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Abstract: General Background: Good public service is a core characteristic of good governance. Innovations such as the Sub-district Integrated Administration Services (PATEN) have been introduced to improve public service quality at the sub-district level.

Specific Background: The implementation of PATEN at the Sidoarjo Sub-district Office, Sidoarjo District, aims to streamline administrative services and enhance community satisfaction. **Knowledge Gap:** Despite the PATEN initiative, challenges remain in service efficiency and quality, particularly in ensuring reliability, responsiveness, and time guarantees. **Aims:** This research analyzes the quality of integrated administrative services (PATEN) at the Sidoarjo Sub-district Office using a qualitative, descriptive approach.

Results: Based on the service quality theory by Zeithaml, Parasuraman, and Berry, the study evaluates five indicators: tangibles, reliability, responsiveness, assurance, and empathy. Tangibles are sufficient, with adequate infrastructure. Reliability is ensured through competent employees and SOP adherence. Responsiveness shows employees serve the community well, though time guarantees, particularly for KTP issuance, need optimization due to data verification delays and limited resources. Empathy is reflected in equitable service delivery without discrimination. **Novelty:** The research highlights the importance of optimizing time guarantees and resource availability to improve PATEN implementation in Sidoarjo. **Implications:** This study provides insights for local government to enhance service delivery by addressing existing challenges and ensuring more responsive, reliable, and efficient administrative services.

Keywords: Quality, Public Services, PATEN, Sidoarjo Regency



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Introduction

Government agencies and private organizations are required to provide quality services to enhance and promote community economic activities. Therefore, government services (apparatus) must be more proactive and careful in providing services to anticipate changes in times so that the services can meet the dynamic needs of the community. This is because if there is no development in service components, it can impact all sectors. Therefore, high-quality services must be provided by both the Central Government and the Regional Government (Supriyanto, 2023) [1].

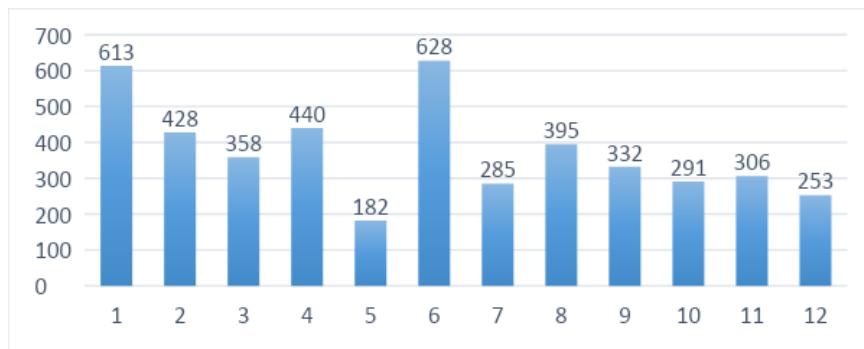
Good public service is a characteristic of good governance (Good Governance). The quality of life of the community is greatly influenced by the manner in which public services are

administered. Therefore, the task of each region in improving the welfare of the community is to build a reliable public service system. It is not surprising that the decentralization of service authority for each region has become one of the reasons for the Government's efforts to improve the standard of public services (Subroto, 2019) [2]. The development of public service standards emphasizes efforts to simplify services, shorten service times, reduce bureaucracy, ensure transparency, and provide certainty in services. With the improvement in service quality, it can address the obstacles and complaints from the community regarding government apparatus, such as complicated service procedures, unclear service systems, convoluted service processes, and avoidable service costs [3]. To address these obstacles, the Government has improved many policies, especially those aimed at enhancing public services.

Based on Law Number 25 of 2009, namely: every state is mandated by the 1945 Constitution to serve all citizens and residents to meet the needs of public services and enhance the legitimacy of the programs offered by public service providers. This is an activity that needs to be completed to align with the aspirations and demands of the Indonesian people regarding the improvement of public services, ensuring the rights and obligations of every Indonesian citizen, and creating state responsibility in providing public services in the development of quality and assurance of administrative service delivery based on the basic principles of governance and legal entities, as well as providing security to the people against the abuse of authority in the management of public services [4]. Based on the Law, it is clear why the government is so vigorous in improving the quality of public services. According to Sinambela, 2008 in Puryatma et al., (2020) in the administration of public services, there are still several issues, including discrimination in service provision, suboptimal guarantees of time and service costs, and low public satisfaction with the public service administration process. in terms of policy and implementation, public services in Indonesia are said to still be inadequate. This is because in the implementation of public services, there is still a tendency for bureaucrats to abuse their power and the existence of patron-client relationships [5]. Through the Minister of Home Affairs Regulation Number 4 of 2010, the government created an innovation in the development of public service quality regarding the guidelines for Integrated Sub-District Administration Services (PATEN) to address issues hindering the implementation of public services [6].

