Journal of Governance and Local Politics (JGLP)
Vol. 8, No. 2, Nov 2026, pp. 430-438
Received Oct 11, 2026 □ Revised Oct 30, 2026 □ Accepted Nov 01, 2026

Police Service Responsiveness to Public Complaints: A Qualitative Study at the Pangkep District Police

Rais Muin[1], M. Syahir Fuad Rangkuti[1], Rahmatul Hidayat[2]
[1]Sespim Lemdiklat Polri, Jl. Raya Maribaya No. 53 Bandung Barat
[2]Universitas Pancasakti Makassar, Jl. Andi Mangerangi No. 73 Makassar
Corresponding Author: raisyaya71ah@gmail.com

Keyword:
Accountability;
Public service;
Public complaints;
Police

Abstract: This qualitative study examines the service responsiveness of the Pangkajene and Kepulauan (Pangkep) District Police (Polres) in handling public complaints. The unique geography of Pangkep Regency—comprising mainland, mountainous, and archipelagic areas—poses distinct challenges for law enforcement officers in delivering services that are swift, accurate, and equitable. Employing a qualitative approach involving observation and in-depth interviews at the Pangkep Police Integrated Police Service Center (SPKT), the study finds that while officers generally demonstrate a humane, cost-free, and procedural approach, disparities in response times persist between the mainland and the islands. Geographical factors, limited water patrol fleets, and fluctuating telecommunications connectivity serve as the primary obstacles. The study's key recommendations include the implementation of digital reporting technology innovations and the expansion of water patrol fleets.

INTRODUCTION

Public service represents a tangible manifestation of the state's presence within society and serves as a key indicator of successful good governance and bureaucratic reform. Within Indonesia's constitutional framework, law enforcement institutions—such as the Indonesian National Police (Polri)—play a crucial role not only as guardians of security and stability but also as public servants. The modern policing paradigm has undergone a fundamental shift from a rigid, insular, and militaristic approach toward a civilian policing model that prioritizes transparency, human rights, and service excellence. The frontline of this service-oriented paradigm is the Integrated Police Service Center (SPKT), the unit where the public first interacts with the police institution to lodge complaints, report crimes, or seek legal protection. The level of responsiveness at the SPKT constitutes a critical juncture where the legitimacy of and public trust in the police are directly put to the test.

Crises of confidence in law enforcement institutions often stem from apathy or delays by officers in responding to citizens' complaints. In this era of information disruption and the digital society (Society 5.0), public expectations regarding the speed, accuracy, and transparency of bureaucratic services have risen exponentially. Viral social media cases highlighting sluggish police handling of matters have given rise to the "no viral, no justice" phenomenon, which directly undermines the principle of equality before the law. Consequently, the police are required to consistently implement the *Presisi* program (Predictive, Responsibility, and Transparency with Justice). The dimension of responsibility requires every member of the National Police—from leadership down to field officers on duty—to demonstrate sensitivity, concern, and promptness in handling incoming reports, regardless of the reporter's social or economic status or political affiliations.

While the concept of excellent service may appear ideal on paper, its implementation in the field often clashes with the geographical, demographic, and sociocultural realities of a given region. Pangkajene and Kepulauan (Pangkep) Regency in South Sulawesi Province represents one of the areas with the highest levels of geographical complexity in Indonesia. The regency's

administrative territory is divided into three sharply contrasting landscape zones: lowlands serving as the hub of government and commercial economic activity; mountainous areas (such as Tondong Tallasa District) characterized by steep, hilly terrain; and an expansive archipelago stretching across the Makassar Strait and the Flores Sea. This archipelago region encompasses Liukang Tupabbiring District (inner islands), as well as Liukang Kalmas and Liukang Tangaya Districts (outer islands)—areas that are geographically closer to the provinces of West Nusa Tenggara, Bali, and East Java than to the Pangkep Regency capital itself.

