

**Strategies for Improving Population Administration Services at the Tuban District Population and Civil Registration Office**



**Strategi Peningkatan Pelayanan Administrasi Kependudukan di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Tuban**

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ARTICLE INFORMATION	
<p><b>Keywords</b>                      Strategy;                      Public service;                      Service improvement;                      Population Administration;                      Population and Civil                      Registration;</p>	<p><b>ABSTRACT</b>  <i>The Tuban District Population and Civil Registration Office (Dispendukcapil) has an obligation under the law to organize population administration services as an integral part of public services that must be accounted for by the government to the community. However, a number of obstacles are still faced in the administration of civil registration services. The purpose of this research is to investigate and describe strategies that can be applied to improve civil registration services at the Tuban District Dispendukcapil. The research method used was a qualitative approach using a case study. Three data collection techniques were used: documentation, observation and interviews. A purposive and snowball approach was used to identify relevant informants. The data analysis process followed an interactive approach, with the stages of Data Collection, Data Condensation, Data Display, and Conclusion Drawing and Verification, developed by Miles &amp; Huberman. This research, which adopted Moenir's theoretical framework, produced several findings, including that 1) the awareness of officials and executive leaders regarding the problem has made significant progress; 2) The process of making adequate regulations has run quite smoothly, but in terms of SOPs, the completion it is still not ideal; 3) Although the organization has a dynamic system mechanism, there are still shortcomings in socialization to the community; 4) The competencies and talents required for a job or position have been applied, and everything is going well; and 5) Service facilities are available in accordance with the nature and format of service tasks, but the 'ball pick-up' services still need to be improved.</i></p>
<p><b>Kata Kunci</b>                      Strategi;                      Pelayanan Publik;                      Peningkatan Pelayanan;                      Administrasi Kependudukan;                      Dukcapil</p>	<p><b>ABSTRAK</b>                      Dispendukcapil Kabupaten Tuban memiliki kewajiban sesuai dengan undang-undang untuk menyelenggarakan layanan administrasi kependudukan sebagai bagian integral dari layanan publik yang harus dipertanggungjawabkan oleh pemerintah kepada masyarakat. Meskipun demikian, sejumlah kendala masih dihadapi dalam penyelenggaraan layanan administrasi kependudukan. Tujuan dari penelitian ini adalah untuk menyelidiki serta menggambarkan strategi yang dapat diterapkan guna meningkatkan layanan pencatatan sipil di Dispendukcapil Kabupaten Tuban. Metodologi penelitian yang digunakan adalah pendekatan kualitatif dengan menggunakan studi kasus. Tiga teknik pengumpulan data digunakan, yaitu dokumentasi, observasi, dan wawancara. Pendekatan purposive dan snowball digunakan untuk mengidentifikasi informan yang relevan. Proses analisis data mengikuti pendekatan interaktif, dengan tahapan Pengumpulan Data, Kondensasi Data, Display Data, serta Penarikan Kesimpulan dan Verifikasi, yang dikembangkan oleh Miles &amp; Huberman. Penelitian ini, yang mengadopsi kerangka teoritis Moenir, menghasilkan beberapa temuan, di antaranya adalah bahwa 1) kesadaran para pejabat dan pimpinan eksekutif terhadap permasalahan tersebut sudah mengalami kemajuan yang signifikan. 2) Proses pembuatan peraturan yang sesuai telah berjalan cukup lancar, namun dari segi SOP penyelesaiannya</p>

	<p>masih belum ideal. 3) Meskipun organisasi memiliki mekanisme sistem yang dinamis, namun masih terdapat kekurangan dalam sosialisasi kepada masyarakat. 4) Kompetensi dan talenta yang diperlukan untuk pekerjaan atau jabatan telah diterapkan, dan semuanya berjalan dengan baik. 5) Fasilitas pelayanan telah tersedia sesuai dengan sifat dan format tugas pelayanan, namun terkait dengan pelayanan jemput bola masih perlu ditingkatkan.</p>
<p><b>Article History</b> Send 19<sup>th</sup> March 2024 Review 14<sup>th</sup> April 2024 Accepted 24<sup>th</sup> May 2024</p>	<p>Copyright ©2025 <a href="#">Jurnal Aristo (Social, Politic, Humaniora)</a> This is an open access article under the <a href="#">CC-BY-NC-SA</a> license. Akses artikel terbuka dengan model <a href="#">CC-BY-NC-SA</a> sebagai lisensinya.</p>



## **Introduction**

The government is a public entity or public agency that is officially given power by the community as the highest authority in a country to carry out government duties. The main role of the government is to provide optimal public services to the community in accordance with its authority. This principle is in line with the provisions stipulated in Law Number 25 of 2009 concerning Public Services, which emphasizes that the services provided must comply with applicable legal provisions to meet the needs of all levels of society (Muhimah, 2022). In this regard, the government also certainly has a role to serve the community, thus it must provide a service that can satisfy the community (Marpaung & Kriswibowo, 2023).

