



PUBLIC COMPLAINT SERVICE QUALITY FOR POLRI MEMBERS AT LAMPUNG REGIONAL POLICE

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E-ISSN : 3109-9777

Accepted: June 2026

Accepted: June 2026

Published: June 2026

Abstract :

This study uses a descriptive qualitative research design to describe and analyze the quality of public complaint services concerning Indonesian National Police (Polri) personnel at the Lampung Regional Police. Data were collected directly from field informants through interviews and document study. The findings show that: (1) in the tangibles dimension, complaint-service facilities are available, but supporting facilities and infrastructure remain limited; (2) in the reliability dimension, services are implemented according to procedures, although delays still occur in complaint handling and information delivery; (3) in the responsiveness dimension, service officers are fairly responsive, but the speed of follow-up on reports still needs improvement; (4) in the assurance dimension, officers have attempted to provide security and certainty to the public, yet some community members remain uncertain about complaint resolution; and (5) in the empathy dimension, officers demonstrate friendly and polite attitudes, but attention and communication need to be strengthened so that complainants feel more comfortable and respected throughout the complaint-service process.

Keywords : Quality, Service, Complaint, Public

INTRODUCTION

Improving the quality of public complaint services also has strategic implications for the image and legitimacy of the Indonesian National Police (Polri) as a whole. Good complaint services will create public trust, which ultimately supports the effectiveness of police work in enforcing law and order. Conversely, poor service can strengthen negative stigma and weaken police-community relations.

In addition, strengthening the quality of public complaint services cannot be separated from the national policy framework that encourages improvements in public service quality. The Indonesian government has established a number of regulations and policies related to public services that prioritize accountability, responsiveness, openness, and participation. In this context, the police institution, as part of the public service providers, is required to consistently implement these principles, particularly in handling public complaints related to the conduct of its personnel.

The quality of public complaint services for Polri members at the Lampung Regional Police during the January-March 2026 period is shown in the following table (see Table 1).

Table : 1 Public Complaint Service Problems (January-March 2026)



No	Month	Main Problem	Indicated Cause	Impact
1	January	Slow initial response to public complaints	Limited service officers and high report volume	Decreased public trust in the police institution
2	January	Lack of transparency in report-progress information	The complaint information system is not optimally integrated	The public feels there is no certainty regarding submitted reports
3	January	Complaint procedures are perceived as complicated by the public	Socialization of complaint SOPs has not been maximized	Low public participation in submitting complaints
4	February	Inconsistent complaint-resolution time	No firm service-time standard	Public dissatisfaction with service quality
5	February	Alleged lack of objectivity in handling internal reports	An organizational culture that tends to protect fellow members	Negative perceptions of Polri's independence
6	February	Limited access to digital-based complaint services	Information technology infrastructure is not evenly distributed	Difficulty for people in certain areas to submit complaints
7	March	Low quality of communication by service officers	Lack of public service training for officers	The public feels that they are not well served
8	March	Absence of clear feedback to complainants	The monitoring and evaluation system is not yet effective	The public feels ignored after submitting reports
9	March	Lack of supervision over the complaint-handling process	Weak internal and external supervisory functions	Potential deviations in report handling

Source : Lampung Regional Police, 2026.

Table 1 shows that, overall, public complaint service problems are continuous and interconnected from one stage to another, from report reception and the handling process to the delivery of results to the public. This indicates the need for comprehensive and systemic improvements, including increasing human resource capacity, simplifying procedures, utilizing information technology, and strengthening the supervision system.

The problems mentioned above show that public complaint services involve institutional, cultural, and systemic elements in addition to technological elements. Therefore, extensive improvement efforts are needed to consistently improve service quality. The research questions are as follows:

1. How is the quality of public complaint services concerning Polri members at the Lampung Regional Police?
2. What are the supporting and inhibiting aspects of the quality of public complaint services concerning Polri members at the Lampung Regional Police?

The concept used to discuss the quality of public complaint services concerning Polri members at the Lampung Regional Police refers to Parasuraman (2018), who identifies five main dimensions of service quality (SERVQUAL), namely:

1. Tangibles: This includes buildings, equipment, technology, and how staff present themselves when providing services.
2. Reliability: the ability to provide appropriate, accurate, and dependable services as promised.
3. Responsiveness: the readiness and speed of staff in helping the public and offering services.
4. Assurance: the knowledge, courtesy, and ability of employees to build trust and a sense of security among service users.