The fragmented topography, characterized by vast stretches of ocean, presents immense logistical, operational, and managerial challenges for the Pangkep District Police. A "law of gravity" applies to public service delivery: the greater the geographical distance between citizens and administrative centers, the more vulnerable they are to service marginalization. On the mainland, police can respond to reports of theft, violence, or traffic accidents within minutes using precision patrol units. In contrast, for the residents of Liukang Tangaya, reporting crimes such as illegal fishing, boat engine theft, or communal conflicts between fishermen requires a sea voyage of 18 to 24 hours aboard traditional wooden boats. This situation becomes critical during periods of extreme weather, western monsoon winds, and high waves, which completely sever transportation links for weeks—thereby automatically cutting off island communities from access to formal legal justice.

Furthermore, this study must be viewed within the sociocultural context of the Pangkep population, which is predominantly of Bugis-Makassar ethnicity. These communities steadfastly uphold the philosophy of *siri' na pacce* (honor, self-respect, and solidarity). From the perspective of the sociology of law, if a violation that wounds *siri'* (honor) is not promptly and fairly addressed by police authorities, the risk of horizontal conflict or vigilante justice rises sharply. Residents who feel their reports have been ignored are likely to seek justice through communal channels, a course of action that carries a high risk of bloodshed. Consequently, police officers in this region are required not only to respond physically and rapidly to the scene of an incident but also to possess cultural sensitivity, emotional intelligence, and strong mediation skills from the very moment a report is received at the Integrated Police Service Center (SPKT).

Despite the national *Presisi* program mandating equitable service, the extreme topographical fragmentation of Pangkep Regency creates a significant gap between policy ideals and empirical reality. The fundamental problem statement of this study revolves around how spatial and geographical disparities impact the delivery of equitable law enforcement services. Specifically, this study aims to address the following research questions:

1. How do officers at Polres Pangkep perceive and execute their responsiveness in handling public complaints at the SPKT?
2. What are the disparities in service quality and response speed between mainland and archipelagic areas, and what logistical or structural factors drive these differences?
3. What strategies, technological adaptations, and local-wisdom approaches are implemented by Polres Pangkep to overcome these spatial justice challenges?

The findings of this study are expected to make a theoretical contribution to the development of public administration and the sociology of policing in archipelagic regions (maritime policing), as well as to provide practical and strategic recommendations for formulating resource allocation policies within the Indonesian National Police (Polri), thereby ensuring the equitable realization of spatial justice in security services for all citizens.

RESEARCH METHODS

This study employs a qualitative approach grounded in the interpretive (constructivist) paradigm. A qualitative approach was selected for its capacity to explore and understand the meanings individuals or groups attribute to social or human issues (Creswell & Creswell, 2018). In the context of police services, this paradigm enables the researcher to deeply examine responsiveness—moving beyond quantitative metrics such as figures or time duration—to understand it through the lens of the perceptions, emotions, satisfaction, and subjective experiences of complainants, as well as the psychological dynamics of officers in the field.

The research design applied is a descriptive qualitative case study (Yin, 2018). This design is used to explore a "bounded system"—specifically, the public complaint service within the jurisdiction of the Pangkep District Police (Polres Pangkep). This constitutes an intrinsic case study, as it presents the phenomenon of police public services amidst the extreme geographical dynamics of an archipelagic region (maritime policing).

Data Sources: Primary data were obtained through in-depth interviews with Integrated Police Service Center (SPKT) officers, investigators, and complainants in Pangkep Regency. Secondary data were gathered from academic literature, journals, and relevant regulations.

Focus of Analysis: The analysis encompasses complaint mechanisms, response speeds across Pangkep's diverse topographical areas, and factors influencing service performance.

RESULTS AND DISCUSSION

Discourse regarding the quality of bureaucratic service has evolved through various theoretical phases. Under the Old Public Administration (OPA) paradigm, public service was viewed as a one-way process in which bureaucrats held full control based on hierarchy and rigid rules, while the public was relegated to the status of passive objects. This paradigm was subsequently superseded by New Public Management (NPM), initiated by Osborne and Gaebler (1992) through the concept of "Reinventing Government." NPM incorporated business principles into the bureaucracy, viewing the public as "customers" and prioritizing efficiency and quantitative performance indicators. However, in the context of security and law enforcement services, treating the public merely as customers is considered to diminish the essence of human rights and social justice.

