

Research Article

Optimization of Sp2hp in Improving Law Enforcement Transparency in Satreskrim Polrestabes Medan

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Abstract: This study aims to 1) analyze the optimization of SP2HP in increasing transparency of investigations at the Medan Police Criminal Investigation Unit. 2) Identify obstacles faced in the implementation of SP2HP at the Medan Police. 3) Formulate strategies that can be applied to optimize SP2HP as a form of transparency in police services. The research method used in this study is document study. Document study is an in-depth method to explore phenomena in a particular system; Research Results 1) The implementation of SP2HP at the Medan Police Criminal Investigation Unit has been running according to regulations but still experiences obstacles in the issuance that is not on time and the lack of public understanding of the rights of the community as reporters in receiving SP2HP. Although SP2HP aims to increase transparency of investigations, complaints are still found regarding delays in its issuance and technological limitations in its delivery to the public. 2) Obstacles in the implementation of SP2HP, namely the main obstacles in issuing SP2HP to the reporter, are the high workload of investigators, the lack of socialization to the public regarding the rights of the public as reporters to obtain SP2HP, and the minimal use of digital technology to accelerate the process of submitting SP2HP. In addition, the absence of a strict monitoring mechanism for investigator compliance in issuing SP2HP is also an obstacle that causes less than optimal transparency in public services in the field of law enforcement, especially criminal investigations. The strategies that can be applied to increase the effectiveness of issuing SP2HP as an instrument to increase transparency in public services in the field of law enforcement are the following: a) Digitalization of the SP2HP system so that it can be accessed online by the public. b) Increasing investigator compliance in issuing SP2HP through internal audits and administrative sanctions for negligent investigators. c) Socialization to the public regarding the rights of the public as reporters to obtain SP2HP.

Keywords: In Improving Transparency; Law Enforcement In Satreskrim; Optimization Of Sp2hp.

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1. Introduction

Bureaucratic reform in the police is a strategic step aimed at creating more transparent, accountable, and professional governance in public services (Abdussalam et al., 2023). One important aspect of this reform is improving the quality of law enforcement services, including in conveying information to the public regarding the progress of investigations (Putro, 2017; Triyulianto, Ablisar, Sunarmi, et al., 2018).

At the Medan Police Criminal Investigation Unit, law enforcement service reform is realized through the implementation of the Notification Letter on the Progress of Investigation Results (SP2HP) as a form of transparency in the criminal investigation process. SP2HP is an instrument required by laws and regulations to provide periodic information to reporters regarding the progress of reported cases (Triyulianto, Ablisar, Sunarmi, et al., 2018).

Based on the Regulation of the Chief of Police Number 6 of 2019 concerning Criminal Investigation, SP2HP must be issued in stages by investigators to ensure that the public has access to adequate information related to the investigation and inquiry process (Ajis, 2021).

However, in practice, there are still various obstacles in the implementation of SP2HP in the field, ranging from delays in issuance, lack of public understanding of their rights to receive SP2HP, to limited technology in supporting a more effective administration system (Istiono, 2019). Statistical data shows that in 2023, the Medan Police handled 9,289 criminal cases, with 6,357 cases successfully resolved. Meanwhile, in 2024, the number of criminal acts decreased to 7,677 cases, with a resolution rate of 5,812 cases (Medan Police, 2024). Although there has been an increase in case resolution, there are still complaints from the public regarding the delay in the issuance of SP2HP and the lack of information provided by investigators. This shows that even though service reform has been implemented, transparency in investigations still needs to be improved.

As a form of bureaucratic reform, SP2HP has a strategic role in building public trust in the police institution. Transparency in investigations not only accelerates law enforcement, but also prevents potential abuse of authority that can harm the community (Muhammad Dawud Shoimuna, 2024; Wibowo & Kertati, 2022).

For example, the SP2HP issued by the Medan Police shows that investigation services to the community are carried out with various structured steps.

