

## Effectiveness of the E-Pak Ladi Kiosk as a Population Administration Service in Karang Ploso Village, Pasuruan

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### ABSTRACT

**Objective:** This study aims to evaluate the effectiveness of the E-Pak Ladi Kiosk as an innovation in civil administration services in Karang Ploso Village, Pasuruan Regency. The main focus of the study is to assess the extent to which this service is able to meet the needs of the community in processing civil documents quickly, easily, and efficiently. **Method:** This study uses a qualitative method with data collection techniques through interviews, observations, and documentation. Data analysis was carried out using Miles and Huberman's interactive model with four stages: data collection, data reduction, data presentation, and drawing conclusions. **Results:** The results showed that the E-Pak Ladi Kiosk in Karang Ploso Village was quite effective in improving access to population administration services, especially for people who live far from service centers and vulnerable groups such as the elderly. This program can reduce residents' dependence on broker services. However, several obstacles were found, such as a lack of socialization, limited facilities and infrastructure, and technical glitches that still need to be addressed. **Novelty:** The novelty of this research lies in the evaluation focus on the implementation of digital service innovation at the village level using the effectiveness indicators of Budiani (2007), as well as in providing community-based and digital literacy approach-based recommendations as solutions to strengthen the implementation of technology-based public services in rural areas.

## INTRODUCTION

Public services are a series of activities designed to meet the needs of the community by applicable laws and regulations. These activities encompass the delivery of goods, services, or administrative support offered by public service providers [1]. Based on Law Number 25 of 2009, public services include the provision of goods, services, and administrative services aimed at meeting the needs of and providing satisfaction to the community [2]. Public services are increasingly important as demands for the quality of governance rise, necessitating improvements or adjustments in various aspects of a country's progress [3]. One form of service provided by the government is population administration. This service includes a series of processes carried out to manage data and information related to population identity, including recording births, deaths, marriages, and other changes in population status [4]. Documents in population administration include Family Cards (KK), Identity Cards (KTP), Birth Certificates, and other documents relating to the population data mentioned earlier [5].

Population Administration Services have an important role not only for individuals, but also for the country in ensuring accurate management of demographic data. The implementation of e-government in public services helps to simplify bureaucracy and eliminate rigid procedures, making services more effective, flexible, and

oriented to user needs [6]. Public services provided through e-government can be accessed by users flexibly, anytime and anywhere, 24 hours a day. In addition, e-government enables the delivery of services without direct interaction, thus increasing efficiency in service delivery [7]. The use of e-government in public services is also one of the main focuses to improve the efficiency and effectiveness of services. The application of information technology in civil administration can speed up the process of document management and reduce queues at government offices [8]. With the online system, people can access services without having to come to the office in person, thus saving time and money. However, challenges in the implementation of digitalization remain, such as the technology access gap in various regions, which makes it difficult for some groups of people to utilize digital services [9]. Therefore, the government continues to introduce innovations in the delivery of services to improve their effectiveness. One of them is Pasuruan Regency, which has introduced innovations in service administration.

The Government of Pasuruan Regency consistently advances innovations in population administration services, aligning with the regulations outlined in the Minister of Home Affairs Regulation No. 7 of 2019 regarding the Online Delivery of Population Administration Services [10]. The Population and Civil Registration Office of Pasuruan Regency has introduced an innovation in population administration aimed at enhancing the quality of public services. The E-Pak Ladi kiosk represents a novel approach to improving the accessibility and efficiency of population administration services in the region. This initiative was implemented to resolve ongoing challenges in the field and to make such services more accessible to communities at the village and sub-district levels [11].



**Figure 1.** Innovation in Population Administration Services, Pasuruan Regency

The E-Pak Ladi kiosk has become an innovation that has been awarded a place in the Top 30 Public Service Innovation Competition (Kovablik) for East Java Province in 2021. This shows that the innovation can improve efficiency in the population administration process. The E-Pak Ladi Kiosk is regulated in Pasuruan Regent Regulation Number 11 of 2021 concerning Population Administration Services and Civil Registration. As an innovation in public services, this kiosk aims to bring population administration services closer to the community, especially in rural areas. In 2021, there were only 223 E-Pak Ladi kiosks spread across all districts in Pasuruan Regency. By 2022, all villages in Pasuruan Regency will have implemented E-Pak Ladi Kiosks.