According to Safitri & Kriswibowo (2023), the most important task of government is to provide services that can meet the needs of the community in all types of public services. This public service can be interpreted as an important aspect in a country. In providing maximum public services, the government must be sensitive to the existing public interests and public values in implementing various policies for the benefit of citizens (Gusvalianti, 2021). According to Subarsono in Maulidiah (2014), public service is something related to bureaucracy that can be accepted by the wider community. Therefore, it makes sense that the government's provision of public services to the community should be linked to general welfare. In this case, one of the services that the government must provide to the community is public services related to population administration (Putri, 2023).

Provision of government services to uphold the basic rights of the community related to population administration services is outlined in Law Article 1 of 2013 concerning Population Administration. According to the law, the government is responsible for setting up a population registry so that people are administratively registered. By creating an official population database that is open to the public, population administration services are organized to achieve administrative order (Laili & Kriswibowo, 2022).

Ownership of this population document is considered very important, apart from fulfilling the rights and obligations of citizens, it can also be used in state development. However, in this case, there are still many citizens who are not orderly managing the population documents (Tauhid et al., 2024). People still feel reluctant or lazy in processing population documents thus the data can be updated. According to the report by the Ombudsman of the Republic of Indonesia in East Java, the number of community reports has increased in 2020 with 408 reports, in 2021 it increased to 436 reports and in 2022 the number of reports has increased to 766 reports (Ombudsman RI, 2023). The number of problems and reports related to public services, especially population administration, makes the government must strive to

continue to improve and develop strategies, especially for the Population and Civil Registration Offices throughout Indonesia to innovate and improve services in order to create community satisfaction and make it even better (Wiryanto, 2019).

Service strategy according to Iptidaiyah & Mulyawan (2022) is a method used to achieve goals through service in the form of attitude, speed, relationships or other factors used to satisfy service to the community. Arnolddo C Hax and Nicholas S Majhluk as quoted in Nugraha (2016) explained that strategic management is a means of guiding an organization or company towards its main development goals. Hence, strategic management is a systematic process carried out on the basis of careful consideration (Hermanses et al., 2023).

One of the districts in East Java that always strives to improve public services in order to uphold people's rights is Tuban District. Tuban District itself also has a fairly large population thus it requires attention from the government. The number of population per sub-district in Tuban District increased in 2019 with a total of 1,298,302 residents, while in 2020 it increased by 1,305,066 residents (tubankab.bps 2021). The large and growing population needs attention from the government in various fields and one of them is in the field of population administration services. This can be explained in the following table:

**Table 1 Population of Tuban District in 2019 and 2020**

Sub-district	Population of Tuban District	
	2019	2020
Kenduruan	30.857	30.047
Bangilan	52.668	52.892
Senori	45.759	45.854
Singgahan	45.496	45.981
Montong	57.556	57.957
Parengan	59.913	59.716
Soko	90.668	91.646
Rengel	64.106	64.273
Grabagan	42.334	42.657
Plumpang	85.811	86.388
Widang	54.676	54.691
Palang	93.196	93.365
Semanding	120.486	121.474
Tuban	91.980	91.849
Jenu	58.724	59.576
Merakurak	62.182	62.787
Kerek	75.328	75.533
Tambakboyo	44.530	44.688
Jatirogo	60.140	60.399
Bancar	61.892	62.293
<b>Total</b>	<b>1.298.302</b>	<b>1.305.066</b>

Source: Central Statistics Agency of Tuban District, processed by the author

Based on this table, it can be seen that the increase and development of the population in Tuban District needs to be considered by the regional government, especially the 'Dispendukcapil' (the Population and Civil Registration Office), in conducting various public services thus the people's population data in Tuban District can be updated. Apart from that, providing good and proper population administration services will also make it easier for citizens to process documents and improve public services, especially in the field of population administration services. Public services related to population administration services are also important for people to have good and correct population documents, as a valid and clear legal basis (Soraya, 2019).

Tuban District is also a district in East Java Province that has received an award as a green zone or high quality public service standard in 2022 with a score of 81.33, and in 2023, Tuban District received again the award as a high quality public service standard or green zone with a score of 97.44 by the Ombudsman of the Republic of Indonesia. This public service assessment is also based on four assessments, including input (service officer competency), process (service standards), output (user perception) and complaints (information management). One of the public service agencies included in the assessment is the Tuban District Population and Civil Registration Office, which is a government agency providing services to the community and is obliged to provide quality, effective and efficient services (Atho'illah, 2023). This proves that Tuban District is trying to improve its services and is successful in maintaining them.

With the various successful efforts made by the Tuban District Population and Civil Registration Office, this becomes a motivation that needs to be improved and developed by the Office to always be able to make the services provided consistently better. In fact, the four dimensions of assessment carried out by the Ombudsman of the Republic of Indonesia are important points in assessing both internal and external aspects of the Tuban District Population and Civil Registration Office.

