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IMPLEMENTATION OF SUB-DISTRICT INTEGRATED ADMINISTRATIVE SERVICES (PATEN) IN CANDI SUB-DISTRICT, SIDOARJO REGENCY

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Abstract: **General Background:** The effectiveness of public administration in delivering services is a critical factor in governance. The quality of sub-district administrative services plays a crucial role in ensuring that citizens have access to efficient and effective government support. **Specific Background:** Integrated sub-district administrative services (PATEN) in Candi District, Sidoarjo Regency, have been established to improve public service delivery. However, the optimization of such services remains a challenge, particularly in terms of communication, resources, disposition, and bureaucratic structure. **Knowledge Gap:** While there is significant literature on administrative service delivery, limited studies have specifically focused on the implementation of integrated sub-district services in Indonesia. Furthermore, there is a lack of comprehensive analysis that considers the four key aspects of implementation: communication, resources, disposition, and bureaucratic structure. **Aims:** This study aims to analyze the implementation of integrated sub-district administrative services in Candi District, Sidoarjo Regency, by evaluating the effectiveness of communication, resource utilization, employee disposition, and bureaucratic structure. **Results:** The findings indicate that communication within the Candi District Government is optimal, with both direct and indirect communication methods used in service delivery. However, the resources available are not fully optimized, particularly in terms of service space. The disposition of employees is optimal, as they are able to clearly understand and follow leadership instructions. The bureaucratic structure is also optimal, with clear procedures and standard operating procedures (SOPs) in place for delivering services. **Novelty:** This study offers a novel approach to evaluating integrated administrative services by combining the four implementation factors (communication, resources, disposition, and bureaucratic structure) in a specific regional context, which has been underexplored in existing research. **Implications:** The findings suggest that while communication, disposition, and bureaucratic structure are optimal, there is a need to improve resource allocation, particularly in terms of physical space, to further enhance the effectiveness of administrative services in Candi District.

Keywords: Implementation; Public service; PATENT Services; Edward III's theory

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Introduction

The provision of services to the community is a mandatory function in implementing government programs aimed at achieving welfare and serving as a benchmark for the implementation of good governance. To realize the provision of maximum service to the community is an obligation that must be fulfilled by Government Apparatus [1].

The government is interested in efforts to improve public services because if it succeeds in improving public services, it will be able to enhance legitimacy. The improvement of public services will also be able to reduce bureaucratic costs, which in turn can enhance the welfare of user citizens

and the efficiency of market mechanisms. In Indonesia, not only the central government is striving to improve public services, but each region is also expected to provide services according to the needs of the community. This way, the role of the government as a provider of public services to the community can be carried out effectively and can foster public trust in the government, which will later facilitate the development of their abilities and creativity in achieving progress together [2].

According to Law Number 25 of 2009 on Public Services, public service is an activity or series of activities aimed at fulfilling service needs in accordance with statutory regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service organizers. The scope as referred to in paragraph 1 includes education, teaching, work and business, housing, communication and information, the environment, health, social security, energy, banking, transportation, natural resources, tourism, and other strategic sectors [3].

The function of government is to carry out development and service activities that are part of the general duties of the government in realizing the welfare of the community. Bureaucracy is an instrument of the government to realize effective and efficient public services, accountable and transparent. Therefore, in carrying out good government functions, bureaucratic organizations must be professional and accountable to the public so that the public feels satisfied with the services they receive [4].

The Indonesian government is centralized, but there has been a shift towards a decentralized governance concept as explained in Law Number 23 of 2014 on Regional Government, which explicitly mandates that the improvement of people's welfare will be pursued through three avenues: enhancing public services, empowering and involving the community, and increasing competitiveness. Based on this, it appears that public service plays a very important role as one of the general duties of the government alongside regulation and empowerment. One of the backgrounds for the implementation of bureaucratic reform is the quality of public services that has not yet met the expectations of the community. Therefore, the granting of full governmental authority to the district/city regions is intended because these areas are closer to the community as the parties being served and empowered. The assumption is that the closer the distance between the server and the served, the more the service will meet the expectations of the community. If the service meets the expectations of the community, it is hoped that the quality of the service will improve [5].

Public services in the era of decentralization are emphasized at the regional government, sub-district, and village levels. In the structure of city and regency governance, administrative sub-district areas will be found in both. Both in villages and cities, the existence and services of sub-districts are vital in the provision of public services. Sub-districts in the service layer are one of the frontline layers in public service, which can be referred to as the front line or structures close to the community. Sub-districts play an important role in the improvement and approach of public services to the community [6].