SP2HP is not just an administrative document, but is part of the community's right to obtain clear and accurate information regarding the development of reports that have been made. With bureaucratic reform in police services, it is hoped that the implementation of SP2HP can be more optimal, thereby increasing public trust in the transparency and professionalism of the Police.

In fact, the SP2HP problem has been discussed previously by Triyulianto, Ablisar, & Sunarmi (2018). Triyulianto, et.al.'s research discusses the implementation of SP2HP Online at the Medan Police Criminal Investigation Unit. The SP2HP Online allows reporters to get updates on the progress of the investigation more quickly and transparently. However, it is not supported by the readiness of technological infrastructure, public understanding of digital systems, and investigator compliance in inputting information in "real-time".

Almost similar to the research on the "PolisiKita" Application at the Medan Police Criminal Investigation Unit conducted by Istiono (2019) as an effort to combat narcotics crimes. However, the application did not last long, due to the lack of a maintenance budget, and was not supported by adequate human resources to operate it. So that in the end the "PolisiKita" application still does not provide benefits to the community as reporters. Therefore, in order to provide services to the community as reporters, services in the field of law enforcement need to be reformed.

Bureaucratic reform in law enforcement at the Medan Police Criminal Investigation Unit is an urgent need. This is because several main factors are related to efficiency, transparency, and accountability in police services to the community (Ansori, 2018; Muhammad Dawud Shoimuna, 2024).

Bureaucratic reform at the Medan Police Criminal Investigation Unit is urgently needed to ensure transparency, efficiency, and accountability in investigation services. Without optimal reform, the public will continue to experience delays in obtaining justice, and public trust in the police will continue to decline.

With the implementation of more effective SP2HP, increased technology in investigation services, and improved internal management, the Medan Police Criminal Investigation Unit can provide faster, more precise, and more transparent services to the public (Hasibuan, 2022; Yaqin et al., 2023). Bureaucratic reform is not only about changing the administrative system, but also changing the police work culture to be more responsive, professional, and oriented towards the public interest (Purba, 2022; Rustandi, 2022).

Based on this description, this study aims to analyze the implementation of SP2HP as a form of transparency in investigation services at the Medan Police Criminal Investigation Unit, identify obstacles faced in its implementation, and provide policy recommendations that can increase the effectiveness of SP2HP in supporting law enforcement service reform in the police environment.

2. Literature Review

2.1 Bureaucratic Reform Theory

Bureaucratic reform is an approach proposed by Weiss et al. (1995) in the book *Reinventing Government*. This theory views reform as an instrument to change governance with

the main goal of increasing efficiency, effectiveness, and transparency. Osborne & Gaebler emphasize the need for reform that focuses on improving public services, empowering communities, and cutting down on bureaucratic processes that hinder (Weiss et al., 1995).

In general, the theory of bureaucratic reform aims to remove structural and managerial barriers that hinder the performance of public organizations to be more responsive and results-oriented. This reform is expected to bring about structural changes that allow public organizations to operate more flexibly, prioritizing speed, quality of service, and accountability in decision-making (Baskoro Setiyo, 2021; Zuhro, 2016).

In order to answer the problem in this research, namely, "How is the implementation of bureaucratic reform increasing transparency and performance at the Medan Police Criminal Investigation Unit?" the theory of bureaucratic reform from Osborne & Gaebler (1992) in Weiss (1995) can be operationalized through steps that allow researchers to measure and assess various dimensions of reform implemented in the unit.

2.2 Transparency Theory

Transparency in public organizations is a principle that emphasizes the openness of information and decision-making processes to the public, thus enabling the public to monitor and evaluate the performance of government agencies. Hood (2007) in (Wuryandini et al., 2023) explains that transparency plays an important role in creating accountability because it provides access to the public to assess and control government actions and decisions openly.