Some previous studies serve as references for this research. The first is a study by Risa Indah Sari and Eni Rustianingsih (2023), which investigates the effectiveness of the E-Pakladi kiosk as a means of delivering population administration services in Gunung Gangsir Village. This research adopts a qualitative descriptive approach, utilizing interviews, observations, and documentation for data collection. The data were analyzed using the interactive model developed by Miles and Huberman. The results show that although this program makes it easier for the community to access population administration services, there are a number of obstacles that need to be improved. Some of the main obstacles include the system maintenance process which causes the application to be unusable, the lack of socialization which means that many people are not yet aware of this service, and the limited human resources because there is only one operator with limited system access on one computer. In addition, the processing of documents such as KTP and KIA is often constrained by the limited availability of forms [4].

Second, research conducted by Arzetya Fitri Al Karimah and Weni Rosdiana (2024) examines the Effectiveness of the Quality of Population Administration Services (Case Study of the E-Pak Ladi Kiosk Program (Direct Electronic Population Administration Services) in Wonokoyo Village, Pasuruan Regency). This study uses a qualitative descriptive method. This study uses the theory of effectiveness adapted from Duncan in Steers with three indicators, namely goal achievement, integration, and adaptation, to evaluate the effectiveness of the E-PAK LADI Kiosk service in population administration management. The results showed that the E-PAK LADI Kiosk service in Wonokoyo Village has not been running effectively. The main obstacles are in the integration indicator, which is not optimal due to a lack of socialization, and in the adaptation indicator, which still requires a strategy update by the village implementers. Meanwhile, the improvement in service quality has met most of the measures, except in the aspect of effectiveness. Therefore, it is recommended that the Wonokoyo Village government hold comprehensive and continuous socialization, both directly and indirectly, and develop new strategies to improve services and encourage public awareness in orderly civil registration [12].

Third, a study by Alya Rahma Yunita and Trena Aktiva Oktariyanda (2024) which examines the Effectiveness of the Direct Electronic Population Administration Service System (E-Pak Ladi) in Cangkringmalang Village, Beji District, Pasuruan Regency. This research uses a descriptive qualitative method with data collection techniques through observation, interviews, documentation, and literature studies. The indicators in this study include system quality, information quality, IT organization service quality, usage, user satisfaction, and net benefits. The results showed that in terms of system quality, E-PAK LADI met the criteria despite occasional errors. The indicators for information quality, IT service quality, and user satisfaction were also well achieved. However, the usage indicator could not be used to assess the success of the system because the service is mandatory in the public sector. In terms of net benefits, E-PAK

LADI was proven to be able to increase productivity and create efficiency in the process of managing community population documents [13].

The fourth study was conducted by Siti Alfalah Saniah and Isnaini Rodiyah, focusing on the effectiveness of SIPRAJA in delivering population administration services in Wonokalang Village, Wonoayu District, Sidoarjo Regency. This research applied a qualitative descriptive approach. Data collection methods included interviews, observations, documentation, and a literature review. Data analysis was carried out using the interactive model by Miles and Huberman, which consists of data collection, data reduction, data display, and drawing conclusions. The study adopted Budiani's (2007) effectiveness theory, which comprises four indicators: program objectives, targeting accuracy, program dissemination, and monitoring. The findings indicate that: (1) targeting accuracy was relatively good, though hindered by internet connectivity issues; (2) socialization was implemented well, but limited by the community's lack of digital literacy, especially among the elderly; (3) SIPRAJA was designed to simplify population administration without requiring residents to queue at the village office; and (4) program monitoring was less than optimal due to insufficient communication between village authorities and the residents [14].