Sub-districts play an important role, one of which is in public service to the community because they receive the delegation of some authority from the Regent to the Sub-district Head. This is also implemented in Sidoarjo Regency, as stated in Sidoarjo Regent Regulation Number 22 of 2020 concerning the Delegation of Some Regent's Authority to the Sub-district Head. Article 2 paragraph 1 states that "in addition to carrying out government duties at the sub-district level and/or in accordance with the provisions of statutory regulations, the Sub-district Head also carries out the authority delegated by the Regent to the Sub-district Head, which includes Community and Village Empowerment, Population Administration, and Civil Registration, among others." [7]

The improvement of public services continues to be carried out, starting from the central

government by establishing the formation of a one-stop integrated administrative service, then referring to the sub-district level, which is specifically regulated by the Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for Integrated Administrative Services at the Sub-District Level. According to this regulation, Integrated Administrative Services at the Sub-District Level, or abbreviated as PATEN, is defined as an activity of organizing public services at the sub-district level, starting from the application stage to the issuance of documents in one place. PATEN is indeed dominant in the aspect of administrative services. The purpose of PATEN services is to establish the sub-district as a center for community services and to serve as a hub for integrated service offices/agencies in the district/city, while the goal of PATEN services is to improve quality and bring services closer to the community [8].

The implementation of PATEN in this case is part of the delegation of authority to the sub-district in accordance with the Sidoarjo Regent's Regulation, positioning the community to only interact with service desk/counter staff at the sub-district [9]. In Sidoarjo Regency, specifically at the Candi Subdistrict Office, it is one of the subdistrict offices that has implemented the Integrated Subdistrict Administration Service (PATEN) program to improve the quality of public services, and every employee is required to be capable of providing good service to the community (applicants) as presented in the table below. The Service Standards (SP) of Candi District consist of the fields of population, employment, defense, and health for the community in Candi District.

Table 1. Service Standards (SP) Candi District Year 2023

No.	Type of Service	Number of Applications
Population Field		
1	a. KK Services (Kartu Keluarga)	2.543
	b. e-KTP Service	816
	c. KIA Services (Kartu Identitas Anak)	158
	d. Document Legalization Services	573
	e. Service for Muslim Marriage Dispensation Letter	136
2	Field of Employment	73
	Job Seeker Card Service (AK-1)	
3	Land Sector	
	Service for the Validation of Inheritance Certificates	475
4	Health Sector	
	Service for Certificate of Inability to Pay (SKTM)	1149

Source: Candi District, Sidoarjo Regency

Based on the table above in 2023, the people of Candi sub-district have been using the PATEN service well, but from field observations, the implementation of PATEN still has several issues. First, the number of sub-district administrative resources responsible for providing Integrated Sub-district Administration Services (PATEN) is limited. Second, regarding facilities, the community still complains about the small waiting room, which is considered insufficiently spacious. Third, a small

portion of the elderly population still lacks understanding of PATEN.

Considering the issues explained in the field, the researcher uses the implementation theory model approach by George C. Edward III, which includes four factors influencing implementation success: Communication, Resources, Disposition, and Bureaucratic Structure. Conceptually, according to George C. Edward III, the four implementation models that influence success are interconnected in achieving goals and measuring implementation success. Practical implementation requires the presence of several related components, making it more focused [10].

The research to be conducted is based on several previous studies. The first study by Adi Susila and Sunarti Duwi Cahyani (2019) titled "Implementation of Integrated Sub-District Administration Services Policy in Bekasi City" states that the implementation of the Integrated Sub-District Administration Services Policy (PATEN) at the Rawalumbu Sub-District Office in Bekasi City can be considered good, but there are still obstacles, namely the lack of public understanding regarding the implementation of PATEN, the suboptimal operation of PATEN data, and the shortage of E-ID card forms [11]. The second study by Aris Maulida Monkuba, Kusworo, and Yudi Rusfiana (2021) titled "Implementation of Integrated Administrative Services Policies in Kluet Utara District, South Aceh Regency, Aceh Province," concluded that the implementation of Integrated Administrative Services Policies in Kluet Utara District, South Aceh Regency has not been well executed due to insufficient communication in the implementation process, as not all community members have received socialization, a lack of resource competence because some employees have not yet undergone training, inadequate facilities and infrastructure, and the bureaucratic structure aspect can be considered good with the presence of clear SOPs and fragmentation [12]. The third research was conducted by Reince Ronny Jacob, Fitri Mamonto, and Charles Tangkau (2021) titled "Implementation of the Integrated Administrative Services Policy in East Tomohon District, Tomohon City." The research results show that: The Integrated Administrative Services (PATEN) in East Tomohon District are still not optimal and demonstrate the organization's ineffectiveness in carrying out its main tasks and functions, there are no adequate computer facilities and infrastructure resources, and the management resources consist of only one operator, there is not yet full transparency of information regarding the provision of services to the community, the public service process from application to document issuance is conducted in one place through one service counter, and it has not been well socialized to the community [13].

