

Research Article

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Police Performance in Public Service Delivery: Evidence from Polresta Palu, Indonesia

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Abstract: *This study examines the performance of the Indonesian National Police in delivering public services through the issuance of Police Clearance Certificates (Surat Keterangan Catatan Kepolisian, or SKCK) at the Palu City Police Resort (Polresta Palu), Central Sulawesi, Indonesia. A descriptive qualitative approach was employed. Primary information was obtained from purposively selected informants comprising one head of administrative services, two SKCK service officers, and three SKCK applicants. Data were collected through observation, interviews, and documentation, and analyzed through data reduction, data display, and conclusion drawing. The analytical framework follows Agus Dwiyanto's five public-sector performance dimensions: productivity, service quality, responsiveness, responsibility, and accountability. The findings indicate that SKCK services are generally delivered according to established procedures. Officers are described as polite and helpful, provide explanations about requirements, and respond to applicants' questions and difficulties. Public-service performance nevertheless remains constrained by limited personnel, queues during periods of high demand, incomplete applicant documents, inadequate supporting facilities, and internet connectivity disruptions. These constraints can prolong processing time even when officers attempt to maintain service standards. The study concludes that performance is reasonably good but not yet optimal. Improvements should prioritize staffing in line with service demand, reliable digital infrastructure, adequate facilities, clearer public information about required documents, and consistent monitoring of service standards. The findings offer a local case for understanding how organizational capacity and frontline conduct jointly shape administrative public-service performance.*

Keywords: *police performance; public service; SKCK; service quality; responsiveness; accountability.*

Introduction

Public service is a core responsibility of government institutions and a means through which citizens experience the state in everyday life. Administrative services should be accessible, predictable, transparent, and delivered in accordance with applicable rules. In Indonesia, Law No. 25 of 2009 on Public Services provides a general legal foundation for the provision of services to citizens, while Law No. 2 of 2002 on the Indonesian National Police establishes the police mandate to protect, serve, and maintain public order. The quality of police administrative services is therefore relevant not only to operational efficiency but also to institutional legitimacy and public trust.

At the local level, Polresta Palu provides several services, including driver's licence administration, public complaints, fingerprint services, and the issuance of SKCK. An SKCK is commonly required for employment, education, and other administrative purposes. Applicants therefore need a process that communicates requirements clearly and processes complete applications in a timely manner. Delays or unclear information may impose additional costs on applicants, particularly when they must return to complete documents or when digital systems are unavailable.

The research underlying this article identifies several practical challenges in SKCK services at Polresta Palu: limited personnel relative to applicant volume, queues, incomplete documents, constraints in

facilities, and internet disruptions affecting data entry and processing. These challenges illustrate the difference that can arise between formal service standards and actual service experiences. At the same time, the study reports that officers generally maintain polite conduct and explain service requirements and procedures.

This article addresses the question: how is police performance demonstrated in SKCK service delivery at Polresta Palu? It adapts the findings of the underlying thesis into a journal-article format and uses Dwiyanto's five indicators—productivity, service quality, responsiveness, responsibility, and accountability—to organize the analysis. The article contributes a focused local account of administrative service delivery in a police institution and identifies practical areas for service improvement.

Literature Review

Public Administration and Public Service

Public administration concerns the organization and management of public resources, personnel, and processes to implement public decisions and meet collective needs (Chandler & Plano, 1988; Rosenbloom, 1983). In practice, public administration is experienced by citizens through the services and decisions of public organizations. Public service is not simply a technical transaction: it also involves fairness, transparency, responsiveness, and accountability. Denhardt and Denhardt (2015) argue that public institutions should serve citizens and the public interest rather than treating people solely as customers. This perspective is relevant to police administration because applicants must be treated fairly and provided with clear information regardless of their personal circumstances.

Organizational Performance in the Public Sector

Organizational performance is multidimensional. Output volume alone cannot establish whether a public organization performs well; service timeliness, quality, compliance, responsiveness, and answerability also matter. Dwiyanto (2012) proposes five dimensions for assessing public-sector performance: productivity, service quality, responsiveness, responsibility, and accountability. These dimensions provide a practical framework for connecting organizational processes with the experiences and rights of service users.