Based on previous research, the above conditions are in line with research related to the effectiveness of the e-Pak Ladi Kiosk in Karang Ploso Village. Where the E-Pak Ladi Kiosk, which is an innovation in population administration and civil registration services, was designed to make it easier for the community to access these services, in practice it still faces obstacles in the field. In Karang Ploso Village, there are technical obstacles in the form of system maintenance processes that prevent the application from opening, thus hindering service. As a result, services that should have been completed that day have to wait until the next day. There are still residents who do not know about the E-Pak Ladi Kiosk service. This is due to the lack of socialization about the E-Pak Ladi Kiosk in the village, so many people are not aware of the existence of this service. In addition, there is a limited number of human resources, as there is only one operator. The E-Pak Ladi Kiosk can only be accessed on a system that is limited to one computer. Not all available services can be completed immediately. For example, the processing of identity cards and mother and child health cards depends on the often limited supply of forms. From the problems above, this study aims to evaluate the effectiveness of the e-Pak Ladi kiosk, including how this system can optimally meet the administrative needs of the community, and provide relevant recommendations for the development of digital-based services at the village level.

Based on this problem, research was conducted using the theory of effectiveness according to Budiani (2007). According to Subagyo in Budiani (2007), effectiveness is the level of conformity between the results achieved (output) and the predetermined objectives [15]. Budiani (2007) stated that the effectiveness of the program is measured through four variables, accuracy of targeting, socialization, achievement of objectives, and program monitoring [16].

Based on the explanation of the problem, a research problem formulation can be formulated. How effective is the E-Pak Ladi Kiosk in improving population administration services in Pasuruan Regency based on the effectiveness indicators according to Budiani (2007)?

## **RESEARCH METHOD**

This study used qualitative research methods. Qualitative methods are grounded in the post-positivist paradigm and are intended to explore subjects within their natural context, rather than through experimental settings [17]. Moleong (2005) explains that the goal of qualitative research is to comprehend the phenomena encountered by research subjects – such as behaviors, perceptions, motivations, and actions – in a holistic manner. The findings are conveyed through descriptive narratives using words and language within a specific natural setting, employing various scientific approaches [18]. This approach was chosen so that the research could gain an in-depth understanding of the effectiveness of the E-Pak Ladi Kiosk and the factors that influence it. Research Location in Karang Ploso Village, Gempol District, Pasuruan Regency. This study centers on evaluating the effectiveness of the E-Pak Ladi Kiosk service in enhancing the quality of population administration services in Karang Ploso Village. The selection of research informants was carried out using purposive sampling. This study utilizes two types of data: (1) primary data and (2) secondary data. The methods employed for data collection include interviews, observations, and documentation. Data analysis in this research was conducted using the interactive model developed by Miles and Huberman. According to Miles and Huberman, qualitative data processing techniques or methods can be carried out through four stages, namely 1.) The data collection stage is a process or activity carried out to identify and obtain various phenomena, information, or conditions at the research location in accordance with the predetermined scope, 2.) Data reduction is the process of data analysis carried out by filtering or simplifying the information that has been collected, 3.) Data presentation is the process of displaying the results of data reduction in a research report, which is done by systematically compiling and presenting the results in a way that is easy to understand, which can be in the form of tables, graphs, or narratives, 4.) Drawing conclusions or verification in the data analysis stage is organized by presenting an overview of the research results that are logically linked through theoretical, empirical, and non-empirical approaches, so as to be able to answer the problem formulation, objectives, and research focus [18].

## **RESULTS AND DISCUSSION**

### ***Results***

The research on the effectiveness of the E-Pak Ladi Kiosk as a digital innovation in population administration services revealed the following key findings:

### **1. Targeted Accessibility**

The E-Pak Ladi Kiosk successfully increases accessibility for rural communities, especially vulnerable groups such as the elderly and those with limited mobility. By bringing services closer to citizens, it minimizes travel needs and ensures more inclusive access to population administration.

### **2. Limited Socialization**

Despite being implemented, the program's socialization efforts were not widespread. Information was primarily shared through RT/RW leaders and WhatsApp groups, which limited the reach and left many residents unaware or confused about the procedures.

### **3. Improved Convenience and Time Efficiency**

The kiosk simplifies the administrative process by enabling residents to submit documents locally. This leads to faster processing times and reduces reliance on third parties or brokers.

### **4. Operational Challenges**

The research uncovered recurring challenges, including system maintenance issues, a shortage of blank forms, and insufficient human resources. These factors occasionally disrupted the continuity and quality of services.