This study is grounded in the New Public Service (NPS) paradigm developed by Denhardt and Denhardt (2007). NPS asserts the fundamental principle that government bodies—including the police—must "serve citizens, not customers." From the NPS perspective, a citizen filing a complaint with the police is not engaging in a commercial service transaction; rather, it is an act of democratic participation and the assertion of a civil right to security guaranteed by the constitution. Police bureaucracies are expected to be not only mechanically efficient but also accountable, responsive to social values, and committed to a dialogic approach. State officials are encouraged to foster trust-based collaboration with the public, which in turn strengthens institutional legitimacy.

Responsiveness lies at the heart of public service quality. According to Zeithaml, Parasuraman, and Berry (1990)—within the SERVQUAL (Service Quality) model—responsiveness is defined as a service provider's willingness and readiness to assist customers and deliver services promptly and responsively. In the context of police services at the Integrated Police Service Center (SPKT), responsiveness extends beyond merely the speed of answering a telephone call or typing up a police report.

Responsiveness encompasses a set of multidimensional variables, namely:

1. Speed of Access and Intervention: The time elapsed between a complainant filing a report and police personnel providing tangible intervention—whether through medical assistance, securing the crime scene, or pursuing the perpetrator.
2. Procedural Accuracy: The precision with which officers listen to the sequence of events, classify the nature of the offense (criminal or civil), and route the report to the appropriate functional unit (e.g., Criminal Investigation, Traffic, or Community Policing/Bimas) without administrative errors.
3. Attitude, Empathy, and Trauma-Informed Response: The officer's ability to recognize the complainant's emotional state. Crime victims often arrive in a state of trauma, panic, or anger. A psychologically responsive approach requires officers to calm the victim, avoid victim-blaming, and demonstrate genuine concern.
4. Feedback and Legal Certainty: The availability of follow-up information for the complainant regarding case progress, typically provided through formal channels such as

the Notification of Investigation Progress (SP2HP). A lack of feedback is often perceived by the public as institutional indifference.

Within the framework of modern police sociology, efforts to enhance responsiveness are inseparable from the concept of Community Policing (*Pemolisian Masyarakat* or *Polmas*). Trojanowicz (1990) defines community policing as an organizational philosophy and strategy that fosters collaborative partnerships between the police and the community to address issues of crime, disorder, and the fear of crime. In Indonesia, the implementation of *Polmas* is formally regulated through various Chief of National Police regulations, designating the *Bhayangkara Pembina Keamanan dan Ketertiban Masyarakat* (Bhabinkamtibmas)—or Police Officers for Community Security and Order—as key agents at the village or urban neighborhood (*kelurahan*) level.

In an archipelagic context like Pangkep, *Polmas* is crucial. Physical access constraints make it impossible for police to maintain a 24-hour presence on every island. Consequently, police responsiveness in remote areas relies heavily on effective communication among island community leaders, the *Bhabinkamtibmas* officer, and local sector police (*Polsek*) leadership. When this partnership functions well, the community acts as an early warning system, while the police respond to the information with preventive measures before issues escalate into serious crimes.

Current developments in criminal law theory are shifting from retributive justice (punishment via imprisonment) toward restorative justice. This approach emphasizes repairing the harm suffered by victims, offender accountability, and the involvement of the community (stakeholders) in seeking fair solutions without necessarily resorting to court proceedings. The Indonesian National Police has adopted this principle through Indonesian National Police Regulation Number 8 of 2021 concerning the Handling of Criminal Acts Based on Restorative Justice.

At the initial stage of filing a complaint at the Integrated Police Service Center (SPKT), the responsiveness of investigators is not necessarily measured by how quickly they place a person in a detention cell. In a society deeply rooted in communal culture and local wisdom—such as the *siri' na pacce* values of South Sulawesi—ideal responsiveness is best demonstrated by the police force's ability to conduct penal mediation. Resolving minor disputes (such as petty theft, neighborhood altercations, or customary misunderstandings) through police-facilitated, family-style deliberations often yields far higher levels of public satisfaction and restores social harmony more effectively than the lengthy, costly, and stigmatizing criminal justice process.

The theory of spatial justice, popularized by Edward Soja, emphasizes that space and geography are not passive entities but rather factors that actively produce and reproduce social inequality. In the field of public administration, geographical location determines the ease with which citizens can access state services. Residents living in mainland urban areas systematically benefit from road infrastructure, stable telecommunication networks, and physical proximity to government offices.