Research on PATEN is still deemed worthy of investigation based on the outlined problems and referring to previous studies. The researcher has chosen the title "Implementation of Integrated Administrative Services at the Sub-district (PATEN) in Candi Sub-district, Sidoarjo Regency," which aims to describe the implementation of PATEN in Candi Sub-district, outline the problems encountered with several predetermined indicators, and analyze and formulate efforts made to improve the implementation of PATEN.

Methods

This research uses qualitative methods, which are methods that yield findings that cannot be achieved using statistical procedures or quantitatively, and to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation, actions, and others holistically and descriptively in the form of words and language, within a specific natural context by utilizing various natural methods. The research location was conducted at the Candi District Office, Sidoarjo Regency. Research data collection techniques through observation, interviews, and

documentation. This research focuses on discussing the implementation of PATEN in Candi District, using the theory of George C. Edward III which has four indicators, namely Communication, Resources, Disposition, and Bureaucratic Structure. The selection of informants uses the purposive sampling method. The informants in this study include one member of the Candi District community, one general service staff in the field of service standards, and the head of the personnel sub-section. Data validation using the technique of triangulation of data sources and methods. Triangulation of data sources is examined through primary and secondary data sources, while method triangulation is reviewed through interviews, literature studies, and observations. The stages of data analysis conducted refer to the stages of data analysis proposed by Miles and Huberman, which consist of four important components: data collection, data reduction, data presentation, and conclusion drawing.

Results and Discussion

Public service is one of the important aspects of community life. Due to this, it affects the quality of life and satisfaction of the community as the service recipients. In addition, evaluation of a public service implementation is very important and necessary. Considering that implementation evaluation can help, measure, and determine the extent to which public services can achieve the desired goals. One form of public service is the Integrated Kecamatan Administration Service, commonly abbreviated as PATEN. PATEN is a public service administration at the sub-district level where the management process, from application to the issuance of documents, is carried out at a single counter or service desk. According to Edward III, to measure the implementation of public service, it can be assessed through 4 aspects, namely Communication, Resources, Disposition, and Bureaucratic structure.

Communication of PATEN Service Implementation in Candi District

Communication is an important component, because with good communication, it can minimize mistakes and failures in the process of conveying information. Edward III mentioned that in the communication process, there must be clarity of information. The purpose of clarity in information is to ensure that the information conveyed can be clearly and accurately understood by the recipient. Clarity in information helps avoid misunderstandings and makes it easier for both the communicator and the recipient to understand the goals, objectives, and actions that need to be taken. In this case, the communicator refers to the Candi District Government, while the communicants (or information recipients) are the village government and the community of Candi District.

To carry out effective communication, the Candi District Government has a strategy to convey information related to the PATEN application. As stated by Ms. Sulikhan from the PATEN service staff, the following is the statement:

"There have been several efforts we have made to provide clarity regarding what the PATEN application is." Initially, we conducted socialization to all Village Governments in Candi District that Sidoarjo Regency, through the District, has provided an integrated service application. We convey that socialization during joint meetings. Next, it is informed that the application is used to meet the needs of the community. If before it was to the Dispendukcapil, now it's enough with the PATEN application, the public doesn't need to go far to the Dispendukcapil. So society saves more time, energy, and costs. If we, the sub-district officials and the village government, have understood the purpose of the new PATEN application, then we will invite the community. The community is invited to the village hall. There we socialize that there is a PATEN application to serve the needs of the community. In the PATEN application, there are services this and that. (The results of the interview with Mrs. Sulikah, a staff member of the PATEN service management data section at the

Candi District Office).

