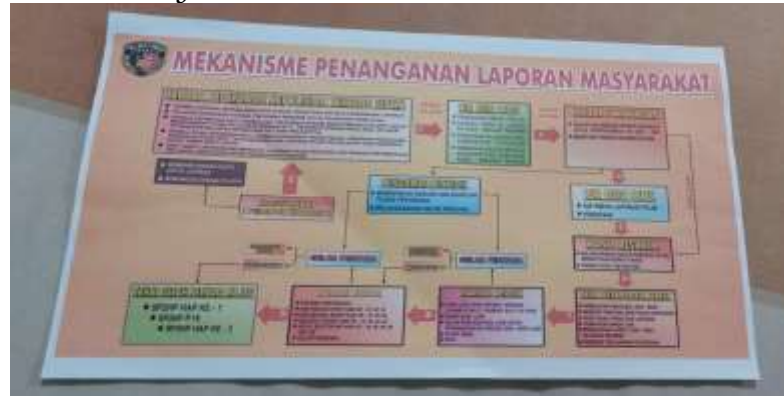


Figure 4. Public Report Handling Mechanism

Source: *Personal Documentation, 2025*

The process of handling public reports starts at the Center Integrated Police Services (SPKT). At this stage, SPKT officers receive a report, which is then recorded in a special registration book. The reporter brings evidence and, in their capacity as a victim, is then directed to file a police report. The report is then forwarded to the Dumas Reskrim Unit for initial investigation and recommendations for further handling. The SPKT then submits the report to the police unit handling the case, taking into account the effectiveness of the investigation process. The second stage is data collection by Urbin Ops, which is completed within a maximum of 24 hours. This unit is responsible for recording the report in the B1 register book, creating a report agenda, and preparing the investigation administration.

Once all the data is complete, the report is then forwarded to the Head of Unit or Deputy Head of Unit of Criminal Investigation for analysis and disposition to the appropriate investigative unit. The Head of Unit or Deputy Head of Unit can also appoint an investigator supervisor responsible for monitoring the investigation process. The received report is then submitted back to Urbin Ops for further data collection and distribution of the report to the relevant unit. Next, the Head of Unit of Criminal Investigation conducts an initial case review to determine the severity of the case and appoints an investigator who will handle the report. The next stage involves the Unit Investigation Team, which is tasked with preparing an investigation plan (Lidik) and activity budget plan, collecting information and evidence, and issuing a task order (Sprint Lidik). The results of the investigation are then reported to the Head of Unit of Criminal Investigation for follow-up. During this investigation stage, the team determines whether the case can be escalated to the investigation stage. If the case review results indicate sufficient evidence, an Investigation Order (Sprint Sidik) will be issued to officially begin the investigation process. At the investigation stage, investigators examine witnesses and suspects and complete case files.

Every development in the investigation will be communicated through a Notification Letter on the Progress of Investigation Results (SP2HP) which is issued periodically, covering the first and second stages of SP2HP, up to the transfer to the Public Prosecutor (JPU). If the case is discontinued, the

investigator will issue a Letter of Order to Terminate Investigation (SP3) accompanied by the results of the case conference.

Throughout this process, the Supervising Investigators' role is to provide technical guidance and ensure that each stage follows applicable legal procedures. They are also authorized to conduct case reviews to maintain the objectivity and accountability of the investigation process.

Then, Mr. AKP Komar Sasmito, Head of Harda Unit, added that:

"Reporters are not required to follow or understand Standard Operating Procedures (SOPs) in detail when submitting reports. This is because the SOPs are designed as internal guidelines for police officers in carrying out their duties, not as an obligation that must be complied with by the public. Reporters only need to explain the chronology of the incident or problem they experienced honestly and to the best of their knowledge. The officer then guides all stages of the reporting process, from information clarification and identity verification to the preparation of the report in accordance with formal regulations. This way, even if the public does not understand the technical or administrative aspects of reporting, the process can still run smoothly because every detail is adjusted and completed by the officer. This approach also demonstrates that police services are oriented towards convenience and accessibility, allowing the public to report without excessive procedural burdens." (Interview Results, December 3, 2025)

Then, Mr. AKP Komar Sasmito, Head of Harda Unit, added regarding the follow-up data on the report, whether it would be continued or stopped. He said that:

"Follow-up data from reports shows that each case is processed according to the applicable Standard Operating Procedures (SOP). If the investigation or inquiry finds sufficient evidence that meets the elements of a crime, the report will proceed to the next stage of the legal process. Officers will take action according to the provisions, starting from case investigation, witness examination, and preparation of files for further processing. Conversely, if during the handling process no strong evidence is found or the elements of a crime are not met, the report can be terminated according to the mechanisms stipulated in the laws and regulations. This termination is carried out professionally and based on objective legal considerations, so that each report is handled fairly and transparently in accordance with applicable regulations." (Interview Results, December 3, 2025)

Table 2. Follow-up Data for the 2025 Report

No	Follow-up Data	Number of Complaints
1.	Investigation (Sidik)	701 reports
2.	Investigation (Lidik)	233 reports

Source: Surabaya Police, 2025

The table above shows that the follow-up data for reports received by the City Police are divided into two main categories: the investigation process (sidik) and the inquiry process (lidik). This division is carried out to ensure that each report is handled according to the level of need and the characteristics of the case.

Based on the data obtained, the number of reports that have entered the investigation stage (sidik) reached 701 reports. This figure indicates that the majority of reports received have sufficient preliminary evidence to be escalated to the investigation stage. At this stage, officers compile case files, examine witnesses and suspects, and prepare files for submission to the prosecutor's office. Meanwhile, 233 reports are still in the investigation stage (lidik). Cases at this stage generally still require further in-depth, such as gathering initial information, clarifying with related parties, and seeking additional evidence to determine whether the case can be escalated to the investigation stage.

Accuracy in Providing Services

Based on information provided by the Head of the Criminal Research Unit, Mr. AKP Komar Sasmito, he explained that:

"Criminal Investigation (Reskrim) services in law enforcement involve a series of structured processes guided by operational standards to ensure that every public report is handled professionally, accurately, and accountably. The service process begins with the receipt of the report, where officers record the information submitted by the reporter. At this stage, accuracy and precision are essential to ensure every detail of the incident can be properly documented as a basis for further investigation. If the investigation results in sufficient preliminary evidence, the process continues to the investigation stage. In this phase, investigators conduct a more in-depth examination, determine the suspect, and compile a case file in accordance with the provisions of the Criminal Procedure Code. Once the suspect's whereabouts have been confirmed and legal action can be taken, the criminal investigation unit carries out the arrest process, observing the principles of legality, proportionality, and humanity. Officers also ensure that the arrest is made based on a valid warrant. After the suspect is arrested, services continue to the detention process if the objective and subjective requirements are met." (Interview Results, November 14, 2025)

Then, a statement was added by Mr. Eko Subroto as Head of Human Resources, which explained that:

"The reporting system at the Surabaya City Police Headquarters is structured in an integrated and organized manner through a service flow that begins at the Integrated Police Service Center (SPKT). At this stage, the public can submit various forms of reports and complaints. SPKT officers then conduct initial verification, record data, and classify the types of reports to ensure that each case is directed to the appropriate functional unit. Once the report is recorded, the handling process is continued to the Criminal Investigation Unit (Reskrim). The Criminal Investigation Unit structure at the Surabaya City Police Headquarters is divided into seven work units, each of which handles a more specific sub-sector of criminal acts. This division of units aims to ensure that each case is handled by investigators who have the competence and focus according to the characteristics of the reported crime. By organizing by case type, case handling becomes more systematic, fast, and accurate, because each unit can

work according to its respective expertise and technical procedures."
(Interview Results, November 14, 2025)

Based on interviews and observations, it can be seen that the services provided by the Surabaya Police Department generally follow established procedures. The public assessed that the service process, from receiving reports and recording them, to directing them to the relevant units, was structured and in accordance with regulations. Officers were deemed informative in explaining the process, helping the public understand the existing mechanisms.

