



# The Implementation of Administrative Services through Application of Digital Technology in Medokan Ayu to Increase the Service Quality for People

Delima Simbolon, Bintang Laksono, Dewi Casmiwati

Department of Public Administration, Faculty of Social and Political Sciences, Hang Tuah University, Surabaya, Indonesia

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## CORRESPONDENCE

Name: Dewi Casmiwati  
E-mail: [dewi.casmiwati@hangtuah.ac.id](mailto:dewi.casmiwati@hangtuah.ac.id)

## ABSTRACT

Surabaya City Government seeks to bring services closer to the community and improve the ease of access to administrative services. This research aims to analyze the implementation of bureaucratic reform on service performance in Medokan Ayu urban village through the application of digital technology to serve the people. The research method used is descriptive qualitative with case study in Medokan Ayu. Data collected by observation, interview and documentation methods. This research uses the theoretical reference put forward by Agus Dwijayanto (2006) in Ismoyo (2017), which identifies five main indicators to measure the performance of the public bureaucracy. These indicators include: (1) Productivity, (2) Service Quality, (3) Responsiveness, (4) Responsibility (5) Accountability. The results show that population administration services in Medokan Ayu village is better than before. In term of productivity, the service can fulfill more people needs through digital application so the quality service is better than previous manual system applied. Also, the staff is more responsive for people needs with jemput bola program, more responsible and accountable of their duty by following SOP and considering the public. It is because the system can be monitored online. However, this digital system faces significant challenges, especially related to the limitations of competent human resources and the lack of socialization of administrative programs. Besides the application of digital technology, such as barcode systems and e-Kios, has limited number of employees. So this research recommends to provide additional services such as outreach for underprivileged residents and making it easier for them to access the services they need.

## INTRODUCTION

Public service is a series of administrative activities that aim to meet the needs and interests of the community. Therefore, the main objective of public administration is to provide services in accordance with the public interest (Soetjipto et al., 2021). In order for this goal to be achieved, it requires the support of public administrators who have strong dedication and commitment to the interests of the community. Many countries try to reform their serving the people (Andani & Oktavia, 2022; Hidayattullah, 2017).

Based on the Decree of the Minister of Administrative Reform Number 63 of 2003 concerning General Guidelines for the Implementation of Public Services, important aspects that must be considered in public services include service procedures, service requirements, officer abilities, service speed, fairness in service access, cost certainty, and certainty of service schedules (McLeod & Harun, 2014). Therefore, the government has an obligation to continuously improve the quality of services in the public sector. The hope is that government officials throughout Indonesia can provide services in accordance with community expectations, while still being guided by these principles (Gibson & Olivia, 2019; Mosadeghrad, 2014; Setijadi, 2021).

The importance of the role of public servants cannot be separated from the various problems that arise, one of which is the issue of the performance of public service officials (Hudson et al., 2019; Turner et al., 2022). Employee performance is the level of how employees achieve job requirements. One way that needs to be done is by providing opportunities for employees to carry out work and responsibilities in accordance with the employee's own proportional level (Afifuddin & Casmiwati, 2024).

This performance problem has become an important issue in public administration reform in various countries, including in the Indonesian context. Although public policy has been designed in such a way, there is still the possibility of failure in its implementation (Bonso & Ahmad, 2021).

Some factors that can cause failure in policy implementation include various important aspects. One of them is incomplete policy specifications, so that policy details are not described in detail. In addition, the appointment of inappropriate implementing agencies can also hinder the success of policy implementation. Sometimes, there are conflicting objectives between the agencies involved, so these opposing objectives make coordination difficult (Brosio, 2015). Another problem is the inadequacy of incentives and funds, where the budget prepared is not sufficient to achieve policy targets. The limited expertise of policy implementers is also an obstacle, as ideally they should have specialized skills. In addition, limited administrative resources, such as facilities, manpower or human resources, funds, and supporting organizations, also contribute to implementation failure. Ineffective communication factors are also often an obstacle in ensuring policies run as expected (Kim, 2024).

By contrast, a good service system can be seen from the human resources owned by the bureaucracy and is able to create competitive, generative and innovative value (Riandi & Marefanda, 2022) so that they can be effectively utilized to serve service interests. Ideally, all the capabilities and resources possessed by the bureaucracy (government) are concentrated in serving the needs and interests of the community as users of the services themselves (Prasad et al., 2020). Public services are also directly related to the welfare of the community and are in accordance with the basis of reform in the government sector.

Public service has become the main goal in the implementation of public administration (Mohi & Mahmud, 2018).

Quality in public service delivery is the main foundation for improving optimal service delivery to the community. In general, this quality also plays a role in building a sense of trust in the relationship between government and society. Therefore, the government has an obligation to ensure that every public service process runs well, so that the community gets the best quality of service. With maximum service, it is hoped that a sense of comfort will arise for the community in taking care of the administration (Cendana & Oktariyanda, 2022; Devi & Katerina Bataha, 2023; Ratnasari, 2023).

