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EFFECTIVENESS OF POPULATION ADMINISTRATION INFORMATION SYSTEM (SIAK) SERVICES IN SUPPORTING POPULATION ADMINISTRATION IN DENPASAR CITY

I Ketut Alit Artika[*], Ida Ayu Putu Sri Widnyani, & Gede Wirata
Universitas Ngurah Rai Bali, Indonesia
Email: alitartika133@gmail.com[*]

Abstract

Civil administration services are essential to ensure civil rights and provide accurate data through the Population Administration Information System (SIAK). However, data discrepancies between the city government and the village level hinder service effectiveness. This study aims to identify the reasons for the suboptimal implementation of SIAK services in Padangsambian Village, as well as the obstacles and strategies undertaken to address them. The research employs a qualitative approach, with purposive sampling used to determine informants, while data collection techniques include observation, interviews, documentation, and field studies. The findings reveal that the implementation of SIAK services in Padangsambian Village has not been effective due to limited system access, weak data synchronization, and varying staff competencies. Improvements in technology, capacity building for officials, and stronger inter-agency coordination are needed to ensure more accurate, responsive, and transparent services.

Keywords: Public Service, Population Administration, Population Administration Information System (SIAK)

A. INTRODUCTION

According to Law No. 25 of 2009, public service is a core government function essential for fulfilling the community's basic needs. Quality public service is evaluated not only by its effectiveness and efficiency but also by the fairness of access across all societal groups. Population administration represents a strategically important form of public service (Sibuea, 2022). As regulated by the Minister of Home Affairs Regulation No. 25 of 2011, it provides legal identity, ensures legal certainty, and delivers accurate data for the government. This data underpins planning, policy formulation, and development implementation across various sectors (Junaedy & Suargita, 2024).

To improve population administration services, the Indonesian government has developed the Population Administration Information System (SIAK) as a form of digital innovation. According to the Minister of Home Affairs Regulation of the Republic of Indonesia No. 95 of 2019 concerning the Population Administration Information System, this system is expected to enhance service quality, accelerate the registration process, provide transparency, and enable more accurate and real-time population data integration. The implementation of SIAK also aligns with the government's efforts to realize information technology-based governance, particularly in supporting the digitalization of public services (Graha, 2021).

Denpasar City is one of the regions in Indonesia that is quite progressive in developing technology-based public service innovations. Through the smart city concept, the Denpasar City Government has introduced various innovations, one of which is the TARING DUKCAPIL program (Online Registration Display of the Population and Civil Registration Office), aimed at accelerating and facilitating population administration services for the community. However, despite various advancements at the city level, serious challenges are still encountered at the village (kelurahan) level (Yulanda & Frinaldi, 2023).

One of the most prominent issues is the data inconsistency between the city government and the village (kelurahan) government. This problem is influenced by various factors, including limited technological infrastructure at the village level, differences in staff competence in operating digital systems, weak inter-agency coordination, and high population mobility in urban areas. This condition is evident in Padangsambian Village, West Denpasar District, where in 2023 there was a significant discrepancy in population figures: the Denpasar City Government recorded 29,521 residents in Padangsambian Village, while the village government's population data recorded only 24,392 residents. This indicates a population gap of 5,129 individuals between the Denpasar City Government and the Padangsambian Village Government.

The data discrepancy not only reflects weak system integration and delayed data updates between the city government and the village government, but also indicates an information gap between the two institutions. This can affect the quality of public services. Unsynchronized population data between the city-level government and the village-level government has the potential to cause various impacts, such as difficulties in validating identities, hindering the distribution of social assistance, and inaccuracies in formulating development policies. In fact, valid population data is an essential instrument for realizing effective governance that is responsive to the needs of the community.

Several previous studies, such as the research by Mahendra Jaya, Hasymi Rinaldi, and Heriyanto (2021) entitled *"Effectiveness of the Population Administration Information System (SIAK) in Optimizing Public Services in Pontianak City"*, and the study by Noviana and Sri Rahayu (2023) entitled *"Effectiveness of the Implementation of the Population Administration Information System at the Population and Civil Registration Office of Sumbawa Regency"*, have mostly focused on the effectiveness of the SIAK service at the regency/city level, emphasizing aspects such as improving service quality, speeding up administrative processes, and providing real-time data. However, studies on the implementation of SIAK at the sub-district (kecamatan) or village (kelurahan) levels remain very limited, even though these levels serve as the frontline in delivering public services that directly interact with the community.