### **5. Collaborative Monitoring**

Monitoring efforts are conducted both in person and online. Twice-yearly field visits and continuous coordination through WhatsApp groups between village operators and the Civil Registry Office help ensure consistent service quality.

## ***Discussion***

The effectiveness of this program is analyzed based on the theory proposed by Budiani (2007), which includes four main indicators: targeting accuracy, program socialization, program objectives, and implementation monitoring [19]. These four indicators are used to measure the effectiveness of the E-Pak Ladi Kiosk as a population administration service in Karang Ploso Village.

### **1. Target Accuracy**

Based on Budiani's concept, target accuracy in a program refers to how well the participants align with the predefined targets. Every program is created with clear goals and intended outcomes. In the realm of public services, the primary focus of the program is the community [16]. The E-Pak Ladi Kiosk is designed to improve public access to administrative services in an easier, faster, and more efficient manner, so that it can meet public needs in accordance with predetermined objectives. Accuracy of targeting is one of the main indicators in assessing the effectiveness of the E-Pak Ladi Kiosk as a population administration service in Karang Ploso Village, Pasuruan Regency. This indicator refers to the extent to which the service can reach people who really need convenience in handling population documents.

Based on the results of the study, the E-Pak Ladi Kiosk has targeted rural communities, especially those who have difficulty accessing services at the Population and Civil Registry Office (Dispendukcakil). With this service, residents do not need to

travel long distances or spend a long time taking care of administrative documents, making it more efficient and in line with the needs of the local community. Previously, many people chose to take care of documents directly at the Population and Civil Registration Office of Pasuruan Regency so that they could be printed and received immediately. Some of them even preferred to use the services of brokers even though the rates were quite expensive. The E-Pak Ladi kiosk has been running well and right on target, especially for residents who have difficulty in arranging population documents at the sub-district or Population and Civil Registration Office, and it is very helpful for various groups, especially the elderly or residents with limited mobility. Although this program is intended for the entire village community, there are still obstacles in understanding and utilizing it. One of the main factors is the policy changes that occur every year, such as changes in document requirements from photocopies to original documents. This causes some people not to always get the latest information and to have difficulty following the applicable procedures. In addition, the elderly are a group that is vulnerable to obstacles in handling population documents. They often have difficulty remembering administrative requirements, such as bringing the required original documents. This shows that more intensive socialization efforts and special assistance are needed for vulnerable groups so that they can access services more easily and without obstacles.



**Figure 2.** E-Pak Ladi Kiosk Service  
Source: Researcher Documentation, 2025

The E-Pak Ladi kiosk makes it easier for people to take care of documents without transportation obstacles or long queues. However, there are still people who do not fully understand the mechanism of this service. Therefore, a more active socialization strategy is needed so that the entire community can optimally access the service. Socialization has been carried out but is still not optimal. A community-based approach can help broaden the reach of information. In addition, challenges such as limited facilities, assistance personnel, and community readiness in using technology need to be addressed. Regular evaluation and service improvement are important steps to ensure that the program is on target and sustainable.

Based on the analysis carried out, the E-Pak Ladi Kiosk has demonstrated effectiveness in the aspect of targeting by providing easy access for the people of Karang

Ploso Village in taking care of population documents. This service specifically helps groups that experience difficulties, such as the elderly and residents with limited mobility, and reduces the community's dependence on the services of brokers or long trips to the National Population and Family Planning Office. However, even though this program has been running well, there are still obstacles that need attention, such as the lack of public understanding due to constant policy changes, limited facilities and assistance personnel, and challenges in adapting to technology-based systems. Therefore, a more effective socialization strategy, a community-based approach, and periodic evaluations are needed so that this service can be more optimal and sustainable in meeting the community's population administration needs.