The Five Performance Dimensions

Productivity refers to an organization's ability to convert available resources into completed services efficiently. In SKCK administration, it includes the capacity to process applications, manage workloads, and minimize avoidable waiting. Service quality concerns whether the service is accurate, understandable, courteous, and consistent with users' needs. Hardiyansyah (2011) emphasizes that public-service quality should be considered from the standpoint of service recipients as well as formal service procedures.

Responsiveness is the capacity to recognize and respond to public needs, questions, and complaints. It can be observed when officers explain requirements, assist applicants who face difficulties, and provide timely responses. Responsibility concerns whether service activities are carried out in accordance with the organization's duties, procedures, and applicable rules. Accountability refers to the obligation to explain and justify service processes and outcomes to the public, including transparent information about requirements, procedures, and official charges.

Legal and Institutional Framework

The analysis is situated within Indonesia's public-service and police legal framework. Law No. 25 of 2009 establishes principles and obligations for public-service providers. Law No. 2 of 2002 defines the role

and functions of the Indonesian National Police. Government Regulation No. 76 of 2020 addresses types and tariffs of non-tax state revenue applicable to the Indonesian National Police, including the SKCK fee referred to in the thesis. These instruments provide the formal context against which service implementation and accountability can be considered.

Analytical Framework and Research Gap

Earlier studies discussed in the thesis apply performance frameworks to public services in local government offices, including employment-card services, subdistrict integrated services, and civil-servant performance. The present study shares their interest in performance indicators and qualitative description, but differs in institutional setting and service object: SKCK issuance at a municipal police resort. The five-dimensional framework is used here as an organizing lens rather than as a numerical rating system. It helps identify both positive frontline practices and operational barriers affecting applicants' experience.

Method

The study used a descriptive qualitative design to understand how SKCK services were implemented in their organizational setting. The research site was Polresta Palu, Central Sulawesi, Indonesia. Informants were selected purposively because of their direct knowledge of, or experience with, SKCK service delivery. They comprised the head of administrative services (Kauryanmin), two SKCK service officers, and three members of the public who had applied for SKCK.

Data were collected through observation, interviews, and documentation. Observation supported an understanding of the service process and its practical conditions. Interviews gathered perspectives from service personnel and applicants, while documents and relevant regulations provided institutional context. The analysis followed three stages: data reduction, data display, and conclusion drawing. Findings were organized according to Dwiyanto's five dimensions: productivity, service quality, responsiveness, responsibility, and accountability.

The study is context-specific and based on a small purposive sample. Its findings are intended to provide an interpretive account of service practices at Polresta Palu rather than statistically generalizable estimates. The article retains the central claims reported in the thesis; it does not introduce quantitative service-time measures or satisfaction scores that were not reported in the source.

Results and Discussion

Productivity: Service Completion Amid Capacity Constraints

The findings indicate that officers are generally able to process and complete SKCK applications in accordance with established procedures. The head of administrative services characterized productivity as reasonably good, while also noting that a limited number of personnel and periods of high applicant demand can increase workloads and waiting times. Applicants similarly reported that officers checked documents and processed applications, but service could take longer when queues increased or documents were incomplete.

These findings suggest that productivity is present but vulnerable to capacity constraints. Staff shortages, incomplete applications, and unstable internet connectivity affect the relationship between available inputs and completed outputs. Productivity should therefore not be judged only by whether certificates are ultimately issued. It should also be assessed in terms of avoidable delays, workload distribution, and the reliability of supporting systems. Adjusting staff allocation to peak demand and making document requirements easier to understand before applicants arrive may help reduce repeated visits and waiting.

Service Quality: Courteous Conduct and Uneven Processing Speed

Service quality was generally described positively. Officers were reported to be polite and courteous and to explain the procedures and requirements in language that applicants could understand. These behaviors matter because administrative services can be stressful when requirements are unfamiliar or when an applicant needs the certificate for an employment or educational deadline.