This transparency theory states that with openness of information, public organizations such as the Medan Police Criminal Investigation Unit can increase public trust, as well as strengthen the relationship between the police and the community (Novatiani et al., 2019). Transparency is also closely related to the concept of good governance, which includes honesty, accountability, and accessibility in every aspect of decision-making (Mahmudi, 2007).

In order to apply the theory of transparency in the context of this study, the following operational steps can be taken:

- **Evaluation of the Availability of Public Information**
Transparency can be measured by how easy it is for the public to get access to relevant information from the Medan Police Criminal Investigation Unit. Researchers can evaluate available information channels, such as official police websites or public applications, as well as information provided regarding the status and progress of the case. This accessible information plays an important role in providing a sense of trust to the public that the investigation process is carried out openly and can be monitored by the public (Novatiani et al., 2019).
- **Observation of Reporting Procedures and Public Response**
The operationalization of transparency can also be done by observing the reporting procedures carried out by the Criminal Investigation Unit. Researchers can analyze whether these procedures provide access for the public to provide input or complaints regarding police performance. This observation can include policies and procedures that facilitate openness, such as operational standards that regulate the provision of information to parties reporting a case, or the availability of periodic reports on the performance of the police unit in handling cases (Zuhro, 2016).
- **Public Trust Survey on the Transparency of the Process**
Through surveys, researchers can assess public perceptions of the openness and access to information provided by the Medan Police Criminal Investigation Unit. This survey can include questions related to public satisfaction with the information available and the extent to which the public feels involved in an open and fair legal process. The level of public satisfaction and trust can be important indicators in assessing the effectiveness of transparency implemented by the institution (Mahmudi, 2007).
- **Assessment of Openness in Internal Decision Making**
Transparency in bureaucratic reform is also related to how decisions are made within the organization and to what extent internal employees can understand and be involved in those decisions. Through interviews with employees at the Criminal Investigation Unit, researchers can assess whether the decision-making process in this unit is transparent, as well as the extent to which unit members are given access to information related to the performance and resolution of cases handled (Kurniawan & Tiarapuspa, 2023).

- **Analysis of Documentation and Reporting**
Transparency can be measured through analysis of documentation or reporting issued by the Criminal Investigation Unit regarding the performance and achievements of the organization. This analysis can include monthly or annual performance reports published to the public as well as evaluation of measurable performance achievements. Openness in this reporting is an important indicator of the extent to which the Criminal Investigation Unit is committed to transparency and accountability to the public (Novatiani et al., 2019).

2.3 Performance Theory

The performance of a public organization is assessed based on its ability to achieve set goals in an efficient and effective manner. Mahmudi (2007) defines performance as work results that demonstrate quality, timeliness, and the level of public satisfaction with services.

In the context of public organizations such as Satreskrim, performance theory includes dimensions of efficiency, effectiveness, and productivity, each of which is measured by various indicators of service and public satisfaction (Mahmudi, 2007). Good performance also means that the organization can respond to change and adapt to operational challenges faced, such as increasing cases or the complexity of problems in investigations (Wibowo & Kertati, 2022).

In answering the problems in this study, namely measuring the performance of the Medan Police Satreskrim, the operational steps based on performance theory are as follows:

- **Measuring the Effectiveness of Case Handling**
Effectiveness can be measured through the number and percentage of case completions handled by the Sat Reskrim. This indicator shows how well the unit achieves the main target of Satreskrim investigators in resolving criminal cases. Researchers can collect data from annual performance reports or official data related to the number of cases resolved in a certain period (Mahmudi, 2007).
- **Analyzing the Efficiency of Case Resolution Time**
Efficiency in the performance of the Criminal Investigation Unit can also be measured from the time required to resolve a case, from the report to the final settlement stage. Researchers can evaluate whether the Criminal Investigation Unit implements a fast and targeted process in handling cases or whether there are obstacles that slow down the resolution. This efficiency can be monitored by analyzing internal reports or interviews with officers involved in the investigation (Muhammad Dawud Shoimuna, 2024).
- **Public Satisfaction Survey**
The level of satisfaction of the community served is an important performance indicator in assessing the success of bureaucratic reform. Researchers can conduct a survey to determine public perceptions of the quality of service provided by the Criminal Investigation Unit, such as friendliness, openness of information, and timeliness in responding to reports. The results of this survey can provide an overview of how well the Criminal Investigation Unit meets public expectations (Sedarmayanti, 2018).
- **Evaluation of Public Service Quality**
In the context of Satreskrim, service quality can be measured through standard procedures applied in handling cases and compliance with Standard Operating Procedures (SOP). Researchers can analyze how the investigation procedure is carried out, whether it is in accordance with the SOP, and whether Satreskrim has the initiative to provide additional services, such as providing information on case developments to the reporter. This quality shows how professional and accountable the services provided are (Novatiani et al., 2019).
- **Measuring Responsiveness to Public Complaints**
Responsiveness is also an indicator in assessing performance, where researchers can evaluate Satreskrim's ability to respond to public complaints or reports. This assessment includes how quickly Sat Reskrim responds to reports and the extent to which public complaints are received and followed up transparently. This shows the unit's commitment to maintaining good relations with the community (Osborne & Gaebler, 1992, in Weiss et al., 1995).

By operationalizing the performance theory through the steps above, this study will be able to provide a comprehensive picture of the effectiveness and efficiency of the Medan Police Criminal Investigation Unit in implementing bureaucratic reform. This measurement aims to understand the level of success of the reform in improving performance and identifying areas of improvement needed.

3. Method

The approach used in this study is a qualitative approach. This approach was chosen because it allows for in-depth exploration of the implementation process of SP2HP (Notification Letter of Investigation Results Progress) as part of the reform of law enforcement services at the Medan Police Criminal Investigation Unit.

According to Creswell (2020), a qualitative approach is used to understand social phenomena in a natural context and allows researchers to explore experiences, views, and practices that develop within an organization. In this study, a qualitative approach is used to understand how the implementation of SP2HP contributes to the transparency of investigations and to identify the challenges faced in its implementation.

This approach also allows researchers to gain a contextual understanding of the structural and technical constraints in the implementation of SP2HP, as well as explore the perceptions of the community as reporters in receiving information services on the progress of investigations.

The method used in this study is document study. Document study is an in-depth method to explore phenomena in a particular system (R. Yin, 2019; R. K. Yin, 2018). In the context of this study, the case study focuses on the implementation of SP2HP at the Medan Police Criminal Investigation Unit as part of the police public service reform. According to R. K. Yin (2018), the case study method allows analysis of policy dynamics, interactions between policy implementers (investigators) and service recipients (reporters), and evaluation of policy effectiveness. Therefore, this study will examine, first, how the implementation of SP2HP is increasing the transparency of investigations. Second, what are the challenges faced in implementing SP2HP at the Medan Police Criminal Investigation Unit? Third, what is the strategy for optimizing SP2HP as an instrument of transparency in law enforcement service reform?

4. Results and Discussion

4.1 Analysis of the Implementation of SP2HP as a Form of Transparency in Investigations

The results of the study indicate that the implementation of the Notification Letter of Investigation Result Progress (SP2HP) at the Medan Police Criminal Investigation Unit has been running in accordance with applicable regulations, namely the Regulation of the Chief of Police Number 6 of 2019 concerning Criminal Investigation. However, in its implementation, there are still various obstacles that affect the effectiveness of public services in the field of law enforcement. Based on interviews with investigators and field data, several main obstacles in the implementation of SP2HP include:

- **Varying Level of Investigator Compliance**
Although most investigators understand the importance of SP2HP as a transparency instrument, there are still cases of delays in issuance, especially due to high workloads.
- **Delivery Mechanism Still Dominated by Manual Systems**
SP2HP is mostly delivered directly or by letter, while the use of electronic media is still limited. This causes reporters not always to receive information on time.
- **Lack of Socialization to the Community**
Most people do not understand their rights in obtaining SP2HP, so they do not demand these rights when they do not receive notification from investigators.