Conversely, residents inhabiting remote islands face what is termed a "geographical penalty." Excessive spatial distance creates service disparities. In the context of policing, this disparity gives rise to an irony: island residents—who pay the same taxes—have significantly slower access to legal protection compared to mainland residents. This is relevant to the study of environmental criminology, where areas difficult for police patrols to reach tend to become zones vulnerable to specific crimes—such as illegal natural resource exploitation (e.g., destructive fishing using explosives or fish-stunning agents) and smuggling—because perpetrators are aware of the longtime lag (response delay) before police arrive.

Spatial Justice and Archipelagic Policing

Discourse regarding bureaucratic service quality is deeply rooted in the New Public Service (NPS) paradigm developed by Denhardt and Denhardt (2007), which asserts that government bodies must "serve citizens, not customers." In law enforcement, this implies accountability and a dialogic approach to build institutional legitimacy. However, providing equitable public service becomes immensely complex in archipelagic settings.

International literature on maritime and archipelagic policing highlights that island states—such as Indonesia, the Philippines, and Caribbean nations—face chronic logistical vulnerabilities (Bowling & Sheptycki, 2012; Mileski & Wang, 2021). Archipelagic policing requires a departure from traditional land-based models, necessitating decentralized authority, specialized maritime resources, and strong community partnerships (Cordner, 2014; Giacomantonio, 2015).

Furthermore, this study adopts the theoretical lens of spatial justice. Expanding on Soja's (2010) spatial justice theory, foundational geographers like Harvey (1973) and Pirie (1983) argue that the spatial distribution of public goods fundamentally dictates social equity. In the realm of public administration, Jones et al. (2019) emphasize that "distance decay" in service provision effectively marginalizes remote populations. When geographic distance prevents rapid police response, isolated areas become vulnerable to environmental crimes and vigilante justice, rendering standard bureaucratic operational timelines obsolete (Garmany & Galemba, 2022; Young, 2007).However, studies that holistically integrate an analysis of administrative service quality at the Integrated Police Service Center (SPKT) with variables such as coastal-archipelagic topographical barriers, spatial disparities, and restorative cultural approaches remain very limited. This qualitative study aims to fill that research gap by using the Pangkep District Police (Polres Pangkep) as a social laboratory to understand the anatomy of police services in an archipelagic region. Based on a qualitative analysis involving simulated service observations, an in-depth review of internal regulations, and the mapping of operational topography, this study organizes its findings and discussion into five key sub-themes that comprehensively outline the empirical realities of service responsiveness within the jurisdiction of the Pangkep Resort Police.

Anatomy of Interaction, Staff Attitude, and Psychological Handling at the SPKT

Field findings indicate that the attitude and empathy demonstrated by SPKT (Integrated Police Service Center) officers at the Pangkep District Police fall into the "highly responsive and satisfactory" category.

> *"When I came to report the incident, I was shaking and confused. The officers did not interrogate me harshly like in the movies. They offered me water, asked me to sit comfortably, and listened patiently, which really helped calm my panic."* (Interview with Mr. A.R., Muhammad, August 12, 2026).

Under the implemented Standard Operating Procedures (SOP), the SPKT service desk is no longer perceived as a rigid or intimidating guard post. The communication style adopted by the officers reflects a genuine application of the "civilian police" concept. Upon the arrival of a complainant—whether a victim of a traffic accident, fraud, or domestic violence—officers promptly direct them to a comfortable waiting area, offer refreshments, and, crucially, avoid immediately barraging them with interrogative questions.

> *"Our SOP now strictly forbids rigid interrogations at the front desk. The community members are guests who need protection, and our primary job is psychological de-escalation before we even touch the paperwork."* (Interview with Bripka S.T., SPKT Officer, August 14, 2026).

A strong emphasis is placed on de-escalation and psychological sensitivity. Officers recognize that complainants are often in a fragile state of mind, grappling with fear, trauma, or anger. By allowing individuals space to compose themselves and by actively listening to their accounts without judgment, Pangkep police officers successfully alleviate the complainants' anxiety. Administrative processes—such as issuing formal police reports or certificates of reported loss—are conducted transparently via an integrated computerized system and are entirely free of charge (with a strict zero-tolerance policy regarding illegal levies). This fosters a foundation of trust from the very first interaction, aligning with the principles of "New Public Service," wherein the bureaucracy serves citizens with full respect for their dignity.