Accuracy in Providing Services

Based on the information provided by Mr. AKP Komar Sasmito regarding the accuracy of providing services, he said that:

"In the initial stages of receiving a report, officers will immediately respond by visiting the crime scene (TKP) to gather initial information directly. This action is taken so that officers obtain a clearer picture of the reported incident and also to ensure that the data collected corresponds to conditions on the ground. After that, efforts are made to obtain a detailed report from the reporter through the preparation of a report, so that each statement can be documented completely and systematically. Furthermore, requests for information from witnesses and related parties will be verified for accuracy through further investigation. Officers assess the consistency of the information, the suitability of the chronology, and the accuracy of the details provided. After all information is collected, officers check the relevance of the information to the elements of the possible crime. This process is crucial to ensure that the case is handled in accordance with applicable legal provisions. Thus, every step taken reflects the officers' thoroughness in ensuring the accuracy and clarity of the report from the beginning of the investigation process." (Interview Results, November 14, 2025)

Then, Mrs. Wanda added another statement as secretary, where she said:

"Police services are always carried out in accordance with Standard Operating Procedures (SOPs). To ensure the accuracy of information, officers strive to seek and obtain information as detailed and as quickly as possible to ensure that no important data is missed. Technically, the information gathering process is carried out in stages, starting with the initial interrogation of the reporter and witnesses, then continuing through the inquiry stage, and finally entering the investigation process. At each stage, examinations and cross-checks are carried out to determine the accuracy of the information provided, including in terms of chronology, factual consistency, and compatibility with conditions on the ground. This verification is crucial in order to fulfill the elements of evidence as stipulated in the investigation process. With this multi-layered checking mechanism, it is hoped that the potential for errors in the case handling process can be minimized, so that the results of the investigation can be legally accounted for and comply with the principle of prudence." (Interview Results, November 14, 2025)

Based on the interviews and observations conducted, it can be seen that the process of receiving and recording reports by officers has been carried out in accordance with applicable service procedures. Officers not only record every information provided by the reporter but also verify it by rereading the contents of the report to ensure there are no errors or incomplete information. Reporters are given the opportunity to correct or add information so that the resulting report is truly accurate and reflects the actual situation. Furthermore, the presence of digital data has improved reporting management, improving the accuracy and effectiveness of services. The implementation of digital reporting is considered more responsive, modern, and fosters public trust.

Timeliness of Service

Based on information provided by Mr. AKP Komar Sasmito as Head of Operational Development Affairs of the Narcotics Research Unit, he said that:

"There is a reminder system and a systematically designed work schedule to assist officers in maintaining punctuality in service. The establishment of a 24-hour shift schedule, structured shift allocation, and daily supervision mechanisms serve as the main guidelines for each officer in carrying out their duties according to the specified time. This system not only organizes the workflow but also ensures that the workload can be distributed proportionally so that there is no buildup of work at certain hours. In addition, the use of internal notifications through official communication media also strengthens officer compliance with the applicable schedule. Direct supervision from superiors also serves as an additional control to minimize potential delays and ensure that each officer is in position according to the stipulated time. With the combination of a planned schedule, reminder system, and layered supervision, the process of serving the public can be more timely, consistent, and aligned with established operational standards." (Interview Results dated November 15, 2025)

Then, a statement was added from Mr. Eko Subroto as Head of HR, he said that:

"In carrying out daily tasks, the service mechanism flow is also equipped with internal communication procedures between officers on duty as an anticipatory measure in the event of delays. Typically, officers who experience delays or encounter obstacles that prevent them from arriving on time will immediately notify their colleagues on duty through the official communication group or internal channels used by the unit. This notification aims to ensure that other officers are aware of the situation in real time and can make temporary adjustments to the distribution of duties. This mechanism is crucial for maintaining service continuity, as it allows other officers to take over initial tasks or make preparations before the public arrives for service. Furthermore, this coordination helps prevent vacancies at service posts that could hinder the report-receiving process. With a clear communication flow and disciplined notification between officers, the potential for delays can be minimized, services continue to run smoothly,

and the timeliness of service to the public can be maintained in accordance with applicable operational standards." (Interview Results, November 15, 2025)

Based on the results of interviews and observations that have been carried out, the implementation of services at the Surabaya City Police has been running in accordance with the established operational standards, especially in aspects of service timeliness, coordination between officers, and administrative mechanisms. Overall, the research findings show that the work system, coordination, and supervision play an important role in supporting the timeliness of services to the public. Although there are several technical and situational obstacles, continuous improvement efforts are an important factor in maintaining the effectiveness and accountability of public services within the Surabaya City Police.