**Figure 1 Tuban District Received the Green Zone Public Service Predicate by the Indonesian Ombudsman for 2022-2023**



Source: Official Website of Tuban District, 2023

This success shows that Tuban District along with the Population and Civil Registration Office continue to improve the quality of public services provided to the people of Tuban District. Nevertheless, several problems are still encountered in the implementation of population administration services in Tuban District. According to Pujianto (56), a resident of Tambakboyo Sub-district, Tuban, the community considered that the processing of population documents at the Tuban District Population and Civil Registration Office was still not well organized, resulting in services that are disorganized and sloppy (Editor, 2018). Hence, processing population documents at the Tuban District Population and Civil Registration Office makes people anxious.

Another complaint regarding population administration was also submitted by the applicant who processed population documents named Khosiq. This is related to the difference in name on the marriage certificate document and other population administration documents, which becomes an obstacle since they feel that the services provided by the Tuban District Population and Civil Registration Office are long and complicated thus the population administration services also take quite a long time (Afkhar, 2018). This is not in line with Tuban District Regional Regulation Number 1 of 2015 concerning Population Administration, which states that special service requirements and information technology standards must be met to improve the quality of population administration services (Pamungkas & Fitriati, 2019).

**Table 2 Data on the Results of Population Administration Services in 2019 and 2020**

Description	Results of Population Administration Services	
	2019	2020
Identity Card	54.524	117.989
Family Card	92.503	76.475
Letter of Movement	7.914	3.613
Child's Identity Card	25.606	4.754
Residence Certificate	15	41
Birth certificate	20.297	17.347
Marriage certificate	21	22
Divorce Deed	13	12
Death Certificate	3.696	2.829
Other Documents	6.083	1.642
<b>Total</b>	<b>210.672</b>	<b>224724</b>

Source: Tuban District Population and Civil Registration Office, processed by the author

From the data on the results of services by the Tuban District Population and Civil Registration Office above, it can be known that the highest number of services in 2020 was the making of Identity Card (KTP) with a total of 117,989 services, while in 2019 the highest was the making of Family Card (KK) with a total of 92,503 services. However, in 2020 the number of population administration services decreased drastically. Apart from that, in 2020 mandatory ID cards reached 1,020,047 people, of which 961,296 people have registered or around 94.24% of the national target of 96%. Then, regarding KIA ownership in 2020, children aged 0-17 years only reached 4,754 sheets or around 1.67% of 285,019 children.

Other problems related to population administration are the lack of public awareness in processing population documents. The lack of public awareness in managing population administration is also due to the lack of active socialization held by agencies (Al Hasri & Sudarmilah, 2021), especially in today's digital era, such as activating Digital Population Identity (IKD), which has a target of 25% per region. In Tuban District, the IKD program itself started at the beginning of December 2022 until the beginning of October 2023 and has not yet reached the target because there are only around 10,717 people who have activated it or around 4.6% of the total population of 233,000 residents who are required to have a KTP. This was even acknowledged by the Head of the Tuban District Population and Civil Registration Office that of the 3,000 people who had activated the IKD, most of them were Civil Servants (PNS), Police/National Army (TNI), and other government officials (Fauzie, 2023).

Starting from various existing problems, the government of Tuban District attempts to overcome these problems by creating a strategy that is used to provide novelty and improve services. Thus, to overcome this problem, researchers use the theory of strategy by Moenir in Taufiqurokhman & Satipsi (2018) which explains that service improvement must have a

strategy that is carried out based on several basic factors through a system of procedures and methods in an effort to fulfill the needs of other people according to their rights. Public service improvement can be implemented well if it is supported by several strategic factors, such as (1) awareness of officials and executive leaders, (2) the existence of adequate regulations, (3) organizations with dynamic system mechanisms, (4) appropriate abilities and skills with the tasks or work that is being held accountable, and (5) the availability of service facilities in accordance with the type and form/work of service.

The five strategic factors identified by Moenir in the study conducted by Taufiqurokhman & Satipsi (2018) are appropriate guidelines in designing strategies for improving population administration services, because these criteria are relevant to the context and needs of Tuban District in improving the quality of population administration services. The focus of this strategy includes optimizing population administration services, improving online population administration services, implementing clear service standards, developing service facilities and infrastructure, establishing partnerships with related agencies, and increasing the quality and capacity of officers. This research also aims to complement previous research by collecting and disseminating field data obtained through observation, interviews and documentation. In addition, Moenir's theoretical approach is used to provide recommendations and criticism that have never been specifically discussed before, especially in the context of improving population administration services managed by the Tuban District Population and Civil Registration Office.

This research is in line with a study conducted by Iptidaiyah & Mulyawan (2022) entitled "Regional Government Strategy in Efforts to Improve Public Services at the Bima District Population and Civil Registration Office." The research aims to identify tactics and factors that support or hinder the improvement of public services at the Bima District Population and Civil Registration Office. The results of this research explain why services at the Bima District Population and Civil Registration Office are still considered not to meet the expected standards, and why the concept of excellent service which should be the focus for all public agencies has not been fully implemented.