This study will focus on research at the village (kelurahan) level, which has rarely been examined in previous studies. Therefore, this research provides a new contribution by revealing population data gaps at the micro level, which are often overlooked in studies conducted at the city or regency level. The urgency of this study lies in the pressing need for population data synchronization in the digital era, especially in urban areas that have been designated as smart cities, such as Denpasar. Population data discrepancies between city and village governments, as seen in Kelurahan Padangsambian, have the potential to hinder the distribution of social assistance, development planning, and the effectiveness of public policies.

Based on these issues, this study is aimed at analyzing the effectiveness of the Population Administration Information System (SIAK) in supporting population administration in Denpasar City, using a case study at Kelurahan Padangsambian, West Denpasar District. The results of this research are expected to provide a more comprehensive overview of both the

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successes and challenges encountered at the village level, as well as offer valuable insights to improve the quality of population administration services in the era of digital public service.

B. LITERATURE REVIEW
Concept
Effectiveness

The concepts of efficiency and effectiveness have fundamental differences. Efficiency emphasizes achieving maximum results with minimal sacrifice, whereas effectiveness focuses on achieving goals regardless of the level of sacrifice. According to Mahmudi (2015:86), effectiveness is the relationship between output and objectives, where the greater the contribution of the output to achieving the objectives, the more effective an organization or program is. In line with this, Beni (2016:69) states that effectiveness measures the extent to which an organization's outputs, policies, and procedures are able to achieve objectives and influence the quality of public services.

Mardiasmo (2018:134) adds that effectiveness is a measure of an organization's success in achieving its goals, with indicators being the outcomes of the produced outputs. Meanwhile, Indrawijaya (2002:214) emphasizes that organizational effectiveness begins with the effectiveness of individuals in performing their tasks, thereby achieving the overall objectives of the organization.

Based on the perspectives of these experts, it can be concluded that effectiveness is a measure of the success level of an individual or organization in achieving predetermined goals by assessing the extent to which the outputs and outcomes produced align with the planned targets.

Public Service

According to Dwiyanto (2015:141), public service is an essential element in government administration, simply understood as all forms of goods and services provided by the government. The perspective of "what government does is public service" highlights the vital role of the government in delivering public services. This aligns with Sinambela (2010:3), who states that service is inseparable from human life, and Moenir (2001:17), who defines public service as the process of fulfilling community needs through goods, services, and administration provided by other parties or state institutions.

The implementation of public services must be supported by regulations, including Law Number 25 of 2009, which emphasizes that public service is an activity aimed at meeting citizens' needs for goods, services, or administrative services in accordance with applicable laws and regulations. Furthermore, the 1945 Constitution mandates the state to fulfill the basic needs of the community to ensure their welfare.

Population Administration

Population administration, according to Law No. 23 of 2006, is a series of processes for organizing and managing population documents and data, ranging from population registration, civil registration, to the management of information used for public services and development. This system is a crucial part of state administration because it focuses on fulfilling citizens' rights, protecting population data, and ensuring public services are free from arbitrary actions.

Its implementation plays a strategic role in development, as population data provides information on the number, characteristics, and conditions of communities and regions. The scope includes three main elements:

1. Organization and issuance of population documents,
2. Population registration,
3. Civil registration and management of population information.

The objectives of population administration are:

1. To ensure the validity of identity and legal certainty of population data,
2. To protect citizens' civil rights,
3. To provide relevant, comprehensive, up-to-date, and easily accessible data as a basis for policy formulation,
4. To realize an integrated national population administration,
5. To provide initial data for all governmental, developmental, and population-related activities.

Effectiveness Theory According to Richard M. Steers (1985:209)

According to Steers (1985:209), effectiveness is the extent to which a program or system optimally utilizes resources to achieve targets without creating undue burden. Organizations with clear targets are more motivated in carrying out their duties and responsibilities, and these targets also serve as a guide in achieving organizational goals. In his theory of effectiveness, Steers (1985:209) identifies four main factors that influence organizational effectiveness, which must be carefully considered to ensure service objectives are met.