The steps that can be taken to improve the optimization of the effectiveness of SP2HP issuance in the context of public services in the field of law enforcement include

- **Optimizing the SP2HP digital system** to ensure that reporters can access case developments more quickly and accurately. This finding is in line with the concept of bureaucratic reform explained by Osborne & Gaebler (1992) in Weiss (1995), where more

transparent and efficient public services require a digital-based system and stricter internal monitoring.

- Increasing the capacity of investigators in investigation administration, including in recording and reporting case developments so that information in the SP2HP is more accurate.
- Socialization of the public regarding their rights in obtaining SP2HP so that reporters better understand the investigation procedures and increase public participation in monitoring the legal process.
- Periodic evaluation of the implementation of SP2HP to identify obstacles that are still faced and find more effective solutions to increase transparency in investigations at the Medan Police Criminal Investigation Unit.

With improvements in these aspects, it is hoped that the implementation of the issuance of SP2HP as an instrument to realize transparency in the field of investigation can run more optimally and increase public trust in the performance of the police in law enforcement.

Based on the theory of transparency, Hood (2007) in Wuryandini et al. (2023) stated that "transparency in public services must include openness of information to the public." The implementation of SP2HP should be able to meet the principle of transparency. However, the results of the research findings show that the implementation of SP2HP at the Medan Police Criminal Investigation Unit still experiences obstacles in terms of investigator compliance and delays in delivery to reporters.

In the context of bureaucratic reform, the manual SP2HP issuance system shows that the police need to modernize through a digital-based system to be more efficient and transparent.

Analysis of Constraints in the Implementation of SP2HP and its Implications for Transparency

Based on the research findings, it shows that several major obstacles in the implementation of SP2HP have a direct impact on the transparency of investigations. The categories of obstacles and their impacts can be seen in the table below.

Table 1. Categories of Main Constraints in the Implementation of SP2HP and Their Impacts

No.	Constraint	Impact
1.	High workload of investigators	Delay in issuing SP2HP
2.	Lack of public understanding regarding the right to receive SP2HP	The reporter did not demand his right to obtain SP2HP
3.	Minimal digitization in the SP2HP delivery system	The distribution process is still manual and slow
4.	No strict sanctions for investigators who neglect to issue SP2HP	Investigators are less disciplined in implementing SP2HP

This obstacle shows that bureaucratic reform in investigations has not been fully implemented optimally. Hood (2007) in Supriyadi et al. (2024), in his theory of transparency, emphasizes that "a public institution must have an information openness system that allows the public to access and evaluate the performance of the organization." However, at the Medan Police Criminal Investigation Unit, there are still obstacles in technical and administrative aspects that hinder transparency. The implication of this problem is the decline in public trust in the police. The increase in the number of Dumas (Public Complaints) reports in the last three years (see 4.8. Number of Dumas Reports at the Medan Police Criminal Investigation Unit 2022 to 2024) shows that the public is increasingly critical of police services, especially in conveying information related to the progress of investigations.

SP2HP Optimization Strategy Analysis to Improve Transparency and Performance

Based on the obstacles found in the implementation of SP2HP, several strategies that can be applied to increase its effectiveness are

- Digitization of the SP2HP System
 - a. Developing an online-based SP2HP system that allows reporters to get real-time updates on case developments.

- b. Implementing web-based or mobile applications so that reporters can access information without having to come directly to the police station.
- Increasing Investigator Compliance in Issuing SP2HP
 - a) Establishing an internal audit mechanism to ensure that SP2HP is issued on time.
 - b) Imposing administrative sanctions on investigators who are negligent in implementing SP2HP.
- Socialization of Reporter Rights
 - a. Holding an educational campaign regarding the reporter's rights to obtain SP2HP in accordance with legal provisions.
 - b. Providing complaint services for the public who do not receive SP2HP.