Based on the results of the interviews conducted, it can be identified that the initial step to provide clarity on PATEN information is to have a shared understanding of PATEN services. Subsequently, once the understanding is achieved, socialization will be provided to the community of Candi District through meetings at all Village Offices in Candi District. (Gambar 1). If we pay attention to the communication style used by the Candi District Government and the Candi Village Government regarding the PATEN service, the type of communication used is interpersonal communication. Interpersonal communication is a form of communication that occurs between two or more people directly and face-to-face [14]. Clarity of information is achieved during meetings or gatherings in this study, in line with Triwinarti's research, which states that direct meetings and gatherings can provide clarity, accuracy, and decisiveness [15]. In addition, these findings are in accordance with Edwards' Implementation Theory, which states that clarity of information is present in communication.



Figure 1. Coordination Meeting of the Candi District Government with Village Governments in the Candi District

In addition to the understanding of the Sub-District Government and Village Government, the same understanding is needed among the community. Because the community is the core object of the PATEN Application service. Here are the results of the interview with Mr. Mukidi as the representative of the Candi Village community, Candi District, as follows:

"Yes, sir, I was invited and given an explanation of what the PATEN application is." During the socialization, we were given information through a presentation at the village hall. As for the enthusiasm of the community, in my opinion, the people of Candi Village are very enthusiastic. Because most of the people in Candikan are workers, they prefer online activities. (The results of the interview with Mr. Mukidi as the Head of RT.3).

From the statement delivered by the head of RT.03 Candi Village to the Candi District Government, it can be inferred that the related parties have a mutual understanding of what PATEN services are, their uses and benefits, and so on. That shared understanding creates clear and directed communication. This finding explains that there is consistency in conveying information, so that all parties can understand the same information. In other words, the communication carried out by the Candi District Government in the implementation of the PATEN application service has been

optimal. This is in line with Wisnu's research findings, which state that the PATEN service communication in the Lirik Subdistrict Government is good. However, there is a difference from this research compared to Kusnadi's findings, which indicate that the service communication in the Binong Subdistrict is not yet optimal, especially towards its community [16] [17].

In addition to the information provided directly, the Candi District Government also communicates online by utilizing social media, such as Instagram, Facebook, and others. The findings are based on the interview with Mrs. Kartika as follows:

"Besides providing clear information through direct socialization, we also utilize several virtual media for communication. Such as the sub-district website, Facebook, Instagram, and so on."

From the results of the interview, it was found that the Candi sub-district government provides information related to PATEN services not only through direct communication. However, the Candi sub-district government also communicates through digital media, such as conveying information via Instagram, Facebook, and so on. Evidence of communication utilizing digital media can be shown in Figure 2. Therefore, in general, the communication present in the PATEN service process in Candi District already contains clarity, accuracy, and consistency of information.

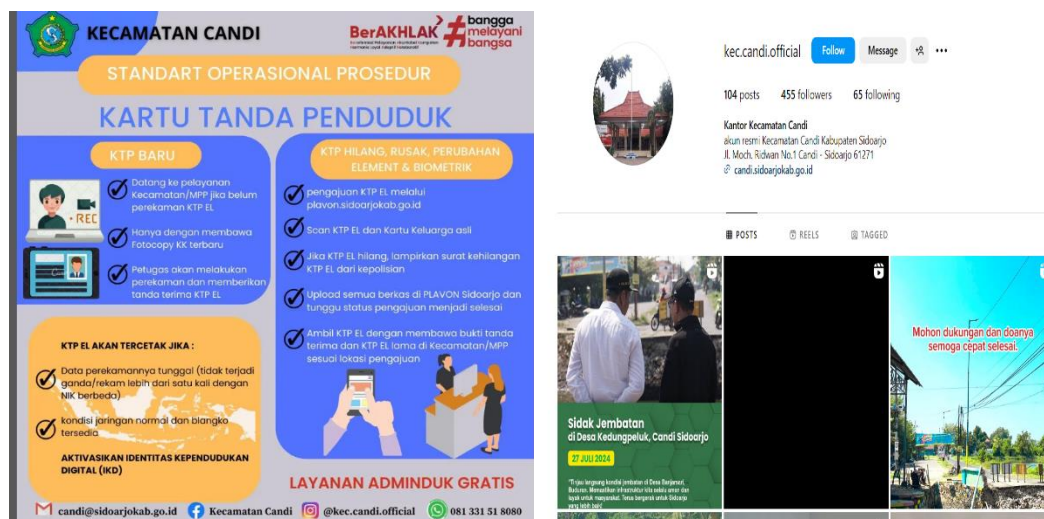


Image 2. Instagram of the Candi District Government as a virtual communication medium

Image 2 is a communication tool used by the Candi District Government in the form of communication through the Instagram media. On Instagram, standard operating procedures for managing population administration documents are presented. For example, the management of Identity Cards. In other words, the communication provided by the Candi District Government is not only through direct communication but also through indirect communication using the Instagram media tool.