To improve the quality of public services, the Government has innovated by creating Integrated Sub-District Administration Services, commonly referred to as PATEN. PATEN itself functions as the management of public services by combining various administrative services into a single desk in an effort to enhance the quality of public services quickly, practically, and effectively. The comfort and practicality of public services are the main objectives of PATEN. The administrative service system in PATEN is centered on the Sub-District, starting from document requests, file collection, to the issuance of document files through a single desk or one-stop service. Subdistricts are the most accessible branches of the Regency/City Government, managing both licensing and non-licensing administration among many of the most important public service responsibilities. Due to that, services at the sub-district level are very important to fulfill their role as the center of community services (Noraini, 2021) [7]. For document processing, the public only needs to submit the document requirements to the service officer and then wait until called by the officer. If the required document has been issued, the public can simply collect or pay for it (if there are processing fees). The goal of PATEN is to make the sub-district a center for public services, as the sub-district can serve the community more quickly and practically from a geographical standpoint.

Sidoarjo District is a sub-district located in the middle of Sidoarjo Regency, commonly referred to as the Sidoarjo City area, because most of the Sidoarjo Regional Government centers, from service offices, public service offices, to the DPRD office, are located in the Sidoarjo District. Sidoarjo District has already implemented Integrated District Administration Services (PATEN) with the aim of making it easier for the community to process documents more quickly and practically. In the Sidoarjo Regent Regulation Number 22 of 2020, which contains information on the implementation of Integrated Sub-District Administration Services (PATEN) in Sidoarjo Regency, it includes the delegation of part of the Regent's authority to the Sub-District Head, covering service matters, licensing, and non-licensing [8]. This is in line with Government Regulation No. 19 of 2008 concerning Subdistricts, where the Subdistrict Head has the main duties and functions as follows: to carry out part of the regional autonomy affairs and to manage government affairs delegated by the Regent/Mayor in the implementation of part of the regional autonomy affairs [9]. At the Sidoarjo District Office, administrative services are provided: 1) Family Card 2) KTP-EL Recording 3) Moving Letter 4) Job Seeker Card 5) Marriage Permit 6) Inheritance Certificate Validation 7) Inheritance Certificate Validation 8) Certificate of Inability 9) KIA Printing 10) Incoming and Outgoing Letters 11) Leave Letter for Civil Servants/Prospective Civil Servants 12) Promotion Letter 13) Periodic Increase Letter 14) Pension Proposal Letter 15) Clean Letter 16) Legalization Letter 17) Fund Disbursement via Online SPPB 18) Salary Disbursement Letter and many more. In the implementation of Integrated Sub-District Administration Services (PATEN) at the Sidoarjo Sub-District office, there are still several obstacles that can hinder the quality of Public Services. These obstacles in the Sidoarjo Sub-District include: 1) Delays in the completion of Identity Cards (KTP), many people complain that the processing of KTPs in the Sidoarjo Sub-District is slow. The community members using services in the Sidoarjo District reported that the time required to obtain an E-KTP can take several months, even up to 2 years. when asked for the reason, the employee said that the blank forms were out of stock or the E-KTP recording machine was malfunctioning. 2) The document processing procedure is unclear. One of the service users in Sidoarjo District recounted their experience while processing documents. After filling out the data, the applicant is asked to return to the sub-district one week later to collect the document. However, a week later, the staff instead provided a document filling paper that would later be printed offline at the Central Public Service Mall located on Jalan Lingkar Timur Sidoarjo. when the applicant asked the officer whether to fill it out online first (in the PLAVON application) or fill it out on paper, the sub-district officer only asked to try it first. The unclear document management process has caused confusion among the public. 3) Lack of professionalism among employees. The community is dissatisfied with the service received by the interns, as the employees themselves tend to offload their tasks onto the interns. The existence of problems at the Sidoarjo Subdistrict Office does not mean that the public is reluctant to handle documents directly at the Sidoarjo Subdistrict Office, as evidenced by the data of applicants for integrated administrative services at the Sidoarjo Subdistrict Office.



Source: Sidoarjo District 2022

Figure 1. Applicants for Integrated Administrative Services (PATEN) in Sidoarjo District in 2022

From figure 1, it is shown that the number of administrative service applicants in Sidoarjo District in 2022 reached a total of 4,511 applicants. At the Sidoarjo District Office, there has been a significant increase and decrease in administrative service requests from January to December. Referring to the graph above, it can be identified that in June, the number of applicants for integrated administrative services at the Sidoarjo District Office increased, reaching 628 applicants. Meanwhile, in May, the number of service applicants decreased, only reaching 182 applicants, which shows a significant difference from June. According to the Head of the General Affairs Subdivision of Sidoarjo District (2023), "recently, since the introduction of the PLAVON or SIPRAJA application, there has been a decrease in service applicants handling their affairs offline. With this application, service applicants can manage their affairs anywhere without having to go to the district office." Although many people prefer to manage their affairs online, we still serve service applicants offline."

From the statement of the General Subdivision Head of Sidoarjo District above, since the introduction of the PLAVON or SIPRAJA application, the number of PATEN service applicants at the Sidoarjo District Office has decreased. This application makes it easier for the community to process documents anywhere without having to go to the sub-district office. Although many people prefer to handle their affairs online, Sidoarjo Sub-district still serves those who prefer to process documents offline.