A study conducted by Maria Stella & Rohman (2019) entitled "E-KTP Administration Service Strategy in the Study of Service Satisfaction (Study of the Malang City Population and Civil Registration Office)" also supports this research. The aim of the research is to identify the best approach in e-KTP services to evaluate the level of customer satisfaction at the Malang City Population and Civil Registration Office. Based on the research results, it was found that public services can be carried out well in accordance with Service Operational Standards,



which are in accordance with Regulation of the Minister of State Apparatus (PERMENPAN) No. 25 of 2009. In addition, the service plan has been implemented in compliance with applicable protocols and standards.

Researchers will focus on collecting field data regarding strategies for improving population administration services carried out by the Tuban District Population and Civil Registration Office. The main purpose of this research is to seek information, analyze and explain how the plan to improve population administration services at the Tuban District Population and Civil Registration Office is implemented. Hence, the problem formulation is "How is the Strategy for Improving Population Administration Services at the Tuban District Population and Civil Registration Office?"

### **Method**

This research applied a qualitative approach with a case study method presented descriptively, which included an in-depth investigation process to understand, describe and analyze strategies for improving population administration services in Tuban District. This methodological concept is in line with the understanding given by Bogdan and Taylor, as explained in the work of Moleong (2021), that qualitative methods are a research process that produces data in the form of words from observed phenomena. Case studies, as part of qualitative methods, are used to gain an in-depth understanding of individuals, groups, or events in real-life contexts to be then analyzed. Researchers chose and determined Tuban District as the research location by obtaining data from the Tuban District Population and Civil Registration Office. The selection of research locations was based on the relevance and availability of data required for this research. Thus, the author was interested in making the Tuban District Population and Civil Registration Office a research location since it is suitable for the context and research objectives.

Formulating the problem in qualitative research, known as the research focus, is an important first step. Determining the research focus in the context of qualitative research aims to direct the scope of the study to be conducted and ensure the achievement of the established criteria. Determining the focus of this research plays a role in guiding the course of the research by identifying relevant problem points or indicators, especially related to strategies for improving population administration services at the Tuban District Population and Civil Registration Office. In the context of this research, researchers focus on evaluating strategies for improving population administration services in Tuban District, using the framework of

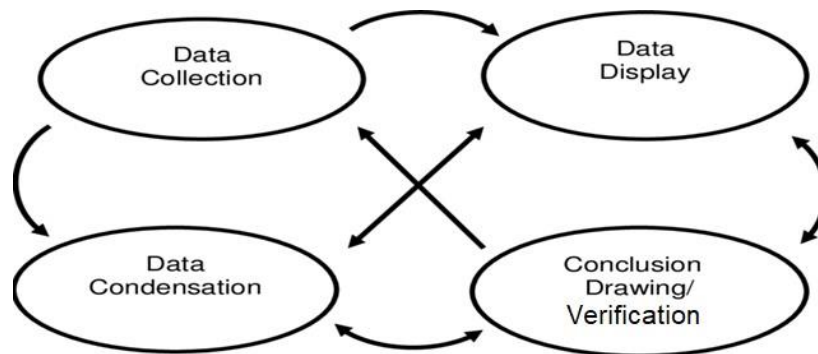
five strategic factors for improving public services proposed by Moenir, as explained in a research by Taufiqurokhman & Satipsi (2018).

Data sources for this research consist of primary and secondary data. Primary data was collected by the researchers themselves through direct observation, interviews and observation methods. Meanwhile, secondary data such as journals, reports, news, books, archives, reports and other materials relevant to the research topic had been collected from relevant sources or intermediaries by researchers to complete the data required in the research (Abdussamad, 2021). Purposive and snowball procedures were used in this research to select informants. The informants were selected based on their knowledge and understanding on the plan to improve population administration services in Tuban District, as well as their potential to refer more informants to them. The following informants were selected for this research to provide support, including:

1. Head of the Population Registration Services Division at the Tuban District Population and Civil Registration Office.
2. Head of the Functional Position Group of the Civil Registration Services Division at the Tuban District Population and Civil Registration Office.
3. Staff of the Population Administration Information Processing at the Tuban District Population and Civil Registration Office.
4. Staff of the Civil Registration Services Division at the Tuban District Population and Civil Registration Office.
5. Tuban District residents who have processed population administration at the Tuban District Population and Civil Registration Office.

This research used credibility testing techniques, namely data triangulation, as well as using reference materials. This credibility test are expected to be able to provide tested and valid data. Data analysis techniques are one of the significant steps in a research that is useful for obtaining research results from findings.