According to Steers (1985:209), the four main factors affecting organizational effectiveness are:

1. **Organizational Characteristics**, which refer to the relatively permanent structures and bonds that determine the flow of relationships, positions, and behaviors in performing tasks.
2. **Environmental Characteristics**, which include the external environment (outside the organization, influencing decisions and actions) and the internal environment (the ongoing cycles within the organization).
3. **Worker Characteristics**, which encompass individual differences within the organization that must be integrated with organizational goals to achieve success.
4. **Management Characteristics**, which refer to the methods and mechanisms used to direct organizational activities through strategic goal setting, resource utilization, communication, leadership, decision-making, and adaptation to changes.

C. RESEARCH METHODOLOGY

This study is a case study, a method in qualitative research that is conducted in depth on individuals, groups, or institutions over a certain period of time. This study employs a qualitative approach, which according to Nawawi (2010), is research that contains characteristics where the data are presented in their natural setting without being transformed into symbols or numbers. The research was conducted at the Padangsambian Village Office, West Denpasar District. This location was chosen due to the issue of data discrepancies between the Denpasar City Government and the village government.

The type of data used in this study includes both qualitative and quantitative data, with data sources consisting of primary data obtained from interviews with informants, and secondary data collected indirectly through intermediaries. Informants were selected using purposive sampling, which according to Sugiyono (2009:300), is a sampling technique where the data sources are chosen based on specific considerations.

Based on the data collection technique, the list of informants interviewed included the Junior Expert Policy Analyst of the Denpasar City Population and Civil Registration Office, the Head of West Denpasar District, the Head of Public and Population Services Section of West Denpasar District, the Secretary of Padangsambian Village, and the Head of Public and Population Services Section of Padangsambian Village.

The data collection methods used in this study included observation, interviews, documentation, and online tracing. Data analysis was conducted using the model by Miles &

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Huberman (1984) as cited in Komariah (2014:247), which consists of data reduction, data presentation, and drawing conclusions/verification. The data collection period for this study was from May to August 2025.

D.   RESULT AND DISCUSSION

Effectiveness of the Population Administration Information System (SIAK) in Supporting Population Administration in Padangsambian Village, West Denpasar District

The findings of this study were obtained using four indicators from Richard M. Steers' (1985:209) theory of effectiveness, which include Organizational Characteristics, Environmental Characteristics, Worker Characteristics, and Management Characteristics. Through this theoretical approach, the researcher aims to explore the extent to which the Population Administration Information System (SIAK) supports population administration services in Padangsambian Village, West Denpasar District, as well as to assess whether the system has functioned optimally. The results of this study indicate that:

Organizational Characteristics

According to Steers (1985:209), organizational effectiveness is determined by relatively stable structural characteristics, including the placement of human resources that function to establish patterns of interaction and coordination in achieving goals. This is reflected in the implementation of the Population Administration Information System (SIAK) services in Padangsambian Village, which shows that roles are already distributed from the village level, neighborhood/banjar, security elements, up to the Denpasar City Population and Civil Registration Office. This demonstrates an organized and collaborative work structure among the relevant parties. Coordination in the implementation of SIAK services in Padangsambian Village is carried out through routine meetings, policy socialization, field supervision, and the utilization of digital technology. This aligns with Steers' (1985:209) view that the integration of activities across organizational units is a prerequisite for effective service delivery.

However, there are limitations in the routine reporting mechanisms from the Padangsambian Village Government and West Denpasar District, caused by uneven data access. This represents a structural obstacle in the implementation of SIAK services and weakens the supervisory function of the district. In conclusion, although SIAK services in Padangsambian Village reflect systematic service governance and are supported by adequate human resources, strengthening data integration and formal reporting procedures is still necessary to ensure the effectiveness and accuracy of population administration services in the area.

Environmental Characteristics

According to Steers (1985:209), environmental characteristics encompass external and internal factors that influence organizational continuity. External factors include government policies, technological developments, and socio-economic dynamics, all of which play a significant role in shaping the direction and strategy of public services. This is reflected in the Population Administration Information System (SIAK) services in Denpasar City, where various regulations such as SK Disdukcapil No.123/2021 (SI CANDRA), SK No.105/2022 (KRAMA TAMIU DENPASAR), as well as Mayor's Decrees No.100.3.3.3/52/HK/2025 and 100.3.3.3/53/HK/2025 serve as policy instruments to ensure uniform service standards from the village to sub-district levels (Marita & Dzunuwanus, 2025). This support is reinforced through regular staff training and the provision of digital infrastructure, including Virtual Private Network (VPN) services that ensure secure and smooth data access (Noviana & Sri Rahayu, 2023).