To assess the standard measurement of Integrated Sub-District Administration Service Quality (PATEN) at the Sidoarjo Sub-District Office, the author uses the service quality theory proposed by Zeithaml, Parasuraman, and Berry in Rambat Lupiyoadi (2006), which consists of 5 indicators, namely: Tangibles, Reliability, Responsiveness, Empathy, and Assurance. Previous research is an activity aimed at comparing or serving as a reference for studies that have been conducted by previous researchers. In this study, the results of previous research conducted by Moch. Jalaludin R. (2023) titled "Quality of Integrated Administrative Services in Dlanggu District, Mojokerto Regency" are used, which includes 5 indicators in assessing the quality of integrated administrative services in the district, namely Tangibles, Reliability, Responsiveness, Empathy, and Assurance. In the research, it was stated that the quality standards of PATEN at the Dlanggu District Office in Mojokerto Regency are quite good, and the staff's friendliness is also good. This is evidenced by the research results, in the tangibles indicator (direct evidence) the availability of facilities at the Dlanggu Subdistrict Office such as computers, printers, typewriters, and wireless internet already supports the needs of the employees, reliability (responsiveness) the employees are able to serve the community well and reliably, responsiveness (responsiveness) the employees of the Dlanggu Subdistrict are responsive and responsible for every complaint

submitted by the community, assurance (guarantee) the survey results conducted by the researcher with the population management team at the Dlanggu Subdistrict Office found that the guarantee of timeliness still needs to be improved, and from the empathy indicator the employees of the Dlanggu Subdistrict serve the community sincerely and without discrimination [10].

Second, the research conducted by Ardiansyah (2019) aimed at "The Quality of Integrated Administrative Services (PATEN) in Sindue District, Donggala Regency" from the Tangibles dimension (physical evidence) at the administrative service office in Sindue District, the staff provided service, comfort, and ease of process, but the supporting facilities and infrastructure were not optimal. Reliability includes the staff's accuracy and ability to provide solutions quite well, but the use of service tools is still far from optimal. Responsiveness, the researcher found that the quality of service, including speed, punctuality, and good response from the staff, was good. Assurance, the assurance of punctuality, cost assurance, and safety assurance at the Sindue District office have not yet maximized service related to service delivery, and empathy with a friendly, polite, non-discriminatory, and respectful attitude demonstrated by the employees of the Sindur Subdistrict has been maximized [11]. Based on the explanation provided above and the issues present at the Sidoarjo Subdistrict Office, the Author conducted further research to determine the Quality of Integrated Administrative Services (PATEN) at the Sidoarjo Subdistrict.

Methods

In this study, the author chose a qualitative research type with a descriptive approach as the Research Method. Research that focuses on describing and evaluating social activities, events or occurrences, attitudes, perceptions, and thoughts of individuals or groups is called Qualitative Research. Meanwhile, research conducted without linking or comparing the values of independent variables, one or more variables, is called Descriptive Research (Forasidah, 2022) [12]. The location used as the object of this research is the Sidoarjo District Office, Sidoarjo Regency. This research focuses on describing the quality of the Integrated Subdistrict Administration Service (PATEN) at the Sidoarjo Subdistrict Office. The type of data collected in this research comes from secondary data and primary data. The data collection techniques used involve direct field visits to the research location, such as interviews, documentation, and observation. The technique for determining informants used by the Author is purposive sampling, according to Sugiyono (2019), which is a technique for determining samples or informants by considering certain factors. The research samples were taken through direct interviews with the Head of the General Subdivision of Sidoarjo District, the Service Staff of Sidoarjo District, and users of the Integrated Administrative Services (PATEN) of Sidoarjo District. The tool needed to obtain data in this research is a tape recorder, which is commonly used to record conversations between two or more people. After collecting the research data, the next step is the application of data analysis techniques by Miles and Huberman, which includes data collection, data reduction, data presentation, and conclusion drawing.

Results and Discussion

Service Quality is the level of satisfaction where the service provider will give their best service based on the desires and needs of the Service Recipients. According to Grooroos (1984) in Amy, et al. (2020), determining the quality of a service is done by using the assessment of consumers or service users based on the service delivery process. The assessment results will later be compared with their expectations, which stem from their understanding and knowledge of the required service. [13]. The purpose of this research is to evaluate the Quality of Integrated

Subdistrict Administration Services (PATEN) at the Sidoarjo Subdistrict Office. Meanwhile, one of the Government's innovations in improving public services, including services in Sidoarjo Regency. through this chapter presents the findings of the author's study which have been collected from various data sources, namely informant interviews, documentation, and observation. In measuring the value of Integrated Administrative Service Quality (PATEN) at the Sidoarjo Subdistrict Office, it refers to the Service Quality theory by Parasuraman in Lupiyoadi (2006) which consists of 5 indicators, namely :

Tangibles

Comfort is not only felt through hospitality, but it can also be experienced through the facilities used. The indicator of tangible evidence, also known as tangibles, is one of the indicators that manifests as physical elements that can be directly seen with the eyes. This indicator includes physical facilities (infrastructure provided), employees, equipment (tools used in the service process), communication facilities, and operational vehicles. It can be concluded as the physical appearance of the facility. Through this indicator, it can be proven as the most accurate evidence. The community or service applicants will give a positive assessment and feel satisfied with the service provided by the staff at the Sidoarjo Sub-District Office if this indicator receives a good response from the community. Conversely, if the community or service applicants give a poor assessment, they will provide a bad evaluation and feel dissatisfied with the service they receive at the Sidoarjo Sub-District Office. To assess the Quality of Integrated Administrative Services (PATEN) at the Sidoarjo Sub-District Office, the author has conducted an interview with the Head of the General Subdivision of the Sidoarjo Sub-District, Sidoarjo Regency:

"Yesterday, we participated in a public service assessment competition, and the physical facilities at the Sidoarjo Sub-District Office were already more than sufficient, from the parking area to other facilities." Actually, the grade of the physical facilities here has already reached the realm of disability, from the parking area with the blue sign in front, there are wheelchairs, special blocks for the visually impaired. Here, everything is already provided, ma'am. And for the playground, charging, reading corner, until I was almost confused about what else to add. Oh yes, we plan to add a height measurement tool and a weight scale at the front in case the community wants to use them. In the quality of our physical facilities, when tested by the board's academics, we received commendations far beyond expectations. This means with physical facilities that are far better than those in other sub-districts. for computer quality and so on, there are no issues. Alhamdulillah, in 2021 we did a lot of PC upgrades, including the PC I am using now. "We have 3 laser printers, inkjet printers, 4 E-KTP printers, and 4 regular printers." (interview on 30/11/2023)

And continued by the statement of the Service Staff at the Sidoarjo Subdistrict Office:

"The physical facilities provided by the subdistrict are adequate and complete, ma'am. The physical facilities in terms of buildings, waiting rooms, and physical facilities in terms of computers and printers are all available." "The quality is already good, no issues." (interview on 12/5/2023)

To strengthen the above statement, the author conducted an interview with Mr. Agus, a user of the PATEN service at the Sidoarjo Subdistrict Office:

"The facilities at the Sidoarjo subdistrict are comfortable, and the quality is quite good. As a member of the community handling administration here, I feel comfortable with the physical facilities provided by the Sidoarjo subdistrict office." (interview on 12/8/2023)

Ms. Diah, a user of the PATEN service, feels the same way, which aligns with Mr. Agus's sentiments:

"It is already comfortable with the supported cool facilities and infrastructure, the queue

is orderly, and the service provided is good in serving the community." (interview on 11/30/2023)

Through the findings of the interviews conducted by the Author, it is clear that the physical facilities provided by the Sidoarjo District Office have been able to make the community feel comfortable when accessing services at the Sidoarjo District Office. This is evidenced by the statement of the Head of the General Subdivision and Service Staff, who stated that the physical facilities include the building, motorcycle and car parking areas, waiting room, children's playground, charging stations, reading corners, lactation room for breastfeeding mothers, and so on. Even the physical facilities in Sidoarjo District have reached the disability class. To facilitate people with disabilities in carrying out administrative tasks in Sidoarjo District, physical facilities for disabilities have been provided, such as special parking spaces for disabilities, blocks for the visually impaired, wheelchairs, and walking sticks. Speaking about the quality of physical facilities in Sidoarjo District, quality testing has been conducted by academics from the council, and the results show that the physical facilities in Sidoarjo District received very good results. In addition, the tools used in the administration process, such as computers, printers, and others, are adequate and of good quality, with no issues whatsoever. This aligns with how the community feels as users of the PATEN service at the Sidoarjo District Office, that the physical facilities in Sidoarjo District are already able to make them feel comfortable. And the following is the documentation of the Integrated Administrative Service Room (PATEN) at the Sidoarjo Subdistrict Office that has been carried out by the Author:



Source: Sidoarjo District 2023

Figure 2. PATEN Service Room at the Sidoarjo District Office

Seen through figure 2, the room used for the implementation of the Integrated Sub-District Administration Services (PATEN) activities at the Sidoarjo Sub-District Office in Sidoarjo Regency is in good condition, neat, and well-organized. In addition, the physical facilities at the Sidoarjo District Office, such as service counters, document processing areas, document submission areas, data and information processing areas, complaint handling and feedback areas, and applicant waiting rooms, are considered to be good. Meanwhile, the equipment needed to assist the available services is said to be complete and without any problems or damage. Every facility that has been provided for the community has helped the community feel comfortable when carrying out administrative services.

The same findings were found in previous research conducted by Muhammad Gilang (2020), titled "Analysis of the Implementation of Integrated Sub-District Administration Services (PATEN) on the Quality of Public Services in Bojongsoang Sub-District" on the Tangibles indicator. The author concluded that Bojongsoang Sub-District has complete and adequate

facilities and infrastructure needed for the smooth operation of services. The author also found the presence of 2 (two) computers, waiting chairs for service applicants, a registration counter for document submission, a data and information processing area, as well as a comfortable lactation room for breastfeeding mothers, which indicates the adequacy of facilities and infrastructure in Sidoarjo District. However, there are still obstacles related to physical evidence, such as two queue machines found in a damaged condition [14]. Thus, this is different from what the author found regarding the tangible indicators at the Sidoarjo District Office, where the facilities provided to support services for the community are said to be adequate and without any identified obstacles. Based on the interview results, it can be understood that the tangible indicators of the physical facilities at the Sidoarjo District Office in Sidoarjo Regency, used for the Integrated Administrative Services (PATEN) process, are complete and adequate, and the facilities provided for service users are capable of making the community feel comfortable.