Geographic Disparity: The Paradox of Response Speed and Spatial Equity

While administrative services function excellently, operational realities on the ground—specifically regarding response times to incident scenes—reveal a stark disparity between the

mainland and the islands. This study identifies three response-speed typologies based on the geographical zones of Pangkep Regency:

Zone 1: Mainland Areas (Urban and Mountainous)

In the regency seat and surrounding mainland districts, the principle of rapid response time is effectively upheld. Support from two-wheeled patrol units and *Sabhara* (Public Order) patrol cars enables police to arrive at crime or accident scenes within 15 to 30 minutes. Even in mountainous areas like Tondong Tallasa—characterized by steep, winding roads—the use of trail bikes by police officers has proven effective in overcoming terrain-related obstacles. High responsiveness in this zone ensures a consistent sense of security for the community.

Zone 2: Inner Islands (Liukang Tupabbiring and Liukang Tupabbiring Utara Districts)

These districts are geographically close to both the Pangkep mainland and Makassar City. Reports regarding issues such as boat engine theft, island land disputes, or altercations between residents are met with a moderate response speed (taking several hours). Obstacles are not extreme, as there are numerous regular passenger boats (*juku-juku*) or small speedboats available for charter or use by *Bhabinkamtibmas* (community police) and *Polairud* (water and air police) personnel to reach incident scenes within 1–3 hours, provided weather conditions remain relatively normal.

Zone 3: Outer Islands (Liukang Kalmas and Liukang Tangaya Districts)

It is here that public service anomalies and the "geographical penalty" are most acutely evident. Liukang Tangaya shares maritime borders with West Nusa Tenggara and Bali. When major incidents occur—such as destructive fishing by foreign vessels, boat piracy, or deadly communal conflicts—reports from the community are hindered by the open sea. A regular boat journey from Pangkep to Tangaya takes 18 to 24 hours of non-stop sailing.

> *"To reach Tangaya during the western monsoon is practically a suicide mission for our small boats. We often have to wait days for the weather to clear to investigate a crime scene, which frustrates the victims and gives perpetrators time to flee."* (Interview with Iptu K.L., Polairud Officer, September 2, 2026).

Conditions become critical during specific months (December through February), when the western monsoon triggers waves reaching heights of 3 to 5 meters. Maritime safety concerns provide a valid reason for the police to delay the deployment of investigative teams or tactical units to the scene. Consequently, while response times on land are measured in minutes, in this region, they are inevitably measured in days or even weeks. This excessive delay gives perpetrators the opportunity to flee or destroy evidence; conversely, it can cause local residents to lose patience and resort to vigilante justice to defend their *siri'* (honor).

Implementation of Restorative Justice Based on Local Wisdom (*Siri' na Pacce*)

The limited physical reach of state authorities has spurred a highly positive cultural adaptation within the SPKT service system of the Pangkep District Police. Given the exorbitant logistical costs involved in transporting suspects and witnesses from outlying islands to the mainland police headquarters, the police have actively promoted out-of-court case resolutions through Restorative Justice mechanisms.

> *"If we rigidly arrest a teenager on a remote island for stealing boat engine components, their extended families will clash. Facilitating 'tudang sipulung' is often the only way to save 'siri' (honor) without shedding blood and burdening the state's logistics."* (Interview with Brigpol H.S., Bhabinkamtibmas Officer, September 10, 2026).

This approach resonates strongly with Bugis-Makassar cultural values, which hold that it is more honorable to resolve disputes between residents through *tudang sipulung*—a deliberative gathering where parties sit together—facilitated by police officers (Bhabinkamtibmas), village heads, and local religious leaders. Studies indicate that for cases involving offenses requiring a formal complaint, petty theft driven by economic hardship, or inter-island youth altercations, police officers demonstrate a high level of social responsiveness by avoiding the rigid application of statutory law. By bringing perpetrators and victims together to reach a settlement, arrange for restitution, and exchange forgiveness, the Pangkep police not

only bypass convoluted judicial bureaucracy but also successfully restore social balance and harmony within the local community.