Complaint Response Ability

Based on the information provided by Mr. AKP Komar Sasmito regarding HR efforts in developing members to be more responsive and empathetic in handling public complaints, he said that:

"Every officer is required to complete a Mental and Spiritual Psychological Test every semester, or more precisely, every six months. This test is designed to assess the mental, emotional, and spiritual state of officers, and provides a score or value that can be used as an indicator for evaluating the readiness and quality of human resources in carrying out service duties. The assessment obtained through this test serves as the basis for monitoring the psychological and spiritual development of officers, so that the agency can ensure that each member is mentally and spiritually stable, resilient, and ready to face the challenges of the job. With this routine test, it is hoped that officers will not only have technical competence, but also a mental and spiritual balance that supports professionalism and effective service to the public. The results of this test are also used as considerations in the development, training, and competency development of officers. This has a positive impact on the quality of service to the public, because mentally healthy officers tend to be more responsive, consistent, and effective in handling every complaint, report, and operational task in the field. (Interview Results November 15, 2025)

The response when there are public complaints about the service must be responded to quickly. One form of this is having officers whose function is to handle public complaints, where there is a special complaints room for making complaints.

The public complaints service room is a place provided for the public to submit complaints, grievances, and information related to the issues they are facing. Through this service, the public can interact directly with officers tasked with recording, receiving, and following up on each report in accordance with established procedures. The purpose of this complaints service room is to ensure

that all public concerns are properly addressed and that responses are prompt, accurate, and transparent.



Figure 5. Complaint Service Room Community (Dumasan Services)

Source: Personal Documentation, 2025

In addition, the public complaints service room is also equipped with supporting facilities such as a service desk, waiting chairs, and administrative equipment used to expedite the report recording process. The neat layout of the room helps create a conducive atmosphere so that the public can submit complaints without feeling pressured or hindered. Officers in this room play a crucial role in providing initial service, from receiving reports and verifying information to directing the public to the relevant unit if the case requires further handling. The entire process is carried out in accordance with Standard Operating Procedures (SOPs) to ensure consistent, professional, and accountable service delivery. By providing accessible and responsive facilities, it is hoped that the public will feel more heard, protected, and confident that every report they submit will be followed up objectively and responsibly.

Then it was added again by Mr. AKP Komar Sasmito where he said that:

"At the City Police Headquarters (Polrestabes), there is a Dumasan (Public Complaints) Service Room that functions as a center for receiving reports, complaints, and input from the public regarding police services. This service room is under the coordination and supervision of the Professional and Security Division (Propam) and the Supervision Section (Siwas), so that every complaint received can be processed objectively, transparently, and accountably. The existence of this Dumasan Room is one form of the City Police's commitment to improving the quality of public services and every criticism or complaint from the public is handled seriously. In this room, the public can submit directly to the officers on duty, then they will be recorded, verified, and an initial review of the substance of the complaint. Next, both Propam and Siwas will follow up according to the applicable mechanisms to ensure that the problems submitted can be resolved appropriately and professionally. Propam generally handles complaints related to the behavior and discipline of police officers. Complaints received by Propam usually relate to alleged violations of the code of ethics, abuse of authority, unprofessionalism, or actions by members deemed inconsistent with internal police regulations. Propam's supervision focuses on coaching, enforcing discipline, and ensuring the integrity of each member is

maintained. Meanwhile, "Therefore, Siwas receives more reports and input from the public. Complaints handled by Siwas typically relate to service quality, procedural inconsistencies, delays in handling, and various forms of public dissatisfaction with police service processes. Siwas then examines, clarifies, and evaluates these reports to ensure that each public complaint receives proper attention. (Interview Results, December 3, 2025)"

Based on interviews and observations, it can be seen that the Surabaya City Police (Polrestabes) responds to public complaints regarding dissatisfaction with services quickly, systematically, and professionally. Each complaint is recorded in detail, then followed up by the relevant units to provide appropriate solutions. Officers demonstrate a responsive attitude by actively listening, providing clarification, and conducting internal evaluations to improve the service process. This demonstrates the Polrestabes' commitment to improving service quality, ensuring that public aspirations are addressed, and building public trust through transparency.