However, service quality also includes timeliness and consistency. Limited staffing and internet disruptions can slow the process even when officers communicate respectfully and follow procedures. The findings therefore point to a distinction between interpersonal quality, which is described as reasonably good, and operational quality, which is affected by resources and technology. A quality-improvement strategy should preserve courteous frontline conduct while strengthening the infrastructure needed for predictable service.

Responsiveness: Assistance and Information for Applicants

Responsiveness was reflected in officers' willingness to answer questions, explain application requirements, and assist applicants whose documents were incomplete. The reported practices indicate that staff do not simply reject applicants who experience difficulties; they provide explanations and guidance on the next steps. Such assistance can make administrative procedures more understandable and reduce uncertainty for service users.

Nevertheless, responsiveness also depends on whether assistance is available without excessive delay. When the service counter is busy, a limited number of personnel may find it difficult to respond quickly to every applicant. Clear information displayed before the service point, updated guidance on required documents, and an accessible channel for preliminary enquiries could reduce repetitive questions and allow officers to focus on cases requiring individual assistance.

Responsibility: Compliance with Procedures and Service Duties

The study describes service delivery as generally aligned with established procedures and officers' assigned responsibilities. Staff explain requirements, examine submitted documents, and proceed with issuance when the application process has been completed. This reflects an effort to maintain procedural consistency while helping applicants resolve administrative problems.

Responsibility requires more than the existence of procedures; implementation must remain consistent under pressure and during technical disruption. Operational limitations should not lead to unclear instructions or inconsistent treatment. Routine supervision, staff refreshers on standard operating procedures, and documented responses to recurring service problems would help strengthen the consistency of implementation.

Accountability: Transparent Requirements and Continuing Improvement

Accountability was reflected in the provision of information about requirements and service stages, including the presence of a service-flow notice. Officers reportedly explained problems with incomplete documents and helped applicants understand how to proceed. These practices make the process more visible to users and support the expectation that public services should be understandable and answerable.

The thesis also identifies staffing, facilities, and internet connectivity as continuing barriers. Accountability can be strengthened by publishing current requirements and official charges, maintaining visible service-flow information, providing a clear mechanism for questions or complaints, and periodically reviewing whether service standards are being met. Transparency is most useful when it is supported by reliable operations and when users can seek clarification or raise concerns.

Cross-Cutting Interpretation

Across the five dimensions, the main pattern is that positive frontline behavior coexists with organizational constraints. Officers are described as courteous, informative, and willing to assist, and applications are generally processed according to procedures. Yet the speed and consistency of the service are affected by staffing, facilities, incomplete documents, and internet reliability. The findings therefore suggest that service improvement should not focus exclusively on individual officers. It should combine staff capacity, process design, public information, technical reliability, and supervision.

Three practical priorities follow. First, staffing arrangements should reflect fluctuations in applicant volume, with workloads reviewed during peak periods. Second, the service's technical and physical infrastructure should be maintained so that digital processing does not become a bottleneck. Third, applicant-facing information should clearly set out required documents, steps, official charges, and channels for questions. These actions are consistent with a citizen-oriented approach to public service because they address both the conduct of staff and the conditions under which people access the service.

Conclusion

This study examined police performance in SKCK service delivery at Polresta Palu through Dwiyanto's five dimensions. Overall, the service was found to be reasonably good: applications are generally processed according to established procedures, officers communicate politely, explain requirements, respond to questions, and take responsibility for assisting applicants. Information about service stages also contributes to transparency and accountability.

Performance is not yet optimal because limited personnel, queues, inadequate supporting facilities, incomplete applicant documents, and internet disruptions can extend processing time. The central implication is that service quality depends on both frontline conduct and organizational capacity. Polresta Palu should align staffing with applicant demand, improve and maintain facilities and internet connectivity, communicate requirements before applicants arrive, and strengthen monitoring of service standards. These measures can support more efficient, consistent, transparent, and citizen-oriented SKCK services.

The study is limited by its qualitative design and small purposive sample, and its findings should be interpreted within the setting studied. Future research could compare SKCK services across police resorts, include a broader range of applicants, and combine interviews with service-time records and systematic user-feedback data to examine how operational changes affect service performance.

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