However, field findings indicate persistent challenges in the service environment. One issue with the Virtual Private Network (VPN) system is the tendency of residents to access

services directly at the city level without reconfirming with the village authorities, leading to data inconsistencies. Additionally, limited inter-agency coordination remains a problem, as authorities still rely on WhatsApp groups for monthly reporting. These conditions result in suboptimal integration of data between the village, sub-district, and the Denpasar City Population and Civil Registration Office. These findings contrast with the study by Jaya et al. (2021), which indicated that SIAK service integration in Pontianak City was conducted effectively.

On the other hand, the internal environment of Padangsambian Village appears relatively conducive. This is demonstrated by a collaborative work culture, open communication between leadership and staff, and solid team coordination. These factors support smooth service delivery and strengthen service effectiveness (Santhi & Junaidi, 2024).

Based on this analysis, it can be concluded that the effectiveness of SIAK services in Denpasar, particularly in Padangsambian Village, is influenced by external support such as policies, regulations, training, and infrastructure, while also being supported by a harmonious internal environment. However, challenges in data integration and manual coordination mechanisms remain obstacles that need to be addressed. These findings align with Steers (1985:209), who emphasized that organizational effectiveness can only be achieved when an organization is able to adapt to both external and internal environments in a balanced manner.

Employee Characteristics

According to Steers (1985:209), employee characteristics are an important factor influencing organizational effectiveness. The success of an organization largely depends on its ability to align individual members' personal goals with the organization's vision and mission.

In Padangsambian Village, employee characteristics show a strong match between educational backgrounds and job requirements, particularly in managing the Population Administration Information System (SIAK). Backgrounds in Public Administration and Government Studies enhance understanding of bureaucracy and public service, while education in Computer Science strengthens technical competencies in operating digital systems. These competencies support the smooth operation of SIAK services, which aligns with Ridianto's (2024) research indicating that employee qualifications influence the performance of population administration services.

Furthermore, knowledge of regulations, accuracy in data input, and direct service skills reinforce the role of the village office as the frontline in public service delivery. Employees also demonstrate an openness to professional development through active participation in training and technical guidance provided by the Denpasar City Population and Civil Registration Office. This reflects an adaptive and proactive work culture aimed at maintaining service quality.

Nevertheless, challenges remain, including the need for more regular and scheduled training for SIAK service personnel. This limitation indicates a gap in human resource development planning. From the perspective of organizational effectiveness, Steers (1985:209) emphasizes the importance of an organization's ability to balance internal needs, such as enhancing staff capacity, with external demands, namely the quality of public services.

In conclusion, employee characteristics in Padangsambian Village fundamentally support the effectiveness of SIAK services, although there is still a need to strengthen continuous capacity-building initiatives.

Management Characteristics

According to Steers (1985:209), management characteristics encompass the methods and mechanisms designed to ensure that all components of an organization operate in harmony to

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achieve effectiveness. Management policies and practices serve as the primary instruments for leaders to direct and control organizational activities, not only through technical strategies but also by placing humans at the center of operations.

The application of management characteristics in Padangsambian Village is reflected in the implementation of the Population Administration Information System (SIAK), with clear strategic objectives to provide digital, inclusive, and accurate public services. The use of technology in service delivery accelerates administrative processes, expands service coverage, and produces accurate data to support evidence-based policymaking. This finding aligns with Jaya et al. (2021), who emphasize the role of SIAK in integrating population data with various government databases.

The managerial strategies applied by the Padangsambian Village Government are proactive, collaborative, and adaptive. The proactive approach allows for the identification of needs and obstacles before they become problems. The collaborative aspect is seen in the cooperation with the Denpasar City Population and Civil Registration Office, the Denpasar Barat sub-district government, and the community. Meanwhile, the adaptive attitude facilitates responsiveness to regulatory changes and technological developments. The decision-making process also reflects a balance between hierarchical approaches, ensuring compliance with regulations, and participatory approaches, allowing input from various relevant stakeholders.