**Figure 2 Components of Data Analysis Interactive Model of Miles and Huberman (2014)**



According to Miles and Huberman (2014) as quoted in Abdussamad (2021), there is a data analysis technique that was developed using an interactive model with four stages. First, data collection is the process of recording, entering or recording data that has been collected in the form of words, not just a series of words. Second, the data condensation process includes selection, focus, reduction, and/or transformation of data that approaches the entirety of the information contained in interviews, written field notes, report transcripts, and empirical material. Third, Data Display is a systematic arrangement of information, highlighting key points that enable informative and dynamic conclusions to be drawn. Fourth, Conclusion Drawing and Verification is the final stage of the research process which aims to extract conclusions from the data that has been collected and verify the validity of the findings.

## **Results and Discussion**

In this section, the author will explain and elaborate the results and discussion of the research regarding strategies for improving population administration services at the Tuban District Population and Civil Registration Office. In understanding the strategies for improving population administration services at the Tuban District Population and Civil Registration Service, we refer to the research focus according to Moenir in Taufiqurokhman & Satipsi (2018) which has five strategic factors for improving public services, including 1) awareness of officials and executive leaders, (2) the existence of adequate rules, (3) an organization with a dynamic system mechanism, (4) abilities and skills that are in accordance with the task or work being held accountable, and (5) the availability of service facilities in accordance with the type and form of service tasks/work.

## **Awareness of Officials and Executive Leaders**

Leadership style is influenced by the knowledge of officials and executive leaders about their roles and obligations in providing public services to the community. The awareness of officials and executive leaders of the Tuban District Population and Civil Registration Office to improve population administration services is very important, such as their duties and responsibilities. This influences the leadership style that can bring employees or other subordinates to always carry out and provide the best population administration services to the community.

The awareness of officials and executive leaders regarding these duties and responsibilities is also based on the existing service edict at the Tuban District Population and Civil Registration Office in order to achieve the goals of the organization. This is also in accordance with the opinion of George R. Terry (2006) in Yusup (2018), stating that the existence of leadership in the organization is very necessary in order to achieve organizational goals. Apart from the leadership's responsibility in coordinating employees to provide excellent service, the service edict is also a form of duties and responsibilities of all employees or staff at the Tuban District Population and Civil Registration Office in providing population administration services. This was also acknowledged by Mr. Tjatoer Enggar Poespito, S.E., as Head of the Population Registration Services Division at the Tuban District Population and Civil Registration Office who explained that the duties and responsibilities of leadership are very important, not only for leaders but also in the context of improving population administration services by always coordinating and collaborate in carrying out duties and responsibilities, as follows:

"Of course, the duties and responsibilities of leaders are very important, not just me but all the heads of departments here also have the same duties and responsibilities in order to improve population administration services. We always coordinate and work together to provide better services to the community."

According to the public, the awareness of officials and executive leaders regarding their duties and responsibilities in providing services, especially population administration services, has also been carried out well with evidence that Tuban District received the best public service award in 2022 and 2023. This is also in accordance with the opinion of Fazrien & Domai (2016) which states that the task of leaders is to always achieve organizational goals and employee performance. Hence, the population administration services provided by the Tuban District Population and Civil Registration Office can be carried out well and are able to improve services.

Based on these results, it shows that the awareness of officials and executive leaders seems to be going well. This can be seen from how the duties and responsibilities of leadership are carried out, including inspiring every employee to provide the best for the community in order to improve population administration services at the Tuban District Population and Civil Registration Office. The public also assesses how effectively leaders carry out their duties. Tuban Regent Regulation No. 52 of 2016 explains the roles, responsibilities, and work methods of the Tuban District Population and Civil Registration Office. In addition, this also complies with the requirements.

### **Existence of Adequate Rules**

To ensure the conformity of population administration services provided by the Tuban District Population and Civil Registration Office with legal provisions, an adequate regulatory framework is required. This strategic aspect emphasizes the importance of complying with applicable norms in the implementation of these services. Diya Ul Akmal (2021) explains that well-drafted legal regulations will produce strong legal certainty. One of the relevant regulations in this context is Tuban District Regional Regulation Number 1 of 2015 concerning Amendments to Tuban District Regional Regulation Number 14 of 2012 concerning the Implementation of Population Administration. In this regulation, it is stipulated that population administration matters in the region are carried out by the implementing Regional Work Unit (SKPD), namely the Tuban District Population and Civil Registration Office, with obligations that include:

- a. Registration of Population Events and recording of Important Events.
- b. Providing equal and professional services to every citizen regarding the reporting of Population Events and Important Events.
- c. Production, publication and distribution of Population Documents.
- d. Documentation of Population and Civil Registration results.
- e. Guarantee the confidentiality and security of data related to Population Events and Important Events.

According to the explanation of Mr. Tjatoer Enggar Poespito, S.E., who serves as Head of the Population Registration Services Division, population administration services are regulated based on Tuban District Regional Regulation Number 1 of 2015 concerning Population Administration. This regulation is considered an important step in improving the quality of services, thus they can run in an orderly and directed manner. With this regulation,

employees at the Tuban District Population and Civil Registration Office are expected to be able to provide services in accordance with applicable regulations consistently.