This is in line with previous research conducted by Kios E-Pak Ladi and the concept of program targeting can be compared with research conducted by Risa Risa Indah Sari & Eni Rustianingsih (2023) regarding the effectiveness of the E-Pak Ladi Kiosk in Gunung Gangsir Village, Pasuruan Regency. In the study, Yunita highlighted that although the E-Pak Ladi Kiosk had succeeded in improving the accessibility of civil registration services, there were significant challenges faced, including a lack of socialization which led to a low public understanding of service procedures. This is in line with the explanation that program targeting accuracy is essential to ensure that services reach those who really need convenience in processing civil documents. Risah also noted that vulnerable groups such as the elderly have difficulty accessing services, similar to the finding that the E-Pak Ladi Kiosk is designed to help those with mobility impairments. This study shows that although the program has performed well in reaching its main target, there are still obstacles in understanding and utilizing the service due to frequent policy changes [4].

## **2. Program Socialization**

In the theory of program effectiveness put forward by Budiani (2007), Program dissemination refers to the organizer's capacity to deliver information regarding the program's implementation to the general public, including the specific target audience [16]. Program socialization assesses the extent to which a program can run well and achieve its intended objectives. Program socialization includes the processes and stages of processing population documents through the E-Pak Ladi Kiosk, including the requirements that must be met and the estimated service completion time. In the context of implementing the E-Pak Ladi Kiosk in Karang Ploso Village, program socialization plays a role in ensuring that the community understands how to access and utilize the service independently. The effectiveness of the program socialization, according to Budiani (2007), can be seen from 1) the level of public understanding and awareness of the program, 2) the effectiveness of communication and education about the program to the public.

The Population and Civil Registration Office (Disdukcapil) held an E-Pak Ladi Kiosk socialization when it was first launched in several villages. In Karang Ploso Village, initial socialization was carried out in 2020 involving a number of residents and operators on duty. This kiosk is designed to facilitate public access to administrative services such

as making ID cards and family cards directly at the village level, without having to go to the more distant Population and Civil Registration Office. The Population and Civil Registration Office is also committed to conducting routine socialization to operators in various regions. This aims to ensure that operators have sufficient understanding to help the community in using the E-Pak Ladi service. With ongoing training and socialization, it is hoped that operators can resolve problems that arise in the implementation of this system, so that the services provided become more efficient and effective.



**Figure 3.** Socialization of E-Pak Ladi Village Operators

Source: Website of the Pasuruan Regency Civil Registry and Population Office, 2025

Based on the results of field research, the E-Pak Ladi Kiosk program has been socialized, although not yet optimally. In the implementation of civil registration services through the E-PAK LADI Kiosk, there are two forms of socialization carried out by the implementers in Karang Ploso Village, namely direct and indirect. However, both are still not running effectively. Direct socialization has not been carried out comprehensively and continuously, because it is only aimed at certain parties, such as the Head of the Hamlet Area, RT/RW, and several other elements of the community. This is reinforced by the statement of the E-Pak Ladi Kiosk service officer in Karang Ploso Village, the effectiveness of information dissemination is largely determined by how well the head of the hamlet conveys it to the residents, so it is possible that some people do not get enough information about this service. This is not very effective because the E-PAK LADI Kiosk service is not only intended for certain users, but also for the wider community who need information related to the service. However, the Head of the Hamlet Area and the local RT/RW are sometimes less informative in conveying information to residents. In addition, indirect socialization has not been optimal, because there are still many users who do not know the service information due to the limited reach of the platform used.

Although there have been efforts to socialize the service to the community through direct and indirect approaches, there are still people who are not aware of the E-Pak Ladi Kiosk service. This is in line with what residents have said, that most of them look for information themselves, either by going directly to the village hall or asking the head of the hamlet. Residents who are familiar with the E-Pak Ladi Kiosk procedure do not experience difficulties in processing documents, as long as the administrative

requirements are complete. However, for people who do not yet understand this service, especially the elderly, confusion often arises in the process of processing documents. This shows a gap in the effectiveness of program communication and education to the community. Therefore, more intensive and continuous socialization is needed so that the whole community can understand and utilize this service more easily.

To increase the effectiveness of socialization, a more comprehensive approach is needed, such as organizing periodic counseling at the village level, using social media or digital communication groups to disseminate information, and providing written guides that are easily accessible to the community. Thus, it is hoped that all citizens, including those who are less active in seeking information, can understand and make optimal use of the E-Pak Ladi Kiosk service.