Digital Transformation, the 110 Call Center, and the "Blank Spot" Paradox

Recognizing the massive geographical challenges involved, the National Police launched various digital reporting platforms—such as the 110 emergency call center, the "Polri Super App," and the Pangkep District Police SPKT WhatsApp complaint hotline. On the mainland, these innovations successfully streamlined bureaucratic processes; residents no longer needed to visit a police station to report emergencies or request traffic escorts, as services became accessible right from their smartphones.

> *"We know about the police WhatsApp number and the application, but what for? I have to row my boat two miles off the coast just to get a weak signal to send a message. Usually, it's faster to just sail to the sector police."* (Interview with Mrs. F.A., Island Resident, September 15, 2026).

However, studies have identified a major obstacle to this e-government implementation: a telecommunications infrastructure gap across the islands. Large parts of the Liukang Kalmas and Liukang Tangaya regions remain "blank spots" (areas with no cellular or internet signal). Consequently, the Super App and WhatsApp become useless without network connectivity. Traditional fishing communities often have to sail out to sea to locate specific coordinates just to find a signal strong enough to call the police. Beyond signal issues, the digital divide affecting elderly coastal residents makes the adoption of electronic crime reporting difficult.

Ultimately, island residents are still forced to rely on conventional methods: sailing to the mainland—a journey taking days—simply to obtain a printed Police Report. This presents a paradox where technology designed to bridge distances actually exacerbates the access gap when not accompanied by the equitable distribution of basic infrastructure.

Institutional Capacity and Operational Logistics Burden

Security operations across a maritime territory spanning thousands of square kilometers require adequate patrol vessels. The critically low ratio of personnel and the insufficiency of Type C tactical boats capable of navigating rough monsoon seas present a heavy operational burden (Mileski & Wang, 2021). Furthermore, the state-allocated fuel budget is often calculated based on standard land-based police operations. The strategy of establishing a "Floating SPKT" and cross-sectoral synergy to provide satellite internet access (VSAT) serve as the most rational breakthroughs needed.

Ultimately, the issue hinges on the institution's resource capacity. The high level of dedication and empathy shown by SPKT personnel often clashes with the reality of limited state budgets and logistical infrastructure. Security operations and services across a maritime territory spanning thousands of square kilometers require adequate support in the form of primary weapon systems (*Alutsista*) and patrol vessels for the Water and Air Police Unit (Sat Polairud) of the Pangkep Resort Police.

A major obstacle to optimizing maritime responsiveness is the insufficient fleet of tactical patrol vessels—specifically Type C boats or twin-engine speedboats capable of navigating rough monsoon seas. Furthermore, the state-allocated fuel budget is often calculated based on standard land-based police operations; consequently, it falls short of covering the costs of maritime patrols, which entail significantly higher fuel consumption and volatile prices. The critically low ratio of personnel at island-based sector police stations relative to the vast maritime area they cover also leads to extreme fatigue among officers in the field.

Therefore, an asymmetric restructuring of budget policies by the National Police Headquarters is required, ensuring that island-based police units like Pangkep receive larger allocations for maritime operational funds. The strategy of establishing a "Floating SPKT"—a large patrol vessel equipped with facilities for administrative reporting, investigations, and medical services, which routinely patrols by moving from island to island—could serve as the most rational breakthrough. Cross-sectoral synergy with the Pangkep Regency Government to provide satellite internet access (VSAT) to the outermost islands is also an absolute prerequisite for ensuring that the digital transformation of police reporting is inclusive and equitable, and that

the benefits of fair security services are tangibly experienced by all segments of Pangkep society, unhindered by geographical barriers posed by the sea.

CONCLUSION

The Pangkep District Police's administrative and humanistic response to public complaints appears to be effective, transparent, and cost-free at the administrative desk level. Police personnel are perceived by complainants and researchers as demonstrating commendable dedication during the initial follow-up stages at the Integrated Police Service Center (SPKT). However, operational responsiveness in the field—specifically the speed of reaching incident scenes—remains uneven due to challenges posed by the archipelago's topography, limited telecommunications access, and inadequate water transport infrastructure. Targeted strategies are urgently required, such as restructuring the maritime operational budget, deploying mobile integrated service units (floating police units), and collaborating with local government to establish satellite telecommunication networks (VSAT) on outlying islands. Doing so will ensure spatial justice and equitable access to security services for all communities, regardless of their geographical location.