"It's true that we are guided by Tuban District Regional Regulation Number 1 of 2015 concerning Population Administration. If there are no guidelines, how can we improve services. Rules are one of the steps in improving service so that everything runs in an orderly manner. If there are some things that are not appropriate, we will evaluate them later."

The second indicator in order to improve population administration services at the Tuban District Population and Civil Registration Office is the adoption of service standards. According to Lintang & Suherman (2021), public service standards function as a foundation for public service providers to provide easy, fast and quality services. The service standards that have been set by the Tuban District Population and Civil Registration Office are the benchmark and basis for implementing and evaluating the quality of population administration services to the community. Service standards at the Tuban District Population and Civil Registration Office, especially regarding population documents such as Birth Certificates, Death Certificates, Family Cards, etc., usually take 3 days to be issued after the registration process. However, for Identity Cards (KTP), the time required is usually 7 days after registration. Documentation related to Standard Operating Procedures (SOP) for population administration services at the Tuban District Population and Civil Registration Office can be accessed via the official website <https://disdukcapil.tubankab.go.id/> which is shown in the image below.

**Figure 3. Standard Operational Procedure at the Tuban District Population and Civil Registration Office in 2023**

NO	Kegiatan	Pelaksana					Mutu Baku			Keterangan
		Pemohon	Petugas	Kasi	Kabid	Kepala Dinas	Kelengkapan	Waktu	Output	
1	Pemohon menyerahkan berkas permohonan						Berkas permohonan		Berkas persyaratan diterima	
2	Berkas persyaratan diteliti oleh petugas						Berkas persyaratan		Berkas lengkap	
3	Petugas memverifikasi kelengkapan dan kebenaran berkas persyaratan a. Jika benar dan lengkap Dokumen akan di proses dan diajukan TTE b. Jika tidak benar dan lengkap berkas dikembalikan ke petugas untuk diserahkan ke pemohon						Berkas persyaratan		Berkas persyaratan terverifikasi	
4	Petugas - Mengentri data dan mengajukan TTE - Melakukan scanning dan mengupload berkas permohonan (Pengarsipan Digital)						Berkas Persyaratan		Bekas Permohonan terentri dan terescan	
5	Kasi dan atau Kabid memverifikasi data yang ada di berkas permohonan						Berkas Persyaratan		Dokumen Kependudukan terverifikasi	
7	Kepala dinas memberikan TTE						Dokumen Kependudukan		Dokumen Kependudukan tertanda tangan	
6	Dokumen di cetak oleh petugas						Dokumen Kependudukan		Dokumen Kependudukan tercetak	
9	Dokumen diserahkan kepada pemohon						Dokumen Kependudukan	3 hari	Dokumen Kependudukan diterima	

Source: Documents from the Tuban District Population and Civil Registration Office

According to Mr. Eddy Santoso, S.T., who serves as Head of the Functional Position Group, one of the strategies proposed to improve the quality of service to the community who

process documents at the Public Service Mall (MPP) or the Tuban District Population and Civil Registration Office is through implementing service standards. Furthermore, regarding the implementation of service standards at the Tuban District Population and Civil Registration Office, there are often complaints from the public as they feel that population documents are not issued on time or do not comply with the standards that have been set. Mr. Eddy also explained that documents that are not issued on time are usually hampered by something or other supporting documents that are lacking. Regarding Identity Cards or KTP, it usually takes a long time to issue because the registration forms for KTP are out of stock.

From these results, it can be seen that the existence of adequate regulations as a strategic factor for improving population administration services at the Tuban District Population and Civil Registration Office is quite good. Existing regulations and service standards are used as guidelines that need to be followed to provide the best service to the community. However, according to the community, the service standards are not well executed since in terms of completion time, it is still not optimal and not in accordance with the Standard Operating Procedure (SOP), which the completion time should take only 3 (three) working days after population document input or 7 (seven) working days for KTP. This is due to the large number of requests entry and other obstacles such as lack of supporting documents and out of stock KTP forms.

### **Organizations with Dynamic System Mechanisms**

One aspect that is considered important in the long-term strategy of the Tuban District Population and Civil Registration Office in improving population administration services is an organization that has a dynamic system. The importance of organizations that are able to adapt to current developments and utilize the latest technology to provide the best service to the community is a major concern. In order to serve the community better, the dynamic work system at the Tuban District Population and Civil Registration Office must also be adapted to the surrounding environment. It must always follow and respond to existing conditions. Organizational structures in this informative era can observe the complexity of the organization and also understand the dynamic environment to make the organization run well (Mantik 2014).

Population administration services at the Tuban District Population and Civil Registration Office are provided to the community by providing various types of services and service innovations. One way is by providing digital-based services. According to Mr. Hengky, the staff of the Population Administration Information Processing, in the current conditions where all information is easy to access, population services must also keep up with the times.