Based on the results of the analysis, the socialization of the E-Pak Ladi Kiosk program in Karang Ploso Village has been carried out, but it is still not optimal because it is indirect and depends on the head of the hamlet as an information intermediary. As a result, the community's understanding of this service is uneven, especially for elderly citizens who often have difficulty in processing documents. To increase the effectiveness of socialization, a more active approach is needed, such as periodic counseling, use of social media, and provision of written guides that are easily accessible to the community. The aim is for all citizens to better understand and utilize the E-Pak Ladi Kiosk service.

In relation to Budiani's theory of effectiveness, a program is considered effective when it fulfills four key indicators: target accuracy, program dissemination, clarity of objectives, and implementation monitoring. Within the scope of this study, the dissemination of the E-Pak Ladi Kiosk program in Karang Ploso Village has been conducted, although not optimally, as it relies primarily on the hamlet head as an intermediary rather than being delivered directly. As a result, the community's understanding of this service is uneven, especially for residents who are less active in seeking information, such as the elderly. Based on the program effectiveness theory of Budiani (2007), effective socialization must increase public understanding and ensure that communication and education run smoothly. However, the socialization method used in Karang Ploso Village still has limitations in both aspects. To increase its effectiveness, it is necessary to implement a more comprehensive socialization strategy, such as periodic counseling, utilization of social media, and the provision of written guidelines that are easily accessible to the community.

This is in line with previous research, in a study on the effectiveness of the Information System Application Program in Mojokerto City, which revealed that socialization carried out through various media, including social media and face-to-face meetings, is very important to ensure that the community understands how to use the services provided. Research shows that the lack of community outreach about the program has led to many people not understanding the purpose and benefits of the program. This study shows that despite outreach efforts, there are still gaps in the public's understanding of the service, which is consistent with the situation of the E-Pak Ladi Kiosk in Karang Ploso Village. Therefore, the effectiveness of the program's socialization

depends heavily on the method of information delivery and the active involvement of the organizers in reaching all levels of society. Efforts to improve socialization through a more comprehensive approach are needed to ensure that all citizens can understand and make good use of the service [16].

### **3. Program Objectives**

Budiani (2007: 53) states that a program's objective is associated with the extent to which the achieved outcomes align with the goals that were previously established. [19]. This indicator relates to the extent to which a program is able to achieve the objectives that have been set from the start. In the context of public policy or community service programs, effectiveness can be measured by looking at the correspondence between the designed objectives and the results achieved in the implementation of the program.

The E-Pak Ladi kiosk was established with the main objective of facilitating public access to population administration without having to go to the sub-district office or the Population and Civil Registration Office (Dispendukcapil). The E-Pak Ladi kiosk is also an effort by the Pasuruan Regency Government to improve the quality of life of the community. With this kiosk, it is easier for the community to take care of population administration documents.

Based on the results of field research, this program has been in line with the stated objectives. This online-based population administration service has proven to be effective in making it easier for the community to process documents faster and free of charge. The E-Pak Ladi kiosk improves service efficiency by reducing the need for mobility, time, queues, and distance that people have to travel to obtain population administration services. Especially for the people of Karang Ploso Village, which is about ±14 kilometers away with a travel time of about 34 minutes from the Dispendukcapil office. The presence of E-Pak Ladi is very helpful in obtaining administrative services to which they are entitled as citizens.

However, even though this service provides many conveniences, there are still several obstacles in achieving the program's objectives. Technical disruptions such as system maintenance and power outages often cause service delays. In addition, the limited availability of forms is also a factor that hampers the smooth running of the administrative process. Apart from technical factors, the success of the program also depends heavily on the level of public understanding of the services provided. Therefore, more intensive socialization is needed, either through direct meetings, social media, or the dissemination of information through village officials such as hamlet heads and neighborhood associations, so that all levels of society understand the procedures and benefits of this service. In addition, assistance for residents who are not familiar with digital technology is also an important step so that they can make optimal use of the service. Village governments and related parties need to ensure that information about policy changes or administrative requirements is easily accessible to the public. With a better socialization strategy and adequate infrastructure support, it is hoped that obstacles to achieving the program's objectives can be minimized, so that the E-Pak Ladi Kiosk service can run more effectively and provide maximum benefits for the community.