Reliability

According to Parasuraman et al. (1998) in Lupiyoadi (2001), the reliability indicator is the provider's skill in delivering services quickly and reliably as promised. Performance is measured based on the expectations of service recipients, which include timely service, error-free service, empathy, and high precision. This is reviewed based on the level of education attained by the employees, employee discipline, and the ability and proficiency of the employees when providing services to the community. According to the author's interview with the Head of the General Subdivision:

"The employees' abilities, including friendliness, are addressed every year through training. This service training is conducted by the organization, starting from what the receptionist should be like. The colleagues who serve at the front have also undergone training that is almost conducted every year." The employees here are already proficient in operating computers, ma'am. If the service training teaches communication skills, then how to serve the community well. People can operate computers but that doesn't necessarily mean they can serve the community well. "Especially in communication science." (interview on 12/5/2023)

The same was conveyed by the Service Staff when asked about the capabilities of the employees at the Sidoarjo Subdistrict Office:

"The skills and expertise of the service staff here are already proficient in their respective fields, ma'am. Because we participate in training every year, such as public relations, and there are certificates in each service field." (interview on 12/8/2023)

Through the above interviews, it can be concluded that the employees of the Sidoarjo Subdistrict Office are already experts in their respective fields. Every year, the employees of the Sidoarjo sub-district are required to attend service BIMTEK training organized by the organizational department, from receptionists to other staff, in order to understand the basics of serving the community well and accurately. as taught the importance of communication science. From the interview above, it can also be concluded that all employees in the Sidoarjo District are already proficient in operating computers, printers, and other equipment, in order to serve the community efficiently. This is evidenced by Mr. Agus's account as a Service User that the employees have been meticulous in handling the community's administrative needs without any mistakes: "The employees are meticulous, there were no mistakes when I was processing at the Sidoarjo Sub-district." (interview on 8/12/2023)

In order for the Sidoarjo District Office to carry out the Integrated Sub-District Administration Services (PATEN), it is necessary to have a Standard Operating Procedure (SOP) for Public Services. Organizational structure is one of the factors that indicate the impact of SOP

regulation implementation on employee performance in the work environment. One of the basic organizational structures is the Standard Operating Procedure (SOP). Therefore, with the existence of SOPs, the implementers can make the best use of their time. Meanwhile, the Standard Operating Procedures (SOP) determine the behavior of Officials within the organization. And at the Sidoarjo District Office itself, there is already a clear and implemented SOP [12]. This was stated by the Head of the General Subsection of Sidoarjo District:

"The implementation of our Public Service SOP has been carried out according to the SOP we have established. And the SOP is reviewed annually." Like this, last year there was the processing of the electronic ID card (KTP EL). If in the previous year it took 1month, last year we shortened it to 7 working days, then we reviewed it at the end of the year and changed it to 3 days, and it has been in effect until now. It means that not only the implementation of the SOP but we are also required to review the SOP. If the service can still be expedited, we will expedite it." (interview on 12/5/2023)

From the statement above, the implementation of the Standard Operating Procedure (SOP) for Public Services in Sidoarjo District is in accordance with the established SOP. Additionally, the SOP in Sidoarjo District is reviewed annually. For example, the processing time for the electronic ID card (KTP EL) was reduced from one month to seven days last year, and then further reduced to three days after a review at the end of last year until now. This shows that the SOP is not only implemented but also reviewed periodically. If a service can be expedited, it will be expedited for the sake of creating quality public service. And the following is the format of one of the Service Standards regarding the issuance of electronic ID cards (KTP-el):

Table 1. Service Standards for the Issuance of Electronic Identity Cards (Indonesian Citizens) in 2024

No	Component	Explanation
Service Delivery		
1.	Service Requirements	<p>Face-to-face meeting</p> <ol style="list-style-type: none"> 1. At least 17 years old or have been married 2. Photocopy of Family Card 3. Fill out form F-1.02 4. Active phone number and active email. <p>Online</p> <ol style="list-style-type: none"> 1. At least 17 years old or already married/have been married 2. Original scanned Family Card 3. Active phone number and active email.
2.	System Mechanism and Procedure	<ol style="list-style-type: none"> 1. Face-to-Face Service <ol style="list-style-type: none"> a. Applicants come directly to the District Office to record b. Officers record residents' biometric data c. Officers provide a receipt for the collection of the electronic ID card d. Printing the electronic ID card 2. Independent Online Service <ol style="list-style-type: none"> a. Applicant accesses the address plavon.sidoarjokab.go.id

- b. Applicant selects the application menu
- c. Applicant selects the ID card submenu
- d. Applicant selects the recording submenu
- e. Fills in the applicant's data
- f. Uploads supporting data
- g. Data verification process by the sub-district operator
- h. Inconsistent supporting data will be informed through the application and must be fulfilled by the applicant no later than 12:00 PM WIB the next day.
- i. The applicant attended the District Office to record the residents' biometric data
- j. The process of issuing the electronic ID card