One of them is by providing Digital Population Identity (IKD) services. Tuban District has a target in 2023 that 25% of its residents who are required to have an ID card will have an IKD. In order to improve population document processing services, the Tuban District Population and Civil Registration Office also organizes exhibition services (expo). However, according to the public's view, the system implemented by the Tuban District Population and Civil Registration Office has been considered good and diverse. Nevertheless, there is an assessment that this institution is still lacking in public socialization efforts, thus some people do not fully understand several innovations and population administration service programs that have been provided by the Tuban District Population and Civil Registration Office. In particular, this brings an impact toward a number of elderly individuals who cannot keep up with the service developments in the current era.

The results of the research show that although the work mechanism of the Tuban District Population and Civil Registration Office is dynamic, which is one of the important components in improving population administration services has been running well, there is still room for improvement. The progress of population administration services in Tuban which has implemented new technology in population management and adapted to the needs of the digital era has achieved significant progress. However, many parties believe that promotional efforts for IKD and other digital population administration services are still not optimal, causing some Tuban residents to not be fully connected to the available population administration services.

### **Abilities and Skills Appropriate to the Task or Work being Held Accountable**

Abilities and skills must be in accordance with the tasks or work being held accountable in the strategy to improve population administration services at the Tuban District Population and Civil Registration Office. Ability is something that a worker or employee has the potential to complete their work correctly or quickly in accordance with the work standards (Sulistiani, 2016). Meanwhile, work skills are individual traits that each person or individual has. The level of ability depends on skills from work experience (Syahdan, 2017). In this context, the abilities and skills of officers at the Tuban District Population and Civil Registration Office are a very essential aspect in providing optimal services to the community, in accordance with their hopes and needs.

One of the main indicators is the skill and accuracy of officers in carrying out population administration duties at the institution. This is an important concern because it is directly related to the officers' ability to provide the best service to the community. Skill and accuracy are an individual ability to complete tasks with a high level of service and competence (Usman et al.,



2021). According to Mr. Tjatoer Enggar Poespito, S.E., who serves as Head of the Population Registration Services Division at the Tuban District Population and Civil Registration Office, the importance of paying attention to the skills and accuracy of officers in providing services, especially when interacting directly with the community, cannot be ignored. Officers are required to double check the process of inputting population documents when carrying out population administration services to ensure there are no mistakes.

This was also conveyed by Mr. Gama as Staff for Civil Registration Services, who stated that in population administration services, it is necessary to pay attention to the skills and accuracy of officers in carrying out services. Even before entering data, officers are required to check the documents brought by the applicant. If any documents are incomplete, the applicant will immediately be asked to complete them first. Even if during inputting, there is a typo or something else, then the officer in this case is also required to be responsible for correcting the population document until it is correct and appropriate. Skills and accuracy must always be possessed by service officers to minimize errors in service work to the community.

According to the community's assessment, the strategic components of capability and skill for assignments or work related to accuracy and skills have also been implemented well. Employees at the Tuban District Population and Civil Registration Office stated that the officials there were also friendly. The officers can provide an in-depth explanation about the documents required for processing. The public also believes that there are no errors and the documents provided are correct (MSG & Ismail, 2022).

The second indicator in evaluating population administration services is the efficiency demonstrated by the officers of the Tuban District Population and Civil Registration Office. The main focus of this effort is on performance training given to officers tasked with providing population administration services. The concept of performance training refers to a series of activities aimed to develop attitudes, competencies, discipline, productivity and work culture, in line with the abilities, skills and knowledge required in the context of work in the workplace (A.Pananrangi, 2017). This principle is in accordance with Employment Law No. 13 of 2003.

Based on an explanation from Mr. Hengky, who serves as the staff of the Population Administration Information Processing, performance training for service officers and leaders is held regularly at least once a year. The aim of this training program is to ensure optimal population administration services for the people of Tuban District. The community also believes that quality improvement of population administration services is highly dependent on the existence of performance training programs for officers.

Based on these findings, it can be realized that the Tuban District Population and Civil Registration Office has demonstrated sufficient capacity and ability to carry out the tasks that are part of the plan to improve population administration services. This process has been proven to be able to improve the quality of population administration services at the institution. The expertise and accuracy of the officers in providing effective services to the community are the main indicators of this success. Apart from that, a performance training program has also been implemented, in line with efforts to strengthen population administration services to the people of Tuban District.

### **Availability of Service Facilities based on the Type and Form of Service Tasks/Work**

The availability of service facilities that are appropriate to the type and form of tasks or service work is one of the strategic factors for improving population administration services at the Tuban District Population and Civil Registration Office. This factor emphasizes the importance of infrastructure and facilities that support the implementation of public service tasks. This is in accordance with the opinion of Kandou et al (2019) who explain that equipment and facilities known as "service facilities" function as primary and secondary tools for carrying out work, and also serve the social purposes for building work organizations.