There are still many aspects that need to be improved in public services in Indonesia, including in various areas that implement public services. One example is local government agencies such as Medokan Ayu village, which has the main task of carrying out government activities at the village level, empowering the community, serving the community, maintaining public peace and order, maintaining facilities, infrastructure, and public facilities, and increasing the effectiveness of public services in order to achieve good governance. In an effort to improve service quality, this village also applies transparency and standardization to the services provided, both in the form of services and permits.

Medokan Ayu village has a population of 29,142 people. Medokan Ayu village has an IKM score of 77.64 in 2020 with 66 respondents in the good category. Then in 2021 it has a value of 91.39 with 79 respondents, including the excellent category. Meanwhile, in 2022 it has an IKM value of 94.78 with 310 respondents including the excellent category. Medokan Ayu village is a lower-level public service organizing agency. Where there are population services such as applications for birth certificates, deaths, changes in KK (Family Card) biodata, moving in, moving out, breaking KK, printing KK etc. In addition, there are also non-residential services such as marriage introduction letters, domicile certificates, statements of never having married, and heirship certificates. These services can be requested at the Medokan Ayu Village Office or at the local RW hall.

The Surabaya City Population and Civil Registration Office has a vision to 'Realize Accurate Population Data and an Aware and Orderly Population Administration Society' and a mission to 'Provide Excellent, Dynamic, and Humanist Population Administration Services.' Through this vision and mission, the Office is committed to serving the community more easily, quickly, politely, and wholeheartedly. One of the strategic steps to support this vision is through technological innovation, such as the KLAMPID digital application, which was introduced in 2021 and has been updated to KNG (Klampid New Generation). The development of the Klampid New Generation application shows the seriousness of the Surabaya City Government in improving the quality of population administration services. This application is designed to make the service process more effective and efficient, including in the process of canceling services, where the system can now return the required documents or requirements without the need to repeat data entry, so that citizens can receive population administration documents more quickly and comfortably.

However, although this innovation has made things easier for many residents, there are still challenges in the field, as revealed by the Secretary of Medokan Ayu village. The main

challenge faced is the lack of competent human resources (HR) in the field of population administration. The lack of permanent employees specially trained in this field often results in services being carried out by employees from other sections, whose main tasks are different. This results in service quality not being maximized.

In addition, in Medokan Ayu, there is the lack of socialization related to population administration programs, such as the Klampid application. Many citizens do not understand the procedures and requirements that must be met, causing confusion and complaints. In fact, public education is very important to ensure the success of effective population administration services and increase public awareness. Without adequate education, Medokan Ayu village's performance in providing optimal public services will be hampered, which ultimately impacts on community satisfaction and the achievement of development goals.

Based on the above, this research aims to analyze the Implementation of Administrative Services in Medokan Ayu Village. The novelty of the research is the using of the technology digital in serving the people. It is hoped that this research can provide a comprehensive picture of the actual condition of services using digital technology, as well as provide recommendations for the development of better administrative services in the future.

## METHOD

This research uses a qualitative approach with a descriptive type of approach. qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions, etc., holistically and by means of descriptions in the form of words and language in a special natural context and by utilizing various scientific methods (Mazza, 2021). Meanwhile, according to Arikunto (2011), descriptive research is research intended to investigate circumstances, conditions, or other things that have been mentioned, the results of which are presented in the form of a research report. Where researchers get data directly by observation and interviews during field studies. The focus of the research is (1) Productivity, (2) Service Quality, (3) Responsiveness, (4) Responsibility (5) Accountability. The data are collected by in-depth interview, observation and documentation, then the data is analyzed by thematic method with steps data classification and data reduction based on theme, data analysis and making conclusion. The informants are the leader of Medokan Ayu village, the staffs, the people who are selected by accidental sampling. The instrument of the research is the researcher with interview guide.

## RESULT AND DISCUSSION

The Surabaya City Government continues to make it easier for people to access population administration services with a service program at RW halls. Which aims to bring people closer, make it easier and increase public awareness of their population administration documents. The following is a description of the discussion based on theory in measuring the performance of the public bureaucracy with 5 indicators which include: (1) Productivity, (2) Service Quality, (3) Responsiveness, (4) Responsiveness (5) Accountability.

### Productivity

In 2023, the productivity of population administration services in Medokan Ayu village was seen to increase thanks to the application of digital technology. Such reforms include the use of a barcode system and E-Kios that reduce document processing time and manual workload for officers. Despite the limited number of staff (only 9 people), the system allows the village to handle a high volume of services, even reaching four times the number of residents compared to another village. This demonstrates efficient use of available resources.