Overall, based on the program objective indicators, the E-Pak Ladi Kiosk has been beneficial in improving the accessibility and efficiency of population administration services for the people of Karang Ploso Village. However, there are still several obstacles that need to be improved, such as technical glitches, limited forms, and the community's lack of understanding of service procedures. To overcome these obstacles, more comprehensive and sustainable efforts to increase socialization are needed, both through face-to-face meetings, social media, and communication with village officials. In addition, infrastructure improvements and support systems are also important factors in ensuring the sustainability and effectiveness of services. With the evaluation and improvement of service quality, this program can be more optimal in achieving its goal of providing easier, faster, and more targeted administrative services for the entire community.

When juxtaposed with Budiani's (2007:53) theory of effectiveness, the E-Pak Ladi Kiosk has fulfilled most of the program's objectives by improving the accessibility and efficiency of population administration services. This program makes it easier for the community, especially in Karang Ploso Village, to take care of documents without having to come to the Population and Civil Registration Office. This is in accordance with Budiani's theory that the effectiveness of a program is reflected in the extent to which the service can facilitate public access to administrative rights.

This is also consistent with earlier studies indicating that a program's effectiveness can be assessed by how closely the implementation outcomes align with its predefined objectives. In research on the DIANA Program, which uses Budiani's theory (2007:53) as a reference, it was found that the program objectives must be achieved effectively, where the results of the DIANA program implementation help employees to do their work in a more organized and measurable way. The research affirms that goals play a crucial role in assessing a program's effectiveness, as seen in the case of the E-Pak Ladi Kiosk, which aims to simplify public access to population administration services [20].

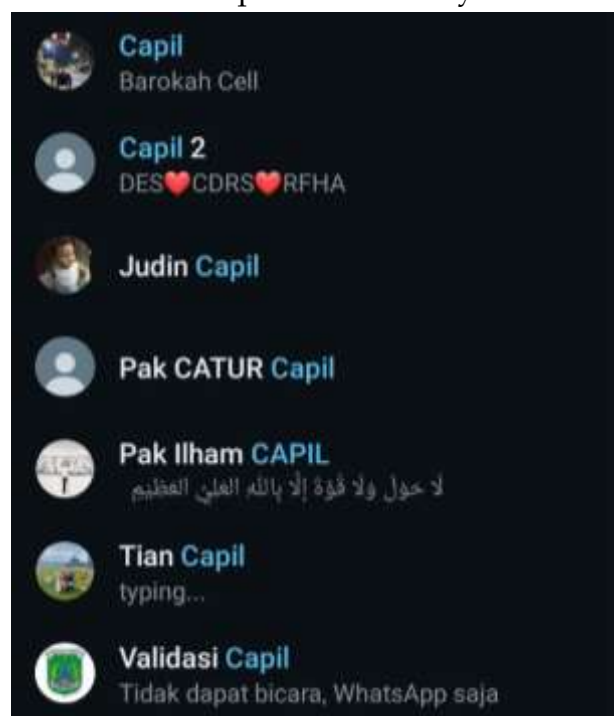
#### **4. Program Monitoring**

Program monitoring refers to a sequence of activities conducted following the implementation of the program as a means of observing the participants' engagement. This process involves evaluating and contrasting the outcomes with the predefined standards or initial conditions [16]. According to Budiani (2007), monitoring aims to evaluate the extent to which the program is running according to plan and to identify obstacles that arise during implementation. According to Budiani (2007), program effectiveness can be seen from its sub-indicators, including: a) the long-term sustainability of the program, b) routine monitoring and evaluation of program implementation.

The e-PAK LADI Kiosk Program is an initiative of the Pasuruan Regency government that aims to improve electronic population administration services. To ensure the effectiveness and smooth running of this program, the Population and Civil Registration Office of Pasuruan Regency conducts monitoring both directly and online. Direct monitoring is carried out by visiting the local village office twice a year, while online monitoring is carried out through WhatsApp groups involving e-PAK LADI kiosk

officers and the Population and Civil Registration Office. Through this monitoring, any obstacles that arise can be immediately identified and resolved in order to improve the quality of population administration services for the community.