5. Empathy: individual attention and concern for customers or the public personally.

RESEARCH METHOD

Public complaints are an important instrument in realizing public oversight of the police institution. Through the complaint procedure, the public can submit complaints, criticism, or reports regarding alleged disciplinary violations, breaches of the code of ethics, or abuse of authority by personnel of the Indonesian National Police (Polri). Therefore, the quality of public complaint services is a key measure for evaluating police professionalism and integrity.

The Lampung Regional Police, as one of the law enforcement institutions at the regional level, has a strategic role in handling public complaints against Polri members. Along with increasing public awareness of the right to obtain good services, demands for improving public service quality, including complaint services, are also increasing. This requires a comprehensive evaluation of the quality of services that have been provided.

Based on these conditions, an appropriate research design is needed to examine this phenomenon in depth. Because it can collect detailed information about service processes, public perspectives, and challenges faced in handling complaints, a qualitative method using descriptive research is considered appropriate. This research design is expected to provide a clear description of the level of public complaint services provided by officers at the Lampung Regional Police.

FINDINGS AND DISCUSSION

The quality of public complaint services concerning Polri members at the Lampung Regional Police refers to the organization's ability to provide complaint services quickly, accurately, transparently, and accountably for public reports regarding the performance of, or alleged violations committed by, police officers.

a. Tangibles

Public complaint services are an important form of public service in creating transparency, accountability, and public trust in the police institution. Public complaints concerning Polri members serve as a means for the community to submit grievances, reports, and criticism regarding police officers' behavior or actions that are considered inconsistent with rules and professional ethics. Based on an interview with the Head of the Complaint Service Division at the Lampung Regional Police, it was stated that:

The facilities and infrastructure for complaint services at the Lampung Regional Police are currently provided quite adequately, including a complaint service room, information desk, waiting chairs, administrative computers, and an information board showing the complaint flow. (Interview results, May 2026).

The tangibles dimension is an important aspect that needs attention in improving the quality of public complaint services concerning Polri members. With good, complete, and modern service facilities, public satisfaction is expected to increase and public trust in the police institution can be built, particularly in the Lampung Regional Police in providing professional, transparent, and responsive complaint services. Based on an interview with Complaint Manager 1 in the Complaint Service Division of the Lampung Regional Police, it was stated that:

In my opinion, the available physical facilities are sufficient to support the complaint service process. The service room is well organized and computer equipment is available for recording public reports. (Interview results, May 2026).

Improving the quality of public complaint services is also part of bureaucratic reform within the police institution, which demands public services that are more effective, efficient, and oriented toward public satisfaction. In the context of complaint services concerning Polri members, the public evaluates not only the results of complaint resolution but also how services are provided from the beginning. Therefore, the tangibles dimension becomes one of the important indicators because it gives the public the first impression of the quality of service received.

b. Reliability

Public complaint services are a form of public service that plays an important role in creating public trust in the police institution. Public complaints concerning Polri members provide a channel for the public to submit reports, grievances, and criticism of police officers' actions that are considered inconsistent with regulations and the professional code of ethics. Based on an interview with the Head of the Complaint Service Division at the Lampung Regional Police, it was stated that:

Complaint services at the Lampung Regional Police are carried out based on established standard operating procedures so that every public report is processed clearly and in a directed manner. (Interview results, May 2026).

In practice, the public expects complaint services that are not complicated, have certainty in completion time, and provide clear follow-up on submitted complaints. However, various obstacles remain in public complaint services, such as slow report-handling processes, inaccurate information given to the public, and discrepancies between service procedures and implementation in the field. Based on an interview with Community Informant 1, it was stated that:

In my opinion, the officers are quite reliable in providing services because they explain the complaint procedure well and assist the public during the reporting process. In addition, my report was received and recorded clearly, so I felt that my complaint was truly being processed. (Interview results, May 2026).