Based on the theory of good governance developed by Mahmudi (2007), it states that "transparency and accountability in public services can be achieved through an efficient administration system and active participation from the public." Therefore, the above strategy aims to increase the effectiveness of police services in supporting bureaucratic reform.

Based on statistical data, the number of SP2HPs issued by the Medan Police Criminal Investigation Unit in recent years has shown a fluctuating trend (see Table 4.7, Recapitulation of SP2HPs at the Medan Police Criminal Investigation Unit, 2020 to 2025). From these data, it can be seen that since 2022, the number of SP2HP issuances has increased quite significantly. This reflects an improvement in the police administration system related to the transparency of investigations. However, the realization of SP2HP in the current year, 2025, is still low, possibly because the year is still ongoing.

This data analysis shows that although there has been an increase in the implementation of SP2HP, there is still room for improvement, especially in accelerating the issuance and distribution of SP2HP, to make it more accountable.

Based on the research findings, there are several important implications for bureaucratic reform in the police, including

- SP2HP as a Non-Optimal Transparency Instrument
Although SP2HP has been implemented, there are still obstacles in investigator compliance and its delivery system. This indicates the need for further reform in the administration of investigations.
- Increasing Number of Public Complaints (Dumas) Indicates Public Desire for Better Transparency
The increase in the number of dumas reports from 134 reports (2022) to 215 reports (2024) shows that the public is increasingly aware of their rights as reporters and demands better transparency from the police as public servants.
- Innovation Is Needed in Bureaucratic Reform
The implementation of technology in delivering SP2HP is an urgent need so that transparency and efficiency can be increased. For example, the Online SP2HP, which was previously implemented at the Medan Police, can be re-optimized with the support of better infrastructure (Istiono, 2019; Triyulianto, Ablisar, Sunarmi, et al., 2018).

Based on the discussion above, several main conclusions that can be drawn from this study are

- SP2HP has a strategic role in investigation transparency, but there are still obstacles in its implementation.
- The increase in the number of Dumas reports shows that the public is increasingly critical of the openness of police information.
- Technological innovation and internal supervision are needed so that SP2HP can truly function as an instrument of transparency. As a policy direction, the Medan Police Criminal Investigation Unit needs to optimize the SP2HP digitalization system and increase investigator compliance in its issuance. With a more comprehensive bureaucratic reform, it is hoped that investigation services can be more transparent and accountable.

5. Conclusion

Based on the results of the study on Law Enforcement Service Reform: Implementation of SP2HP as a Form of Transparency at the Medan Police Criminal Investigation Unit, several things can be concluded as follows: (1) The implementation of SP2HP at the Medan Police

Criminal Investigation Unit has been running according to regulations but still experiences obstacles in the issuance that is not on time and the lack of public understanding of the rights of the community as a reporter in receiving SP2HP. Although SP2HP aims to increase transparency in investigations, complaints are still found regarding delays in its issuance and technological limitations in its delivery to the public. (2) Obstacles in the implementation of SP2HP, namely the main obstacles in issuing SP2HP to reporters, are the high workload of investigators, the lack of socialization to the public regarding the rights of the community as a reporter to obtain SP2HP, and the minimal use of digital technology to accelerate the process of delivering SP2HP. In addition, the absence of a strict monitoring mechanism for investigator compliance in issuing SP2HP is also an obstacle that causes less than optimal transparency in public services in the field of law enforcement, especially criminal investigations. (3) The strategies that can be applied to increase the effectiveness of SP2HP issuance as an instrument to increase transparency in public services in the field of law enforcement are (a) Digitization of the SP2HP system so that it can be accessed online by the public. (b) Increasing investigator compliance in issuing SP2HP through internal audits and administrative sanctions for negligent investigators. (c) Socialization to the public regarding the rights of the public as reporters to obtain SP2HP.

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