Based on field research, monitoring of this program was carried out at both the village and central levels. Monitoring at the village level was carried out by improving facilities and infrastructure that support population administration services, such as providing special rooms, computer facilities, printers, and Wi-Fi access. Meanwhile, monitoring of the e-PAK LADI Kiosk program in Karang Ploso Village by the Population and Civil Registration Office was carried out online to overcome various obstacles that arose. One of the obstacles that often occurs is the system maintenance process, where the National Population and Civil Registration Office always provides information in advance before maintenance is carried out. In addition, the e-PAK LADI Kiosk operator in Karang Ploso Village also actively communicates with the National Population and Civil Registration Office operator when technical problems occur, such as system malfunctions that cause services to stop for several days.



**Figure 4.** Online Program Monitoring

Source: E-Pak Ladi Kiosk Operator, Karang Ploso Village, 2025

Based on the analysis that has been carried out, monitoring of the Kios e-PAK LADI program shows that monitoring is an important step in ensuring the effectiveness and sustainability of the program. Monitoring is carried out by both the village and the Population and Civil Registration Office (Dispendukcapil) through direct and online methods. At the village level, monitoring focuses on improving facilities and infrastructure, while the Population and Civil Registration Office conducts online monitoring to overcome technical obstacles that arise. Good coordination between operators in the village and the Population and Civil Registration Office enables quick

problem solving, especially in dealing with system disruptions and routine maintenance. With continuous monitoring, it is hoped that this program can continue to run optimally and provide more efficient population administration services for the community.

Monitoring of the E-Pak Ladi Kiosk shows that the e-PAK LADI Kiosk program has met several effectiveness indicators put forward by Budiani (2007), but there are still challenges in its implementation. Based on Budiani's (2007) theory of effectiveness, which includes targeting accuracy, socialization, goal achievement, and program monitoring. From the aspect of program sustainability, efforts to improve facilities and infrastructure at the village level show a commitment to keeping services running in the long term. In addition, regular monitoring, both through direct and online visits, reflects routine evaluation of program implementation, as suggested in Budiani's theory. However, technical obstacles such as system maintenance that cause temporary service disruptions are still a challenge in ensuring the overall effectiveness of the program. Therefore, to improve the effectiveness of the program according to Budiani's theory, improvements are needed in the coordination system and rapid responses to technical obstacles to ensure that population administration services remain optimal for the community.

This finding is also in line with previous research which shows that program monitoring is a crucial element in ensuring the effectiveness of population administration services. In research on the Kalimasada Program, for example, monitoring is carried out periodically to evaluate progress and identify obstacles encountered, so that the necessary solutions can be formulated. The results indicate that while the program has successfully improved the possession of administrative documents, challenges remain, including limited public understanding of the service procedures."Monitoring by relevant parties not only serves to evaluate the implementation of the program, but also to ensure that all levels of society are involved and benefit from the population administration services provided [21].

## CONCLUSION

**Fundamental Finding :** Based on the results of research and discussion, it can be concluded that the E-Pak Ladi Kiosk program is a public service innovation that is quite effective in improving the accessibility and efficiency of population administration services in Karang Ploso Village. This program is able to reach the community directly at the village level, facilitate access to services for vulnerable groups, and reduce dependence on brokers and visits to the central office. This success emphasizes the importance of digitizing public services at the local level as a solution for equitable access to administration that is faster and more efficient. **Implication :** The success of the E-Pak Ladi Kiosk program shows that the digitization of public services at the village level can be a concrete solution in bringing services closer to the community. This implies that local governments need to expand and strengthen digital infrastructure and human resource training to support similar services in other regions. **Limitation :** However, the effectiveness of this service is still constrained by a lack of socialization, limited technical

facilities, and obstacles in system maintenance. In addition, not all levels of society, especially the elderly, have sufficient understanding of digital service procedures.

**Future Research** : Further research is recommended to explore more targeted socialization strategies and digital training methods for the community. In addition, comparative studies in other villages can provide a broader picture of the effectiveness of similar programs in various social and geographical contexts.

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