

ABSTRAK

SPKT telah menjadi bagian dari transformasi kelembagaan Polri termasuk Polda Sumatera Utara, realitas di lapangan menunjukkan bahwa kualitas pelayanan yang diberikan masih belum optimal, oleh karena itu dilakukan penelitian. Penelitian ini bertujuan untuk menganalisis implementasi manajemen strategi Sentra Pelayanan Kepolisian Terpadu (SPKT) dalam peningkatan kualitas pelayanan publik di Polda Sumatera Utara. Fokus penelitian mencakup tiga aspek utama, yaitu perumusan, implementasi, dan evaluasi strategi pelayanan. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus. Data diperoleh melalui wawancara mendalam, observasi langsung, serta analisis dokumen, kemudian dianalisis dengan model interaktif Miles dan Huberman yang meliputi reduksi data, penyajian data, serta penarikan kesimpulan dan verifikasi.

Hasil penelitian menunjukkan bahwa proses perumusan strategi SPKT Polda Sumatera Utara telah memiliki arah kebijakan yang jelas melalui program Presisi Polri, namun belum sepenuhnya berbasis analisis kebutuhan masyarakat. Implementasi strategi telah mencakup penerapan SOP, sistem antrian digital, dan pembagian tugas yang jelas, tetapi masih terkendala oleh keterbatasan sumber daya manusia, infrastruktur teknologi, dan koordinasi internal. Evaluasi strategi yang dilakukan masih bersifat administratif dan belum menggunakan sistem berbasis hasil (*outcome-based evaluation*). Secara umum, pelaksanaan manajemen strategi SPKT menunjukkan adanya kemajuan kelembagaan, tetapi belum optimal dalam menghasilkan pelayanan publik yang cepat, transparan, dan berorientasi kepuasan masyarakat.

Temuan penelitian ini merekomendasikan perlunya penguatan proses perumusan strategi berbasis kebutuhan publik, peningkatan kompetensi personel SPKT melalui pelatihan berkelanjutan, serta pengembangan sistem evaluasi digital yang partisipatif agar SPKT mampu mewujudkan pelayanan publik kepolisian yang modern, akuntabel, dan terpercaya.

Kata Kunci: Manajemen Strategi, Pelayanan Publik, SPKT, Polda Sumatera Utara, Evaluasi Strategi.

ABSTRACT

IPSC has been incorporated into the institutional transformation process of the Indonesian police force, including the Police Academy in North Sumatra. Empirical evidence indicates that the quality of service provided is yet to reach optimal levels. Consequently, this study has been undertaken. This study aims to analyze the implementation of strategic management of the Integrated Police Service Center (IPSC) in improving the quality of public services at the North Sumatra Regional Police (Polda Sumut). The research focuses on three main aspects: strategy formulation, implementation, and evaluation. A qualitative approach with a case study method was employed. Data were collected through in-depth interviews, direct observation, and document analysis, then analyzed using Miles and Huberman's interactive model, which includes data reduction, data display, and conclusion drawing with verification.

The findings reveal that the strategy formulation process of IPSC at Polda Sumatera Utara has a clear policy direction through the Polri's Presisi program, yet it is not fully based on community needs analysis. The implementation of the strategy includes standard operating procedures, a digital queuing system, and clear task distribution, but it faces obstacles related to limited human resources, technological infrastructure, and internal coordination. The evaluation process remains administrative and has not yet adopted an outcome-based approach. Overall, the strategic management of IPSC demonstrates institutional progress but has not fully achieved optimal public service quality in terms of speed, transparency, and citizen satisfaction.

The study recommends strengthening strategy formulation based on public needs, enhancing personnel competencies through continuous training, and developing a participatory digital evaluation system to achieve a modern, accountable, and trustworthy police service.

Keywords: *Strategic Management, Public Service, IPSC, North Sumatra Police, Strategy Evaluation.*