3. Online services through administrative registration officers in villages/sub-districts

- a. The applicant comes to the village/sub-district
- b. The registration officer for civil administration in the village/sub-district
 - 1. Accessing the address plavon.sidoarjokab.go.id
 - 2. Selecting the application menu
 - 3. Selecting the KTP submenu
 - 4. Selecting the New KTP submenu
 - 5. Filling out the application data
 - 6. Uploading supporting documents
 - 7. Submitting the application
- c. Data verification process by the sub-district operator
- d. Inconsistent supporting data will be notified through the application and must be fulfilled by the applicant no later than 12:00 PM WIB the following day
- e. Issuance process of the electronic ID card

4. The applicant took the printed electronic ID card.

3. Service Period

3 (three) working days

- ✓ If there are no technical issues
- ✓ Excluding delivery time

4. Cost/Fee Rp. 0.-

5. Service Product KTP-el

6. Handling Complaints, Suggestions, and Feedback/Appreciation

1. Complaints, suggestions, and input can be submitted in writing via a letter addressed to: Camat Sidoarjo Jl. Pahlawan No. 1, Kecamatan Sidoarjo

2. Submit complaints, suggestions, and input directly through :

- 1) Phone: 031-8941260
- 2) Email: kecamatan.sidoarjo@gmail.com
- 3) Social Media: Instagram (@kecamatansidoarjo)
- 4) SP4N-LAPOR Complaint Channel
- 5) Website: www.lapor.go.id
- 6) SMS via number 1708
- 7) Twitter: @lapor1708
- 8) Android/iOS App: SP4N-LAPOR!

Source: Sidoarjo District 2024

As seen in Table 1, in the Integrated Administrative Services at the Sidoarjo District Office, there is already clarity on how long it takes for employees to process and issue documents. In the SOP above, it is indicated that the service period requires three working days if there are no technician issues and does not include delivery time. With the existence of the SOP, the community can clearly know how long it takes to process documents, especially the KTP-EL. The SOP is a commitment made and implemented by the Sidoarjo Sub-district in providing the best service to the community, who are users of the services at the Integrated Administrative Services of the Sub-district Office in Sidoarjo [15]. In addition, SOP plays an important role in enhancing the skills, awareness, and performance of employees in serving the community. therefore, the Public Service SOP is referred to as a guideline in carrying out public service activities. the same goes for the employees at the Sidoarjo District office. the employees have been able to perform their duties as public servants in accordance with the applicable SOP, starting from the ability to operate service assistance tools, as well as the employees' discipline in providing service. Through an interview with the Head of the General Subdivision of the Sidoarjo District Office, the employees' ability to serve the community has been confirmed to be proficient in their respective fields, and the Sidoarjo District employees have provided the promised services accurately, promptly, and satisfactorily. As stated by the community, the employees have performed their duties well and without errors.

A similar finding was observed in a previous study titled "Quality of Population Administration Services in Popoh Village, Wonoayu District" (2023), which found that the Reliability indicator had good results, evidenced by the implementation of Service Standards that were in accordance with existing regulations. The officers also made efforts to provide the best service to the community, even though the community did not understand it and preferred to use the services of others. This was due to the limited time available to the community, leading them to choose to use the services of others. The officer also feels that he has provided services according to the working hours that have been implemented [16].

Based on the interview results, the Reliability indicator at the Sidoarjo Subdistrict Office has shown that the Sidoarjo subdistrict employees have mastered their respective fields. Because every year, employees are required to attend service training (BIMTEK) to learn how to serve the community properly and correctly. The employees of the Sidoarjo sub-district are also capable of operating service support tools such as computers, printers, ID card recording devices, and so on. Based on the accounts of PATEN service users, the employees are competent, meticulous, and make no mistakes in carrying out their duties to serve the community in accordance with the applicable SOPs. The Sidoarjo sub-district office has implemented the Public Service Standard Operating Procedures (SOP) well.

Responsiveness

According to Ratmino & Winarsih (2005) in Ardiansyah (2019), responsiveness is the ability of employees to assist customers and provide services willingly. Where is the willingness of the sub-district employees to help the community sincerely? [11]. Responsiveness, or referred to as responsiveness, is the service provider's ability to provide the needed services and to complete the required services for the service recipient quickly and within the timeframe promised by the service provider. In this indicator, it emphasizes how employees handle service, questions, complaints, and feedback from service recipients. Based on the results of the interview with the Complaint Admin in Sidoarjo District, namely:

"We are here to serve the community sincerely, and that has become our duty." Especially for public service here. Starting from the first time the community comes, we serve with pleasure. For the queue here, we no longer implement a queuing system. Why? In the past, people used to

queue, which caused the service to be slow. We used to need the queue machine a lot, but now we don't anymore. Because: 1) Online services are already open, so people just need to submit their applications and we will process them, 2) the number of people coming to the sub-district is no longer as many as before, so we serve people who come directly. For complaints in Sidoarjo Regency, we are part of the 112 call center. That's where everyone complains, and we have an SOP that requires a response within a maximum of 7 hours and follow-up actions. Not just a response of 'good, we have received your complaint,' but there must be action, whether it's an initial follow-up or, hopefully, a resolution." (interview on 12/5/2023)

The same was conveyed by the Service Staff who face the public every day seeking administrative needs:

"the public comes here and we serve them directly, and for complaints and input from the public, there is a designated place for that." So, later on, where the complaints are and what problems occur can be consulted with the relevant parties." (interview on 8/12/2023)