However, field observations reveal limitations in full access to the SIAK system, which leads Padangsambian Village officials to rely on manual recording and reporting via WhatsApp groups. This condition poses risks of delays and inaccuracies in data, showing that the effectiveness of services at the village level heavily depends on integrated system support from the Population and Civil Registration Office. This finding aligns with Gracio et al. (2022), who emphasize the importance of continuous coordination for system development.

Thus, the management characteristics indicator demonstrates that the administration of SIAK services in Padangsambian Village has been relatively effective through clear leadership strategies and intensive coordination. Nevertheless, limitations in system integration and resource support remain obstacles to service optimization. This is consistent with Steers' (1985:209) view that organizational effectiveness is determined by competence, communication, and coordination across units, which in this context still requires further strengthening.

Factors Inhibiting the Implementation of the Population Administration Information System (SIAK) in Supporting Population Administration in Padangsambian Village, West Denpasar District

Organizational Characteristics

In the context of implementing the Population Administration Information System (SIAK) services in Padangsambian Village, organizational characteristics include objectives, structure, task allocation, coordination, and monitoring processes of population administration services. However, the implementation of this service faces several obstacles that affect its effectiveness.

The first major obstacle relates to the quality and accuracy of population data. Issues arising from this include data duplication, discrepancies between system data and actual conditions in the field, as well as delays in real-time data updates. These conditions result in confusion in identifying resident data, delays in data verification and validation, and potential obstacles in issuing administrative documents. This finding aligns with the research of I Kadek Dede Junaedy and I Nyoman Suargita (2024), which emphasizes the importance of accurate population data as a foundation for sustainable welfare.

The second obstacle arises from the limited authority of the West Denpasar Sub-district in accessing population data in Padangsambian Village, as all central SIAK service access is controlled by the city government. This situation hinders vertical and horizontal coordination, so the periodic reporting mechanism from the village to the sub-district does not function optimally. Consequently, the functions of coordination, supervision, and guidance for SIAK services are limited, delaying the early detection of data entry errors or community complaints.

Based on this analysis, it can be concluded that the main obstacles in implementing SIAK services in Padangsambian Village are related to data quality and accuracy, as well as limited access to data at the sub-district level. These conditions directly affect the effectiveness of coordination and supervision, thereby reducing the overall effectiveness of public service delivery.

Environmental Characteristics

The analysis of findings indicates that obstacles in the environmental characteristics indicator in the implementation of the Population Administration Information System (SIAK) services in Padangsambian Village and West Denpasar Sub-District mainly originate from external factors. The first obstacle is related to the limited direct access of sub-district and village governments to the centralized SIAK service system, which results in a long coordination flow. This condition slows down the monitoring, updating, and verification of data, thereby reducing the speed, accuracy, and flexibility of public services. This finding differs from research by Anggraini and Manar (2025) in Semarang City, which showed that optimal implementation of SIAK could increase data efficiency and accuracy as well as accelerate services, emphasizing that the effectiveness of SIAK services heavily depends on the quality of coordination and consistency of data synchronization.

The second obstacle arises from technological infrastructure, including the quality of local networks, errors in the centralized system, and uneven coverage of the Virtual Private Network (VPN). Other external factors, such as weather conditions, also affect network stability. These infrastructure disruptions impact the speed of data processing, updating, and validation, thereby delaying service delivery and reducing the accuracy of population information.

In conclusion, the smooth operation of SIAK services at the village and sub-district levels heavily depends on adequate data access, reliable technological infrastructure, and consistent coordination and standardization across all areas. These external obstacles are key factors influencing the effectiveness of population administration services.

Employee Characteristics

In the implementation of the Population Administration Information System (SIAK) services in Padangsambian Village, worker characteristics are a key factor influencing the effectiveness and quality of service. Relevant educational backgrounds, such as public administration, governance, and computer science, provide foundational knowledge regarding bureaucratic procedures, information system management, and public service delivery. Employees' technical competencies, including the ability to operate the SIAK system, verify and update data, and provide direct services to the community, ensure accuracy and efficiency in administrative processes. Opportunities to participate in technical guidance and training provided by the Denpasar City Population and Civil Registration Office further strengthen employee capacity, keep skills up-to-date, and foster a proactive and adaptive work culture.

