

ABSTRAK

Satpas Polres Gresik ialah salah satu fungsi pelayanan yang terdapat di Polres Gresik yang sekaligus memiliki jumlah pelanggan yang banyak. Sehingga, kualitas layanan sangat perlu diperhatikan guna memenuhi kepuasan para pelanggannya. Namun, diketahui dari hasil survei kepuasan pelanggan oleh Satpas Polres Gresik menunjukkan gejala inkonsistensi yang bahkan sempat menyentuh predikat kurang baik pada Mei 2021. Selain itu, Satpas Polres Gresik hanya mendapatkan *rating* sebesar 3,8 di *Google Review*. Terdapat beberapa permasalahan yang dikeluhkan oleh pelanggan di antaranya terkait kecepatan pelayanan, ketertiban pelayanan, penerapan protokol kesehatan, keakuratan pelayanan dan sebagainya. Sehingga, perlu dilakukan penelitian terkait kualitas layanan Satpas Polres Gresik dengan menggunakan integrasi *Structural Equation Modeling*, metode *Servqual*, model Kano, dan QFD dalam upaya meningkatkan kualitas layanan Satpas Polres Gresik sehingga dapat meningkatkan kepuasan pelanggannya.

Pengumpulan data dilakukan sebanyak 3 kali, yakni survei awal, *pre-sampling* kepada 30 responden dan diakhiri *sampling* kepada 100 responden (45 pelanggan pembuatan SIM baru dengan 22 atribut layanan dan 6 atribut kepuasan pelanggan dan 55 pelanggan perpanjangan SIM dengan 20 atribut layanan dan 6 atribut kepuasan pelanggan). Pada tahap awal yakni analisis SEM, diperoleh bahwa secara *outer model* maupun *inner model*, model hubungan antara *Service Quality* dan *Customer Satisfaction* ialah valid dan reliabel meskipun terdapat 4 atribut layanan pelanggan pembuatan SIM baru dan 3 atribut layanan serta 1 atribut kepuasan pelanggan perpanjangan SIM yang dihilangkan karena memiliki nilai *outer loading* < 0,4 pada pengujian *outer model*. Selanjutnya, pada analisis *Servqual*, terdapat masing-masing 1 atribut layanan pada kedua jenis responden yang tidak diprioritaskan untuk diperbaiki meskipun memiliki *gap* 5 bernilai negatif. Pada analisis model Kano, terdapat 12 atribut layanan berkategori *One-Dimensional* dan 5 atribut layanan berkategori *Must-be* pada pelanggan pembuatan SIM baru. Sedangkan pada pelanggan perpanjangan SIM terdapat 7 atribut layanan berkategori *One-Dimensional*, 7 atribut layanan berkategori *Must-be*, dan 2 atribut layanan berkategori *Indifferent* sekaligus kedua atribut layanan tersebut tidak perlu diprioritaskan dalam perbaikan. Pada analisis IPA, didapati terdapat 6 atribut layanan pelanggan pembuatan SIM baru dan 4 atribut layanan pelanggan perpanjangan yang berada di kuadran I dimana seluruh atribut layanan tersebut dinyatakan perlu diperbaiki pada analisis *Quality Function Deployment* (QFD).

Terdapat 11 usulan perbaikan yang diberikan namun terdapat 8 usulan perbaikan terpilih setelah dilakukan analisis QFD. Usulan perbaikan tersebut ialah melakukan pelatihan sertifikasi atau DIKJUR, menambahkan jumlah penjaga pintu masuk lingkungan dan gedung Satpas Polres Gresik, evaluasi kinerja petugas dengan sistem *reward and punishment*, menerapkan budaya 5S, sosialisasi mengenai prosedur layanan kepada masyarakat yang lebih massif, optimalisasi program CARE, mengadakan *coaching clinic* (ujian praktik), dan menyusun jadwal piket harian petugas.

Kata kunci: SEM, *Servqual*, Kano, IPA, dan QFD.

ABSTRACT

Satpas Polres Gresik is one of the service functions at Polres Gresik which at the same time has a large number of customers. Thus, the quality of service needs to be considered to meet the satisfaction of its customers. However, it is known from the results of the customer satisfaction survey by Satpas Polres Gresik showing symptoms of inconsistency even touched the bad predicate in May 2021. In addition, Satpas Polres Gresik only received a rating of 3.8 on Google Reviews. There are several problems that customers complain about, including those related to service speed, service order, implementation of health protocols, service accuracy, and so on. Thus, it is necessary to conduct research related to the service quality of the Satpas Polres Gresik using the integration of Structural Equation Modeling, the Servqual method, the Kano model, and QFD to improve the service quality of Satpas Polres Gresik to increase customer satisfaction.

Data collection was carried out 3 times, namely the initial survey, pre-sampling to 30 respondents and ending with sampling to 100 respondents (45 new SIM making customers with 22 service attributes and 6 customer satisfaction attributes and 55 SIM extension customers with 20 service attributes and 6 attributes customer satisfaction). In the initial stage, namely SEM analysis, it was found that both the outer model and the inner model, the relationship model between Service Quality and Customer Satisfaction was valid and reliable even though there were 4 customer service attributes for making a new SIM and 3 service attributes and 1 customer satisfaction attribute for SIM extensions being omitted. because it has an outer loading value < 0.4 in the outer model test. Furthermore, in the Servqual analysis, there is 1 service attribute in both types of respondents that are not prioritized for improvement even though it has a negative 5 gap. In the Kano model analysis, there are 12 service attributes in the One-Dimensional category and 5 service attributes in the Must-be category for new SIM customers. Meanwhile, for SIM extension customers, there are 7 service attributes in the One-Dimensional category, 7 service attributes in the Must-be category, and 2 service attributes in the Indifferent category, both of which do not need to be prioritized for repair. In the IPA analysis, it was found that there are 6 customer service attributes for making a new SIM and 4 extension customer service attributes in quadrant I where all of these service attributes need to be improved in the Quality Function Deployment analysis.

There were 11 improvement proposals given but there were 8 selected improvement proposals after the QFD analysis was carried out. The suggestions for improvement are conducting certification training or DIKJUR, increasing the number of environmental entrance guards and Satpas Polres Gresik building, evaluating the performance of officers with a reward and punishment system, implementing a 5S culture, socializing more massive service procedures to the community, optimizing the CARE program, holding coaching clinic (practice exam), and arrange a daily picket schedule for officers.

Keywords: SEM, Servqual, Kano, IPA, dan QFD.