Resource Capacity in the Implementation of PATEN Services in Candi District

According to Edward III, resources are the second variable that affects the success of policy implementation. The resources referred to include human resources and non-human resources. Human Resources (HR) are an important element for the implementation of public services [18]. Because trained and competent human resources can provide better, more professional, and responsive services to the needs of the community. Regarding the human resources possessed by the Candi District Government in the implementation of integrated district services (PATEN), it can be described as follows:

"The number of district employees is large. However, those specifically handling integrated district administration services (PATEN) are 2 employees. With 2 employees, in my opinion, that is sufficient. 1 employee handles population administration services and 1 employee manages service data." Not every day are there people needing services, so there is no issue with the number of staff. The workload is balanced.

Based on the interview results, it was found that in providing PATEN services, there are 2 employees who operate the PATEN application at the Candi Subdistrict Office. The first is in the field of Population Administration Services with one staff member. The second is in the field that manages service data with one staff member. According to the perception of the informant, with 2 employees, there is no excessive workload. Therefore, the employees feel comfortable and balanced regarding their workload. Considering the field results that indicate there is no excessive workload, it can be said that the employees at the Subdistrict Government Office are already quite optimal. This is in line with the research findings of Nurwahyuni (2019), which state that adequate human resources are characterized by well-organized task distribution among employees [19].

Optimal Human Resources cannot only be viewed from the quantity aspect. It also needs to be assessed in terms of the quality of the Human Resources (HR) it possesses [20]. One of them is providing professional, skilled, and outstanding human resources in their field. Regarding this matter, in the implementation of PATEN services at the Sidoarjo District Office, it is known that PATEN service staff have technical guidance sessions organized by the Sidoarjo Regency Population and Civil Registration Office. That is in accordance with the interview results with Mrs. Sulikha as follows:

"We often receive invitations from the Dispendukcapil to attend technical guidance. Like recently, in June we were invited for technical guidance for the population administration management officers." (The results of the interview with Mrs. Sulikha, the PATEN service officer at the Sidoarjo District Office).

Based on the results of the interview, technical guidance related to the PATEN service has been provided by the Population and Civil Registration Office of Sidoarjo Regency. The implementation of this technical guidance is a good step in optimizing the application of integrated administrative services in the District (PATEN) located in Sidoarjo Regency, including the Candi District Government. That can be illustrated with the documentation photo below:



Figure 3. Atmosphere of Technical Guidance for Adminduk Management Officers in Sidoarjo Regency

Second, according to Edward III, in addition to human resources, there are physical or material

resources, namely the presence of complete facilities and infrastructure. This type of resource is very important because it provides the physical foundation that allows public service activities to run smoothly. Without adequate facilities and infrastructure, operations will be disrupted, efficiency will decline, and organizational goals will be difficult to achieve. Here are the interview results regarding the facilities and infrastructure owned by the Candi District Office to implement the PATEN service:

"We, the district office, always strive to provide complete facilities and infrastructure for the community." Currently, we have 5 computers, a printer, an ID card recording device, a waiting room equipped with air conditioning, a lactation room for breastfeeding mothers, wheelchairs for vulnerable groups, a spacious parking area, a prayer room, a suggestion and complaint box, and other infrastructure facilities (Interview Results of Mrs. Sulikha as the PATEN Service Officer at the Candi Subdistrict Office)

Here are some descriptions of the facilities available at the Candi District Office in optimizing PATEN services:



Figure 4. Facilities and Infrastructure Owned by the Candi District Office in Optimizing PATEN Services in Sidoarjo Regency

A different statement was made by Mr. Mukidi, a PATEN service recipient in Candi District, who mentioned that the waiting area at the District Service Office is too small. The statement can be elaborated with the following interview results:

"it's comfortable because the room is air-conditioned. The facilities are also complete, but I once wanted to get a family card, maybe it was coincidentally on a Monday and many people wanted to take their ID photos. Many were waiting outside the room." So, in my opinion, the service room needs to be expanded. So that the community is accommodated in the room (Interview Results of Mr. Mukidi as a recipient of the PATEN Service at the Candi District Office).