Similarly, Mr. Agus as a PATEN Service User said:

"We came and were served immediately. We brought a loss report from the police as a requirement for processing a new ID card, and the staff were responsive and served us quickly." (interview on 8/12/2023)

Besides Mr. Agus, Ms. Diah also felt the same way:

"The staff were friendly and asked me what I needed." (interview on 30/11/2023)

According to the Complaint Admin in Sidoarjo District, the Sidoarjo District Service Staff and the PATEN Service Users in Sidoarjo District have responded to the public responsively. From the moment the community first came to the Sidoarjo District Office until responding to complaints and suggestions from the community. According to the complaint and feedback SOP in Sidoarjo District, it must be followed up within a maximum of 7 hours. Currently, Sidoarjo District does not require a queue machine, because: 1) Online services like SIPRAJA or PLAVON make it easier for the community to handle administrative needs anytime and anywhere, and the number of people coming to Sidoarjo District is no longer as many as before, so when people come, they will be served directly by the service officers without needing to queue.

Based on the 2023 Community Satisfaction Survey (SKM) data at the Sidoarjo District Office, the Handling of Complaints, Suggestions, and Inputs shows a score of 59.767. Which means that the service at the PATEN office in Sidoarjo District is said to be very good. From the data, it is evidence that the PATEN Service in Sidoarjo District has met the Responsiveness indicator. Furthermore, the results of the interviews and the SKM above indicate that the Responsiveness indicator in the Quality of Integrated Administrative Services (PATEN) at the Sidoarjo District Office shows good results. The employees of the Sidoarjo Subdistrict Office understand the needs of the community and treat them responsively. Additionally, the staff at the Sidoarjo Subdistrict Office are able to respond to complaints and suggestions from the community promptly and efficiently.

The same thing was found in previous research conducted by Andi Pasinrigi (2019) titled "Quality of Integrated Subdistrict Administration Services (PATEN) in Sindue Subdistrict, Donggala Regency." The results of the research conducted by the author on the Responsiveness indicator were quite good. The author found the presence of response, speed, and accuracy of employees in providing services to the community. The Sindue sub-district strives to serve the community directly and responsively. The author found that during the service process, service applicants are promptly attended to and responded to by the staff, allowing them to receive administrative services easily and quickly [11].

Assurance

The Assurance Indicator includes guarantees of timely service, legal protection of services, and cost certainty in services. This means that the service provider offers definite guarantees to the community who wish to obtain services at the Sidoarjo Subdistrict Office. In this Indicator, the Sidoarjo Subdistrict as the Service Provider offers services to the community by promising guarantees of timely service, cost accuracy, and legal protection. To determine the Quality of Integrated Administrative Services at the Sidoarjo Subdistrict Office through the indicator of Responsiveness, the author conducted a direct interview with the Head of the General Subdivision at the Sidoarjo Subdistrict Office:

"for guaranteed cost certainty here, it's free ma'am, depending on what documents you are processing." If the time certainty here follows the SOP, for example, the ID card takes 3 working days. Those 3 working days, when someone records their ID card, we are still waiting for the data to be sent to the central office of the Ministry of Home Affairs. There is a data backlog verification there. The process sometimes takes 2/3 days. Well, after the data consolidation process is complete, we can print it. If there is a delay, we have the NGARTIS innovation, which means free delivery. We have already implemented that, ma'am. There are also receipts, there is a system, and we collaborate with JNE. We were provided with a system by JNE, and we deliver to the applicants' addresses through JNE without any shipping fees. Because there was a shortage of forms yesterday, we could not meet the timely delivery obligation according to the SOP. This means we have the responsibility to deliver the ID cards to each applicant's home. For the community members who want a faster processing time, we will direct them to MPP. Because at MPP, the queue is much faster than here, approximately 1 week. This means that if someone is in a hurry, we will direct them to MPP." (interview on 12/5/2023)

Based on the interview above, there are no fees at the Sidoarjo District Office; this depends on the document being processed, and the time guarantee has been implemented according to the applicable SOP. Like the guaranteed time for processing an ID card, according to the SOP, it takes 3 working days. However, after the applicant records their data, it is sent to the central office of the Ministry of Home Affairs, which can take 2-3 days. Once the data is verified, the sub-district office will print the ID card. In addition, the Sidoarjo District has an innovation called NGARTIS or Ngantar Gratis. According to the Head of the General Subdivision, the community does not need to pay for shipping costs; from the envelope to the delivery to the applicant's home, all expenses are fully covered by the Sidoarjo District. The NGARTIS innovation was created to neutralize delays in ID cards. For the community that needs quick or urgent service, Sidoarjo sub-district will direct them to the Public Service Mall. This is because the service at the Public Service Mall is much faster than at Sidoarjo sub-district. when asked why the guarantee of timely issuance of ID cards is always delayed, the Head of the General Subdivision continued:

"the queue doesn't take up to 2 years, ma'am, because the queue here is a maximum of 2 months." Indeed, it is like this because the number of available forms cannot meet the number of applicants. So, the comparison is very lopsided. We have a small stock, but every day there are many applicants who make changes to their E-KTP. Meanwhile, our blank stock is low, which is the reason why E-KTP services are always delayed. The issue of delayed ID cards has been a nationwide problem. So, it's not just at the Sidoarjo District Office and not just in Sidoarjo Regency, but in other cities and provinces as well, experiencing the same thing." (interview on 12/5/2023)