DISCUSSION

Ability to Respond to Society

In the context of handling criminal reports, responsiveness encompasses not only the speed with which officers receive and follow up on reports but also service attitudes such as friendliness, willingness to provide explanations, and providing information on case developments to the reporter. Officers are required to be able to respond to community complaints and needs, ensuring they feel valued and receive certainty in resolving the issues they face. The results of the study show that Surabaya City Police officers have demonstrated excellent public response skills, particularly in handling reports submitted by informants. This responsiveness is evident in their readiness and agility in responding and receiving reports, as well as their commitment to addressing each issue raised by the public.

According to the opinion expressed Zeithaml et al (1990) which states that the ability to respond to the public is an important indicator in assessing service quality, particularly regarding the responsiveness of officials in responding to public needs, complaints, and expectations quickly, accurately, and professionally. Furthermore, Dwiyanto (2021) He stated that the ability to respond to the public is a manifestation of the responsiveness of public officials in recognizing, understanding, and following up on the public's needs and complaints quickly and appropriately. In line with this opinion, Sinambela & Sinambela (2019) stated that the ability to respond to the community is reflected in the alertness of the apparatus in providing services, the clarity of the information conveyed, and the accuracy of the actions taken in resolving problems faced by the community.

Speed of Service Delivery

In police services, speed is a crucial indicator because the public demands legal certainty and clarity regarding the steps taken by police officers. Slow handling can lead to dissatisfaction, undermine public trust, and potentially

hinder the case resolution process. Therefore, every report received must receive prompt attention to ensure a more effective and efficient handling process. The research results show that the Surabaya Police Department's rapid response to crime reports has been effective. This is evident in the readiness of officers to respond to reports from the initial stage, especially in cases requiring immediate action. This speed is also supported by the implementation of a structured work system and the use of technology such as CCTV, which allows officers to more quickly identify incidents.

According to Zeithaml et al (1990) Speed of service delivery is an important indicator of service quality, demonstrating an organization's ability to respond to public needs and complaints quickly, accurately, and consistently. Speed of service relates not only to the initial response to a report but also to the accuracy of follow-up actions until the service process is complete.

Accuracy in Providing Services

In the context of handling criminal reports, service accuracy encompasses several aspects, such as accurate report recording, thoroughness in identifying the type of case, thoroughness in gathering initial information, and accuracy in determining follow-up steps. Small errors in recording or determining case categories can significantly impact the investigation and resolution of cases. Therefore, high precision is required to ensure that the services provided truly meet the reporter's circumstances and needs. The research results indicate that the accuracy of services provided by the Surabaya City Police has been in accordance with applicable procedures and implemented well. The service flow, from receiving reports and recording them, to directing them to the relevant units, has been structured and in accordance with established regulations. Furthermore, officers were deemed sufficiently informative and thorough in explaining the process steps, thus helping the public understand the existing mechanisms.

According to the opinion expressed by Zeithaml et al (1990) which states that service accuracy is related to the ability of officials to provide services that meet the needs of the community, without errors, and are implemented based on established standard operating procedures. Service accuracy requires officials to accurately understand the problems faced by the community. This is reinforced by the opinion of Dwiyanto (2021) that service accuracy is part of the responsiveness of the apparatus, demonstrated through the suitability of service actions to the needs and expectations of the community and in accordance with applicable procedures. In addition, this finding is supported by Tjiptono (2019) He stated that service accuracy is closely related to service reliability, namely the ability of service providers to provide services according to promises and minimize errors in the service process.

Accuracy in Providing Services

In police services, accuracy is evident in how officers identify reported issues, record data correctly, clarify information, and ensure that all procedures comply with applicable regulations. Small errors in recording, completing

documents, or gathering information can impact the length of the handling process and potentially lead to mishandling of cases. Therefore, accuracy is a crucial competency for every officer involved in public service. The research results indicate that the accuracy of service delivery at the Surabaya Police Headquarters has been implemented in accordance with applicable service procedures and has been running well. Officers carefully record every statement provided by the reporter, then verify it by rereading the report to ensure there are no spelling errors or missing information. The reporter is given the opportunity to make corrections or add information to increase the accuracy of the report.