Based on the interview results, it is known that the facilities provided in the PATEN service at the Candi District Office are quite complete. Where there are many computers, printers, ID card

recording devices, comfortable waiting rooms, lactation rooms, and so on. However, it is still not optimal because the waiting area is small. This creates a discrepancy with Edward III's opinion, which emphasizes that public satisfaction with the implementation of public services is an important factor influencing the success of policy implementation [21]. Meanwhile, the people of Candi District still do not feel satisfied due to the limited space for services. Thus, this can reduce the quality of service performance of the Candi District Government. The results are consistent with previous research conducted by Nasripani titled "The Performance of Village Apparatus in Public Services at the Sungai Buluh Village Office, Kelua District, Tabalong Regency," which experienced dissatisfaction due to the limited space for service.

Disposition

Disposition is one of the most important factors that can influence the success of policy implementation. Edward III explained that disposition can be seen through the attitudes or desires of the policy implementers. This desire determines how serious the executor is in their work. The seriousness in the implementation of integrated administrative services (PATEN) in Candi District is demonstrated by the issuance of the Candi District Head's Decree. This information was obtained based on an interview with the Head of the General Sub-Division of Government Personnel in Candi District as follows:

"The District Head, as the executor of the Central Government's policy, especially regarding PATEN services, is very serious about it, sir. The District Head's seriousness is evidenced by the issuance of the Candi District Head's Decree, Sidoarjo Regency Number 000.8.3.3/707/438.7.2/2024." It contains many things, one of which is the mandatory attitude of officers in providing public services, especially PATEN services. (Interview Results with Mr. Lukman Hakim as the Subsection Head of Personnel at the Candi District Office).

The statement from Mr. Lukman Hakim is reinforced by the statement from Mrs. Sulikha, a general service staff member at the Candi Subdistrict Office, as follows:

"Indeed, there is SK No. 000.8.3.2/707/438.7.2/2024 specifically for population administration services at the Candi Subdistrict Office." There are mandatory attitudes that we must adopt so that they become habits. For example, we must be friendly with the community; if there are people who do not understand the requirements for population administration, we will explain it to them. Sometimes we also explain it using everyday language like Javanese so it's easy to understand. Service is provided without any discrimination (without differentiation) among the community. In addition, we are also required to have an adaptive, loyal, orderly attitude, and so on. (Interview Results of Mrs. Sulikha as the general service staff at the Candi Subdistrict Office).

Based on the results of the interviews with Mrs. Sulikha and Mr. Lukman Hakim, it can be concluded that the Head of Candi District, as the policy implementer, is very serious in carrying out his duties to achieve the objectives. Where the Head of the Subdistrict issued a Special Decree regarding what must be done in providing integrated administrative services in the Subdistrict (PATEN) within the Candi Subdistrict office environment. The prompt response shown by the employees of the Candi Subdistrict Office to the problems faced by the community indicates that the desires and goals of the leadership are well received by their subordinates. If compared based on Edward III's implementation theory, the mandatory attitude expressed through the Decree issued by the Head of Sub-District has influenced how the PATEN policy is executed and implemented. In addition, the results of this study align with the research conducted by Irfan, which states that a successful disposition is one that clearly understands what the leader wants [22].

Bureaucratic Structure

In the policy implementation theory proposed by George C. Edward III, the bureaucratic structure is one of the four main dimensions that influence the success of policy implementation. Bureaucratic structure refers to the systems, rules, procedures, and organizational hierarchies that influence how policies are implemented in practice. The characteristics of a bureaucratic structure according to Edward III are the presence of a clear chain of command from the top level to the bottom level. This means there is a hierarchy of power and responsibility that governs who is authorized to make decisions and how those decisions are implemented. Based on that definition, the bureaucratic structure in the implementation of PATEN services in Candi District can be shown in the following figure:

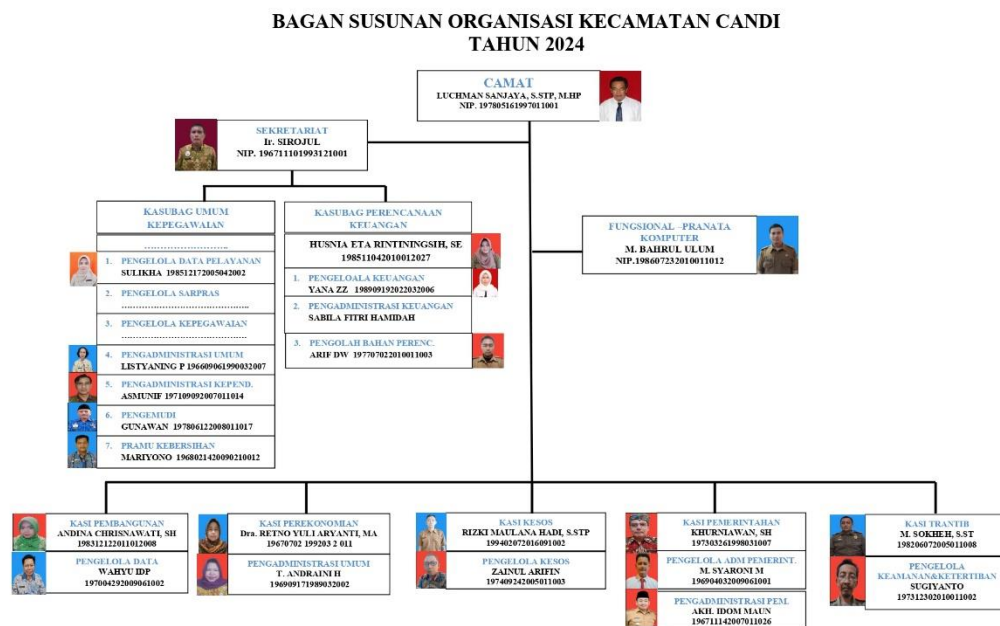


Figure 5. Bureaucratic Structure of the Candi District Government

Based on Figure 5, the structure of the Candi District Government's bureaucracy provides a clear illustration of the division of authority. This ensures that everyone has clear responsibilities and can perform their tasks well. So that there is no overlap in carrying out tasks when implementing PATEN services in Candi District.

"In providing services, there must be a clear bureaucratic structure." If the Integrated Subdistrict Administration Service (PATEN) is present, there are me and Mr. Asmunif. I am in charge of service data management, and Mr. Asmunif is in charge of population administration. "If there is no bureaucratic structure, it can become chaotic, the division of tasks is unclear, and in the end, the goals are not achieved." (The results of the interview with Mrs. Sulikha, a service staff member in charge of data management at the Candi District Office)

This was reinforced by Mr. Lukman Hakim, the Head of the General Personnel Subdivision, who stated as follows:

"Those involved in the integrated administrative services at the Candi District Office are Ms. Sulikha and Mr. Asmunif. They are the faces of PATEN services here." (The results of the interview with Mr. Lukman Hakim, the Head of the General Personnel Subdivision at the Candi District Office)

Both statements made by the informant explain the importance of the bureaucratic structure in the implementation of PATEN services. Additionally, through these statements, it can be identified

that the execution of PATEN service tasks in Candi District has been running optimally. Where there is no overlap in the implementation tasks of the PATEN because the structure of the officers has been clearly arranged. That is, there are sections for managing service data and sections for population administration services.

Another determining aspect of the success of the bureaucratic structure according to Edward can be seen from the existence of clear SOPs (Standard Operating Procedures). SOP is a part that can ensure that all processes are carried out consistently and in accordance with the established guidelines. Regarding the PATEN service SOP in Candi District, it can be stated as follows:

"The SOP for PATEN services is almost all the same. There are requirements that must be met by the community." The duration of the service, the mechanism of the service, and so on. (The results of the interview with Mrs. Sulikha, the data management officer at the Candi Subdistrict Office).

Based on the interview, it can be identified that in PATEN services, there are service standards that consist of service time information, administrative service requirements, and so on. Here is an overview of the PERMANENT service for Family Card administration in Candi District.