In line with the above explanation, Mr. Agus as a user of the PATEK service said that: "the timeliness is as promised." On that day, I processed a new ID card because my ID

card was lost, and it was ready on the same day. No need to wait for hours. "We went to the ID card recording room, waited in the waiting room for a bit, and it was done immediately." (interview on 12/8/2023)

Meanwhile, Ms. Diah, who has experience in handling Family Card changes, said:

"They didn't promise a specific time, ma'am, but they told us it would be done as soon as possible." But it ended up being one month." (interview on 30/11/2023)

Based on the interview results above, the assurance indicator at the Sidoarjo District Office has shown good results, but the time assurance needs to be optimized further. This is evidenced by the statement of the Head of the General Subdivision of Sidoarjo District, stating that there are no fees for guarantees at the Sidoarjo District Office, as this depends on the type of document being processed. Meanwhile, the time guarantee for document processing has been implemented according to the applicable SOP. However, the guarantee for the KTP issuance time is still uncertain, as after the recording, it must wait for data verification at the Ministry of Home Affairs central office, which takes time, and the blank forms available in the Sidoarjo sub-district are limited. To minimize delays in ID cards, the Sidoarjo sub-district has created the NGARTIS innovation. For the desperate public, they will be directed to the Public Service Mall.

In previous research by Dicky Nur Muhammad (2020) titled "Quality of Integrated Subdistrict Administration Services (PATEN) at the Muara Jawa Subdistrict Office," on the Assurance indicator, the author found that employee assurance in serving the community was considered good. This is based on the fact that the documents and requirements submitted by the community are complete, so the process of completing administrative services will be expedited. In addition, the author found that the sub-district head always advises employees on the application of good ethics while carrying out their duties [17].

Empathy

Empathy is a behavior or personal attitude of care shown by service employees to service recipients. Through the empathy indicators, service employees are required to provide services without differentiating or discriminating against service recipients. To understand the empathy indicators in the Integrated Administrative Service (PATEN) at the Sidoarjo District Office, here are the results of an interview with the Head of the General Subdivision of the Sidoarjo District Office, Sidoarjo Regency:

"Actually, we serve the community here with a little discrimination, ma'am." Even that became our innovation. In the past, we had a queue system that we implemented, and there was a special queue. Specifically for the elderly and pregnant women, we prioritize them. It means we still have a difference. Why do we differentiate? Because there are indeed residents or community members who cannot wait long, it would be unfair if we treated them the same as ordinary people. It means that the exception is still being granted. For the general public, there is no preference; we will serve according to the queue number without any discrimination. (interview on 5/12/2023)

to broaden our understanding of the Empathy indicator, an interview with the Service Staff was conducted:

"we always serve the community without discrimination." "We provide the best service for all segments of society." (interview on 12/8/2023)

To see the personal attitude shown by the employees of the Sidoarjo Subdistrict Office in a tangible way, the author interviewed Mr. Agus, a user of the PATEN service:

"Is there discrimination? No, the employees are very kind, they greet us well and are friendly." (interview on 12/8/2023)

And Ms. Diah stated the same:

"There is no discrimination, the employees greet us well." (interview on 11/30/2023)

Based on the interviews above, it shows that the employees of the Sidoarjo Subdistrict Office treat the public well without any discrimination. Although the Elderly and Pregnant Women are treated specially, namely served first, the employees of the Sidoarjo Sub-district still serve the community from all walks of life orderly and equally. The community as service recipients feel happy with the staff's attitude, who treat the community kindly and without discrimination.

In previous research titled "Quality of Integrated Sub-District Administration Services (PATEN) at the Lampihong Sub-District Office, Balangan Regency" conducted by Saidah Hasbiah (2021), it was found that on the empathy indicator, employees always behave kindly and politely when providing services to the community, and the community feels satisfied with the services provided by the employees. And the employees do not discriminate or differentiate in providing services to the community [18]. This is in line with what the author found at the Integrated Administrative Services of the Subdistrict (PATEN) at the Sidoarjo Subdistrict Office, where the Sidoarjo subdistrict employees treat the public who seek administrative services wholeheartedly and without discrimination.

From the results of the interview above, it can be concluded that the research findings on the Empathy indicator at the Sidoarjo Subdistrict Office showed that the employees of the Sidoarjo Subdistrict Office serve the community well and never discriminate between one member of the community and another.

Conclusion

Fundamental Finding : Highlights that infrastructure and tools are sufficient, and staff are well-trained, responsive, and empathetic, though assurance regarding service time for ID cards remains inconsistent due to verification delays and limited blank forms. **Implication :** Indicates that improving time-related assurances and maintaining current service standards can enhance user satisfaction, particularly for sensitive demographics such as the elderly and pregnant women. **Limitation :** Involves the dependency on external institutions like the Ministry of Home Affairs for ID card processing, which is beyond the district's control. **Future Research :** Should explore technological solutions or procedural improvements to reduce delays in document verification while also assessing the impact of digitalization on administrative efficiency.

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