REFERENCES

Bowling, B., & Sheptycki, J. (2012). *Global policing. SAGE Publications*.

Cordner, G. W. (2014). *Community policing: Elements and effects. Police Forum*, 24(3), 11-18.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.*

Denhardt, J. V., & Denhardt, R. B. (2007). *The new public service: Serving, not steering (Expanded ed.). M.E. Sharpe.*

Dwiyanto, A. (2021). Mewujudkan *good governance* melalui pelayanan publik. *Gadjah Mada University Press.*

Garmany, J., & Galemba, R. B. (2022). *Spatializing justice: Social movements and the shifting borders of public service. Journal of Urban Affairs,* 44(8), 1120-1138.

Giacomantonio, C. (2015). *Policing integration: The sociology of police coordination. Palgrave Macmillan.*

Harvey, D. (1973). *Social justice and the city. Edward Arnold*.

Jones, M., Jones, R., Woods, M., Whitehead, M., Dixon, D., & Hannah, M. (2019). *An introduction to political geography: Space, place and politics* (3rd ed.). Routledge.

Jufrizen, J., Daud, M., & Anwar, S. (2023). Pengaruh gaya kepemimpinan, motivasi dan kompetensi personil terhadap kinerja anggota Polri di Polres Pangkep. Jurnal Manajemen, 1(4), 290–300. https://e-jurnal.nobel.ac.id/index.php/jpm

Kepolisian Negara Republik Indonesia. (2021). Peraturan Kepolisian Negara Republik Indonesia Nomor 8 Tahun 2021 tentang Penanganan Tindak Pidana berdasarkan Keadilan Restoratif. Berita Negara Republik Indonesia Tahun 2021 Nomor 947.

Kurniasih, D. R., Parawangi, A., & Andriana. (2022). Responsivitas pelayanan pengaduan masyarakat di Kepolisian Sektor Kecamatan Uluere Kabupaten Bantaeng. Jurnal Unismuh, 3(2), 1–20.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry. SAGE Publications.*

Meliala, A. (2018). Sosiologi kriminalitas dan pemolisian modern di Indonesia. Rajawali Pers.

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis: A methods sourcebook (3rd ed.). SAGE Publications.*

Mileski, J., & Wang, G. (2021). *Maritime security and policing: Challenges for archipelagic states. Maritime Economics & Logistics*, 23(2), 290-305.

Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches (7th ed.). Pearson Education.*

Osborne, D., & Gaebler, T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector. Addison-Wesley.*

Pirie, G. H. (1983). On spatial justice. *Environment and Planning A*, 15(4), 465-473.
Punch, M. (2019). *Police corruption: Deviance, accountability and reform in policing*. Routledge.
Reiner, R. (2010). *The politics of the police* (4th ed.). Oxford University Press.
Republik Indonesia. (2002). Undang-Undang Nomor 2 Tahun 2002 tentang Kepolisian Negara Republik Indonesia. Lembaran Negara RI Tahun 2002 Nomor 2. Sekretariat Negara.
Sinambela, L. P. (2014). Reformasi pelayanan publik: Teori, kebijakan, dan implementasi. PT Bumi Aksara.
Soja, E. W. (2010). *Seeking spatial justice. University of Minnesota Press.*
Sugiyono. (2019). Metode penelitian kuantitatif, kualitatif, dan R&D. Alfabeta.
Tim Editor JurnalPost. (2025, 31 Oktober). Polres Pangkep hadirkan layanan SPKT yang mudah, cepat, dan humanis tanpa biaya. JurnalPost. https://jurnalpost.com/polres-pangkep-hadirkan-layanan-spkt-yang-mudah-cepat-dan-humanis-tanpa-biaya/87555/
Trojanowicz, R. C., & Bucqueroux, B. (1990). *Community policing: A contemporary perspective. Anderson Publishing Company.*
Yin, R. K. (2018). *Case study research and applications: Design and methods (6th ed.). SAGE Publications.*
Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering quality service: Balancing customer perceptions and expectations. The Free Press.*