According to the opinion of Zeithaml et al (1990) which states that accuracy in providing services is an important part of service quality, which indicates the ability of the apparatus to carry out services carefully, cautiously, and avoid errors so that all reports can be processed according to procedure, carried out correctly, and accurately. In line with this opinion Tjiptono (2019) reinforces that service accuracy is closely related to service reliability, namely the service provider's ability to provide services accurately, consistently, and with minimal errors. In addition, Sinambela & Sinambela (2019) also emphasized that the accuracy of the apparatus in providing services can be seen from the accuracy of the apparatus in processing administration, the clarity of the information provided, and the services provided are in accordance with applicable provisions and procedures.

Timeliness of Service

In the context of police services, punctuality is reflected in officers' ability to promptly record reports, follow up on reports within a reasonable timeframe, and provide timely information on case developments. Timely service delivery not only helps expedite case resolution but also increases public trust in the police institution. The research results indicate that the Surabaya Police Department's service delivery is well-executed. This is evident in the adherence to established standard operating procedures and the attention to punctuality across all service stages, from report receipt and administrative processing to coordination between officers. Punctuality provides certainty to the public and demonstrates consistency in carrying out tasks according to schedule.

Complaint Response Ability

In the context of service at the Surabaya Police Headquarters, the ability to respond to complaints is not limited to providing answers to questions or complaints from the public, but also includes officers' ability to demonstrate empathy, patience, and openness in explaining each procedure. Complainants often come under stress or anxiety, so officers are required to provide clear, reassuring explanations that comply with applicable regulations. The research results indicate that the Complaint Response Capacity at the Surabaya City Police Headquarters has been functioning well. This is reflected in the existence of a clear and structured complaint handling mechanism, starting from the report receipt process, systematically recording complaints, and following up by

relevant units within their respective authorities. Officers demonstrate a responsive attitude by providing timely initial responses, actively listening to public complaints, and providing explanations regarding necessary clarifications.

Based on the results of the research and discussion, it can be concluded that the responsiveness of the City Police in handling reports of criminal acts in the city of Surabaya has been implemented well in accordance with the six indicators put forward by Zeithaml et al (1990) which includes the ability to respond to the community, speed of providing services, accuracy in providing services, accuracy in providing services, timeliness of service, and the ability to respond to complaints. The implementation of responsiveness is reflected in the ability of officers to receive and follow up on public reports quickly and accurately, provide clear information regarding case developments, and demonstrate a careful and responsible attitude in every stage of service. In addition, the Surabaya City Police also demonstrates timeliness in responding to public complaints which are carried out systematically and responsively. Thus, it can be emphasized that the services provided by the Surabaya City Police in Handling Criminal Action Reports are responsive, however, several obstacles are still found such as the manual collection of complaint data at the Surabaya City Police, the absence of confirmation regarding the clarity of time to handle further information on case developments, limited human resources, and uneven officer responses when public reports increase.

CONCLUSIONS

In general, service performance at the Surabaya City Police Headquarters has been good, particularly in terms of responsiveness, speed, accuracy, precision, timeliness, and the ability to respond to public complaints. Services have been implemented in accordance with applicable procedures and demonstrate the officers' commitment to providing public services. However, several obstacles remain that affect the consistency of service performance, particularly when there is an increase in the number of public reports. These obstacles include limited resources, administrative processes that require longer periods of time, and suboptimal coordination between units. This condition has resulted in uneven response times, potential decreased accuracy in file examination and data recording, and delays in service completion and complaint follow-up. Therefore, it is necessary to strengthen internal coordination, optimize resources, and simplify administrative processes to improve service quality more consistently and equitably.

RECOMMENDATIONS

1. Complaint data collection at the Surabaya Police Headquarters is still manual, so it is recommended to create an online application or website to make it easier for the public to submit complaints and increase the effectiveness and efficiency of complaint data management.
2. Several obstacles remain in handling public complaints, such as a lack of follow-up information regarding timelines and case progress. Therefore, it is

recommended that the Surabaya Police provide progress reports or case information to complainants so the public can understand the progress of their submitted reports.

3. Wait times for service under certain conditions, especially during peak service times, remain quite long. Therefore, it is recommended that the Surabaya Police Department improve service flow management according to the number of personnel at any given time.

ADVANCED RESEARCH

This study shows that while service performance is generally adequate, limitations in resources, administration, and coordination hinder service consistency, indicating the need for digitalized systems and improved service management.

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