The main obstacle arises from frequent rotation of registration officers, which necessitates knowledge transfer from outgoing to incoming personnel. Without a structured transfer mechanism, new employees may struggle to understand procedures and service

standards, potentially lowering service quality. Another challenge is the variation in technical skills among staff, which can reduce efficiency and service accuracy. Research by Gracio et al. (2022) emphasizes the importance of regular guidance, training, and mentoring to equalize the competency levels of all officers.

In conclusion, human resource quality is a primary factor in the effectiveness of SIAK services. Educational background, technical competencies, and continuous training support smooth administration, data accuracy, and public service quality. Challenges such as staff rotation and differences in technical ability highlight the need for structured knowledge transfer, mentoring, and consistent training to maintain continuity, accuracy, and service efficiency.

Management Characteristics

Analysis of obstacles under the management characteristics indicator shows that the implementation of the Population Administration Information System (SIAK) services in Kelurahan Padangsambian faces significant challenges related to coordination and procedural standardization. The lack of regular coordination forums among work units at the village, subdistrict, and Denpasar City Population and Civil Registration Office levels results in suboptimal communication and information synchronization. This impacts the orderly handling of population data and increases the potential for inconsistencies in service delivery.

In addition, the absence of standardized operational procedures (SOPs) that are formally established and mutually agreed upon leads to variability in service processes. Although internal SOPs exist within the village office, these guidelines do not cover cross-agency coordination. This situation may cause data input errors, delays in updating information, and challenges in providing consistent and accurate services to the public. Atmajaya and Wirata (2022) emphasize that simple, transparent, and fair procedures can enhance public service quality while minimizing discrimination.

In conclusion, management characteristics are a crucial factor in the effectiveness of SIAK services. The main obstacles include the lack of regular coordination forums among work units and the absence of fully integrated, standardized operational procedures. Therefore, the integration of procedures and the establishment of more structured coordination mechanisms are necessary to ensure that SIAK services are consistent, accurate, and responsive to public needs.

Strategies to Overcome Obstacles in the Implementation of the Population Administration Information System (SIAK) in Supporting Population Administration in Kelurahan Padangsambian, West Denpasar District

The Population Administration Information System (SIAK) is an integrated electronic system designed to facilitate the management of population data quickly, accurately, and efficiently. This system supports various administrative processes, including registration, recording, data updating, and the issuance of population documents, thereby enhancing the quality of public services in the field of population administration.

The analysis of the findings in this study highlights several key strategies to improve the effectiveness of the Population Administration Information System (SIAK) services:

Education and Socialization

Increasing public awareness of the importance of personal registration is a critical strategy. Through socialization involving neighborhood heads, village heads, sub-district officials, and the Denpasar City Population and Civil Registration Office, the public gains a better understanding of procedures, benefits, and compliance with population administration. This approach helps minimize data errors while strengthening both internal and external coordination. These findings align with the research conducted by Junaedy & Suargita

(2024), which emphasizes the importance of public understanding in building a sustainable policy foundation.

Proactive Outreach

A proactive strategy of directly reaching out to residents at the village or sub-district level has proven effective in increasing public participation. This approach reaches unregistered residents or those who have difficulty accessing self-service systems, accelerates the collection of accurate data, and strengthens interactions between government officials and the community. This strategy supports the implementation of a more responsive and inclusive SIAK service.

Cross-Agency Collaboration

Data integration between the Denpasar City Population and Civil Registration Office, seven local government agencies (OPD), and four sub-districts ensures population data is accurate, up-to-date, and reliable. This collaborative approach strengthens coordination among work units, minimizes data duplication, and supports evidence-based decision-making that is both timely and precise. These findings are consistent with the research by Jaya et al. (2021), which emphasizes the importance of integrated data management to support government policies.

E. CONCLUSION

The Population Administration Information System (SIAK) at Kelurahan Padangsambian is supported by a clear organizational structure, competent human resources, and adequate technology. However, its effectiveness remains limited due to restricted system access, manual reporting, differences in employee competencies, and the lack of integrated standard operating procedures (SOPs). These obstacles result in delayed data updates and inconsistencies in administrative processes. Strategies to overcome these challenges include public education and socialization, proactive outreach, and cross-agency collaboration to ensure accurate and integrated data. These efforts are expected to strengthen coordination, accelerate data collection, and guarantee public services that are responsive, transparent, and reliable.

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