In complaint services concerning Polri members, the reliability

dimension is not only related to service speed but also to the accuracy of report handling and the ability of officers to provide solutions to the problems reported. Service officers are required to have competence, procedural understanding, and responsibility in carrying out service duties. If officers are able to provide services according to applicable standard operating procedures, the public will feel that their complaints are valued and processed seriously.

c. Responsiveness

Public complaint services are a form of public service that plays an important role in building public trust in the police institution. Public complaints concerning Polri members provide a channel for the public to submit grievances, reports, and criticism of police officers' actions that are considered inconsistent with rules and professional ethics. Based on an interview with the Head of the Complaint Service Division at the Lampung Regional Police, it was stated that:

Complaint service officers at the Lampung Regional Police are required to have good responsiveness in receiving and following up on every public complaint. (Interview results, May 2026).

The public generally expects complaint services that are fast, easy, and not complicated. In addition, the public also needs assurance that every complaint submitted receives serious attention from the police. However, in its implementation, several obstacles still affect service responsiveness, such as delays in responding to public reports, lack of information about the progress of complaint handling, and slow follow-up on incoming reports. Based on an interview with Complaint Manager 2 in the Complaint Service Division of the Lampung Regional Police, it was stated that:

In my opinion, the officers have tried to provide services quickly and responsively in accordance with public service duties. We always try to respond to questions and complaints from the public clearly and do not leave people waiting without certainty. (Interview results, May 2026).

Improving service responsiveness is also an important part of realizing professional, transparent, and accountable public services. With responsive services, the public will feel more appreciated and will obtain certainty that every submitted complaint receives serious attention from the police. This will certainly have a positive impact on increasing public trust in the police institution.

d. Assurance

Public complaint services are an important form of public service in creating public trust and satisfaction with the police institution. Public complaints concerning Polri members provide a channel for the public to submit reports, grievances, and criticism regarding police officers' behavior that is considered inconsistent with rules, procedures, or the professional code of ethics. Based on an interview with the Head of the Complaint Service Division at the Lampung Regional Police, it was stated that:

We provide assurance to the public that every complaint received will be

processed according to applicable procedures and regulations. In addition, we also protect the confidentiality of the complainant's identity so that the public feels safe and comfortable in submitting complaints. (Interview results, May 2026).

Good service assurance will have a positive impact on the level of public trust in the police institution. In public complaint services concerning Polri members, the public needs not only fast and accurate service but also certainty that every submitted report will be processed objectively, transparently, and in accordance with applicable legal provisions.

e. Empathy

Public complaint services are a form of public service that plays an important role in building good relationships between the community and the police institution. Public complaints concerning Polri members provide a channel for the public to submit grievances, reports, and criticism regarding police officers' behavior that is considered inconsistent with rules and the professional code of ethics. Based on an interview with the Head of the Complaint Service Division at the Lampung Regional Police, it was stated that:

We instruct all service officers to always show a friendly, polite, and caring attitude toward members of the public who come to submit complaints. Officers are expected to listen carefully to every public complaint and provide services without differentiating the background of the complainant. (Interview results, May 2026).

Members of the public who come to submit complaints are generally in a state of disappointment, worry, or facing particular problems related to services or the behavior of Polri members. Therefore, service officers are required to provide attentive service and understand the psychological condition of the public. Based on an interview with Complaint Manager 2 in the Complaint Service Division of the Lampung Regional Police, it was stated that:

We try to serve the public with a friendly attitude and listen patiently to every problem conveyed. In addition, we also provide explanations that are easy to understand so that the public does not feel confused during the complaint process. (Interview results, May 2026).

Nevertheless, in its implementation, several obstacles remain related to the empathy dimension of public complaint services. Some members of the public still complain about officers who are less friendly, pay insufficient attention to public complaints, or are less patient in providing services. In addition, ineffective communication between officers and the public can cause people to feel unnoticed or to feel that they have not received satisfactory service.

CONCLUSION

Based on the discussion of the quality of public complaint services concerning Polri members at the Lampung Regional Police, (1) in the tangibles dimension, complaint-service facilities are available, but there are still

limitations in supporting facilities and infrastructure; (2) in the reliability dimension, services have been carried out according to procedures, but delays are still found in the handling process and in delivering information to the public; (3) in the responsiveness dimension, service officers are fairly responsive, but the speed of follow-up on reports still needs to be improved; (4) in the assurance dimension, officers have tried to provide a sense of security and service certainty to the public, but some community members still feel uncertain about the certainty of complaint resolution; and (5) in the empathy dimension, service officers have shown friendly and polite attitudes, but attention and communication with the public still need to be improved so that people feel more comfortable and respected in the complaint-service process.

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