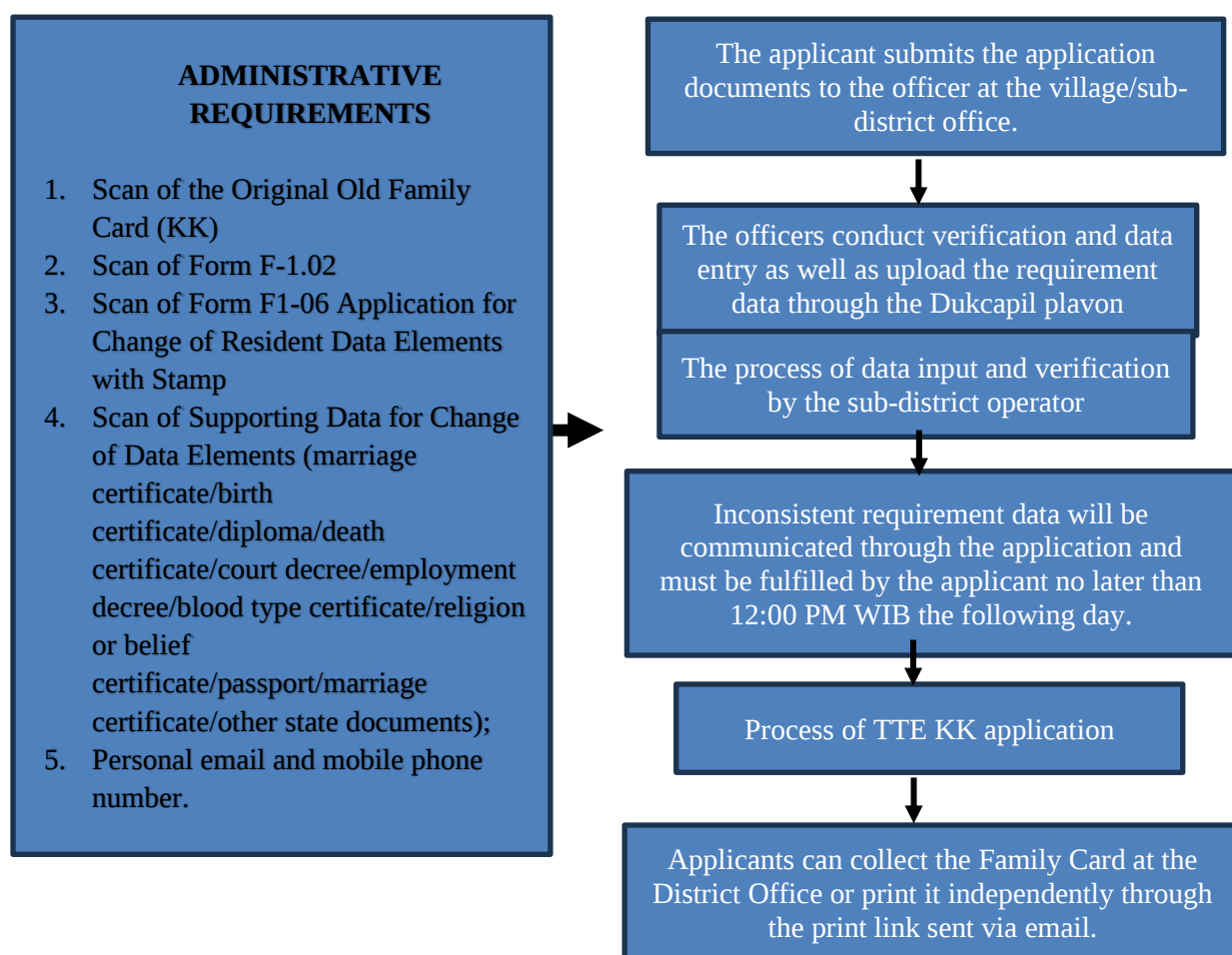


Figure 6. Standard Operating Procedure for Family Card Issuance Service

In Figure 6, it is explained that in managing the Family Card, which is part of the PATEN service, there are procedures that must be followed. Namely, completing the administrative requirements. After completing the administrative requirements, the applicant can submit the

documents to the PATEN service officer at Candi District. Next, the officer will verify and enter the data. If there is any incorrect data, please complete it by the latest deadline of 12:00 PM WIB the following day. After everything is fulfilled, the application can be processed. Finally, applicants can collect the Family Card at the Candi District Office or print it independently.

Conclusion

Based on the analysis of the findings on the factors of the Implementation of Integrated Administrative Services in Candi District, several conclusions can be drawn, including: First, the communication process for the implementation of the PATEN service has been running well and optimally; Second, there are two types of resources owned by the Candi District Service Office, namely Human Resources which are already optimal and Material Resources which are not yet optimal; Third, the disposition in Candi District is already optimal with the existence of the Camat Decree No. 000.8.3.2/707/438.7.2/2024 which can influence the attitude and responsibility of the PATEN service officers; Fourth, the bureaucratic structure at the Candi District Office is already optimal, especially the structure of the PATEN service officers. In addition, the SOPs in providing PATEN services are very clear. From the four factors of Edward III's implementation, in general, public services in the decentralized era at the Candi Subdistrict Office are running well, but with notes and the need for improvements in the size of the PATEN service area.

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