Among them, the first indicator is adequate service facilities. Adequate service facilities are very important to support officers in providing the best service to the community. Mr. Hengky as the staff of the Population Administration Information Processing explained that the service facilities at the Tuban District Population and Civil Registration Office and at the Public Service Mall (MPP) are well available. However, although the facilities for 'picking up the ball' are good, yet it still needs to be improved. This is because, for example, if a Family Card cannot be handled or processed in the sub-district, the Family Card will be taken to the Tuban District Population and Civil Registration Office to be completed.

Apart from that, there is an assessment from the public regarding the quality of the facilities owned by the Tuban District Population and Civil Registration Office which is considered very good and adequate. Thus, this positively contributes to the convenience that the public gains in obtaining population administration services. This is also based on the researchers' observations which find out that the available facilities is good but the ball pick-up service is still lacking. This is also in accordance with the opinion of Yayat (2017) who explains that service facilities are considered to have a significant and influential role in improving public service standards. This is also due to the belief that comfortable and well received services by the public can be achieved with adequate service facilities.

The second indicator, including the facilities provided by the Tuban District Population and Civil Registration Office, is an important element that must be considered in supporting public services to the community. One aspect of service that has a significant impact on improving service quality is the availability of facilities (Sulistyo & Sotya Partwi Ediwijoyo, 2020). This concept is also in line with the provisions contained in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018 concerning Quality Improvement of Population Administration Services. Article 4 of the regulation emphasizes that the District/City Population and Civil Registration Office is expected to provide convenience, including consultation services, in order to improve the quality of population administration services.

According to Mr. Eddy Santoso, S.T., as Head of the Functional Position Group for Civil Registration Services Division, the Tuban District Population and Civil Registration Office has a number for service or consultation and complaint to make it easier for the public to ask questions related to problems in processing population documents. Apart from the consultation services provided via WhatsApp, consultation services are also provided directly by the officers on duty in front of the service room at the Tuban District Population and Civil Registration Office and at the Public Service Mall (MPP).

**Figure 4. Consultation Information on the Tuban District Population Administration Services 2023**



**Layanan KLINIK KONSULTASI via Whatsapp +62811307764**

Source: Tuban District Media, 2023

Surely, the Tuban District Population and Civil Registration Office has significantly benefited from community participation in utilizing this consultation and complaints service. The existence of this service, which facilitates administrative processes related to population documents without requiring direct visits to the office for routine questions, is considered useful by the public. However, some people still do not recognize the available service number options,

causing a number of them to prefer visiting the Public Service Mall (MPP) or the Tuban District Population and Civil Registration Office directly.

The research results show that one of the key factors in increasing the effectiveness of population management services at the Tuban Population and Civil Registration Office is the existence of adequate service facilities that are appropriate to the type and complexity of service tasks handled. This finding reflects the high level of availability and capacity of service facilities in responding to community needs. However, the "ball pick-up" service is considered not yet optimal. In addition, even though there are various services provided by the Tuban District Population and Civil Registration Office, many people are still unaware of the consultation and complaint service numbers, thus if they have questions, they must visit the MPP or the Tuban District Population and Civil Registration Office.

## **Conclusion**

Based on the results and analysis regarding efforts to improve population management services at the Tuban District Population and Civil Registration Office, it can be concluded as follows: (1) Leaders and executive officials understand that their performance has met the standards set by regulations, and they actively cooperate to set an example for their peers in providing quality services; (2) Even though standard operational procedures (SOP) have been implemented properly according to the prevailing regulations at the Tuban District Population and Civil Registration Office, the public still complains about delays in administrative services; (3) Even though the Tuban District Population and Civil Registration Office is trying to implement innovations, such as digital administration services (IKD), the lack of socialization from the local government has resulted in low public knowledge of this initiative, which hinders the effectiveness of a dynamic organization; (4) Thanks to adequate skills and training for officers, the quality of population administration services has improved significantly, demonstrating the effectiveness of performance training strategies in improving services; and the last, (5) The public is still less aware of the consultation services offered, as well as inadequate pick-up and delivery services. Nevertheless, the existing service facilities have been adapted to the needs of the tasks and work being handled.

Suggestions that the researchers can give based on the results and discussions for the Tuban District Population and Civil Registration Office to make them even better in its strategy to improve population administration services, are that the Tuban District Population and Civil Registration Office needs to pay attention to, reinforce and improve the Standard Operational Procedure (SOP) in population administration services thus it can maximize and improve the

population administration services in Tuban District. Furthermore, it can be done by increasing socialization to the community in Tuban District regarding the importance of managing population administration and facilities, such as the consultation numbers thus it is easier for the public to access, as well as adding service facilities related to pick-up and drop-off. Apart from that, suggestions that the researchers can give to future researchers who want to carry out the same study are to develop a research based on the objectives to be researched. In order to understand the concept and focus of the study, researchers must also increase their study of literature related to the research topic or study.

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