Figure 1. Use of E-Kios

### Service Quality

Medokan Ayu village has shown improvements in service quality, not only through speed and responsiveness but also by providing additional services such as outreach. These outreach services are very helpful for the underprivileged, people with disabilities, or those who need emergency assistance. For example, residents who need prosthetic limbs, wheelchairs, or other assistive devices can be assisted quickly. In addition, to support the development of Medium and Small Enterprises (MSMEs), the village also helps provide business capital and training for people who want to start or expand their small businesses. Through this program, communities receive capital assistance, as well as training for businesses such as *penyetan* or AC repair. The officer even helps by facilitating marketing through social media and digital platforms.



Figure 2. Logo of Green Bean Beverage MSMEs in Medokan Ayu

The image above shows the logos of traditional beverage MSMEs from Medokan Ayu village, namely 'Kacang Hijau' and 'Kunyit Asem' under the brand 'Pawon Wenak'. The logo is designed to introduce and promote the healthy, natural-based beverage products produced by local residents. With this kind of branding, Medokan Ayu village not only supports the

development of MSMEs but also raises public awareness of the importance of consuming locally-based healthy drinks.

Medokan Ayu village also provides business capital assistance and training to people who are interested in developing products like these. In addition, the village helps market the products through social media and digital platforms, so that MSME players in the village get full support in building their businesses. This reflects the village's efforts to improve the quality of life of the community through local economic empowerment.

### Responsiveness

Medokan Ayu officers are known for being very responsive to community needs. One prominent example is the implementation of the *jemput bola* principle, in which village officers proactively visit residents who cannot come directly to the village office for services. For example, for the distribution of ID cards or other important documents, village officials will visit residents, especially those who are elderly or have limited mobility. This approach ensures that all residents, especially those with limited access, still get the services they need.



Figure 3. Photo with the Secretary of Medokan Ayu Village Office

In addition, based on the results of interviews with the Village Secretary, it is known that employees who have the status of Civil Servants (PNS) also help people who have not received basic food assistance. They set aside some of their sustenance to buy basic necessities which are then distributed to underprivileged residents who have not received assistance. This step reflects the social concern and solidarity of Medokan Ayu village employees towards their community, as well as increasing the sense of trust and familiarity between the community and the village.

### Responsibility

Based on Perwali Number 4 of 2022, the making or processing of community documents is free of charge (free) in accordance with the Standard Operating Procedure (SOP) and applicable regulations. Employees can solve community problems with full responsibility, indicating that the quality of public services at the Medokan Ayu Village Office is good in terms of responsibility. The digital data-based administration system and the implementation of System Single Window (SSW) ensure accuracy, order, and transparency in every administrative process. With SSW, every step is well-documented, making it easy to trace in case of problems.



## Accountability

Employees have informed about the requirements and completeness of files that must be prepared when making/managing documents, both through print and online media. This is so that the process of making documents can be done quickly. According to Febrianti (2023), it is proven that employees are able to provide services in accordance with existing values or rules by conveying information properly and correctly to the public. It can be said that employees have adjusted the values and rules that develop in society and are owned by stakeholders. This shows that the community can access the quality of public services in Medokan Ayu Village including quality seen from the accountability indicator.



Figure 4. Total validated residents of Medokan Ayu village in 2024

Source: direct documentation from Medokan Ayu village, 2024

This validation process demonstrates Medokan Ayu village's commitment to ensuring the accuracy of population data, which is an important basis for decision-making and community service planning. This data validation increases the accountability of the village, as every decision and policy are based on accurate and accountable data.

## CONCLUSION

Based on the results of research, it can be concluded that the implementation of service reform through digital service in Medokan Ayu village is good. It can be seen from some indicators:

1. Productivity: The use of digital technologies, such as barcode systems and e-Kios, has improved service efficiency by reducing document processing time and the manual workload of officers. Despite limited staffing, the village has managed to handle a high volume of services, demonstrating optimal resource utilization.
2. Quality of Service: The officer has improved the quality of services through speed, responsiveness, and the provision of outreach services that reach poor or disabled residents. The MSME support program also assists the community in developing small businesses, with capital assistance and skills training.
3. Responsiveness: The service is responsiveness through the implementation of the *jemput bola* approach, where village officials visit residents who have limited access. This ensures that all residents can receive the services they need.
4. Responsibility: The Village office provides public services free of charge, in accordance with SOPs and regulations. The

implementation of the Single Window System (SSW) helps ensure order and transparency in administrative processes.

5. Accountability: Village officials provide clear information on service requirements and adhere to accountability standards in serving the community. This improves service quality in accordance with the values and rules.

The limitation of this research is in collecting more data about difficulties that the people face in using digital service in detail so the research recommends: (1). To improve digital service implementation by increasing the socialization more how to operate digital service; (2). To improve competency of officer who serve the people in Medokan Ayu directly, to achieve maximum standards and more optimally meet community needs.

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