

Implementation of Paten (Sub-District Integrated Administrative Services) Policy Through E-KTP Program in Krian Sub-District

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ABSTRACT

Objective: This study aims to explore the execution of the Integrated Administrative Services at the Subdistrict level (PATEN) through the e-KTP program in Krian District, Sidoarjo Regency. The research background is rooted in the necessity to enhance the effectiveness of public services along with the demands for bureaucratic reform in population administration. **Method:** The methodology employed is qualitative descriptive, utilizing observation, interviews, and documentation techniques. The analysis is based on the implementation theory by George C. Edward III, which includes four primary variables: communication, resources, disposition, and bureaucratic structure. **Results:** The study's findings reveal that regarding communication, the policy implementation is effective due to a clear and coordinated top-down communication pattern. In terms of resources, the availability of human resources, equipment, and funding is considerably supportive, although there is still a need for improvements in both quantity and quality, particularly during peak hours. From the perspective of disposition, the officers exhibit strong commitment and understanding of their duties and actively participate in technical training. However, a significant challenge is identified in the bureaucratic structure, where the authority for e-KTP printing remains centralized in the Ministry of Home Affairs, leading to delays and uncertainties in service. **Novelty:** The innovation of this research lies in its analysis of the implementation of PATEN in the context of e-KTP services and the pressing need for the decentralization of authority, enhancement of human resource capacity, and improvement of service infrastructure as part of the public service transformation at the subdistrict level.

INTRODUCTION

Public policy is part of public administration because it involves the government's efforts to solve problems faced by the public. According to Dye (as cited by Widodo), public policy refers to anything that the government chooses to do or not do [1]. One example of a policy chosen by the government related to public services is the Regulation of the Minister of Home Affairs No. 4 of 2010 regarding the Guidelines for Integrated Administrative Services in Districts. This regulation clearly states that by January 15, 2015, all areas in Indonesia must have implemented patent services. Patent services aim to bring administrative services closer to the community. The ideal system for patent services is a one-stop service system, where all steps from applying for a service to getting the final documents are handled by staff in the PATEN area. According to Regulation of the Minister of Home Affairs No. 4 of 2010 on the General Guidelines for Integrated Administrative Services in Districts, "districts that provide patent services must meet substantive, administrative, and technical requirements" [2].

Sidoarjo Regency is one of the areas that has implemented the PATEN policy as mandated by the Minister of Home Affairs.

The efforts to implement this policy were focused on achieving full implementation by 2014, ensuring all service requirements are met and that training for patent services started in 2012. Substantively, the Sidoarjo Regency government has legal basis for implementing the patent policy through Regulation of the Regent No. 78 of 2008 on the Delegation of Part of the Regent's Authority to District Heads and Regulation of the Regent No. 18 of 2009 on the Technical Guidelines for Implementing the Delegated Authority to District Heads. Integrated Administrative Services in Districts are implemented through Regulation of the Minister of Home Affairs No. 4 of 2010 on the Guidelines for Integrated Administrative Services in Districts (PATEN). As stated in Article 1, paragraph (4), Integrated Administrative Services in Districts, or PATEN, refers to the provision of public services in a district from the application stage to the issuance of documents all in one place. The scope of patent services is covered by the Regulation on Home Affairs No. 4 of 2010 on the Guidelines for PATEN.

According to Regulation of the Regent Number 78 Year 2008 regarding the Delegation of Part of the Regent's Authority to the Camat, Paragraph 2 (1) and (2) explain that the Camat, in addition to carrying out general government duties, also carries out some delegated authorities from the Regent. The delegated authorities include the following areas of local government administration: 1. Local Autonomy, General Government, Local Finance Administration, Local Government Apparatus, Civil Service and Intelligence; 2. Community Empowerment and Villages; 3. Public Works; 4. Population and Civil Registration; 5. Transportation; 6. Labor; 7. Women Empowerment and Child Protection; 8. Family Planning and Prosperous Families; 9. Industry and Trade. From the nine areas delegated by the Regent to the Camat, technically, this delegation allows the subdistricts, through the paten system, to carry out the data recording process for e-KTP and inputting it into the national population system. However, this delegation does not cover full authority, as the printing and issuing of e-KTP still take place at the regency level through the Department of Population and Civil Registration (Disdukcapil). This creates a gap in the ideal one-stop service, as the public still has to wait for the process from the regency after the data entry is done at the subdistrict level. In other words, the delegation of authority from the Department to the subdistrict only covers part of the service process, not the entire completion. In the context of this research, the implementation of the delegation of authority is an important focus because it serves as an indicator of the success of the PATEN implementation. This study evaluates how far the delegated authority has been able to speed up and simplify the public's access to e-KTP services, as well as the obstacles that arise due to the remaining centralized authority. The implementation of e-KTP in Sidoarjo Regency is almost approaching the standard set by the central government. Out of about 2 million residents in Sidoarjo, around 1.523.962 people are already in the population database. From that number, about 20 thousand people or around 2 percent have not yet processed their e-KTP. (Kabar Sidoarjo. 2014, www.kabarsidoarjo.com).



Figure 1. Main Menu of PATEN Website

The implementation of Integrated Administrative Service (PATEN) in Krian Subdistrict is an example of the public service decentralization policy, especially in the field of population administration.

PATEN aims to bring services closer to the community through a one-stop system, where the community can access various types of services, including recording and handling e-KTP, at the subdistrict level without needing to go to the regency. In Krian Subdistrict, the implementation of PATEN has been fairly good, marked by the availability of facilities and infrastructure, service staff, as well as service procedures following operational standards. The service personnel show professional attitudes and have a good understanding of the policy. Internal communication between employees and with the community runs effectively, with information clearly conveyed through various media. However, in practice, there are still some challenges, especially related to the bureaucratic structure. The subdistrict only has authority in the recording and data input stages, while the printing and issuance of e-KTP remains the responsibility of the central government through the Ministry of Home Affairs. This causes delays and uncertainty in the issuance of e-KTP, directly affecting public satisfaction with the service. Nevertheless, the enthusiasm of the staff and efforts to improve capacity through technical training show a commitment to continuously improving service quality. To enhance the effectiveness of PATEN implementation in Krian Subdistrict, greater decentralization of authority and an increase in the number and quality of human resources are needed.

The implementation of PATEN (Article 3 of Law No. 4/2010) is to realize the subdistrict as a center for public services and as a service hub for integrated service offices in regencies/cities.

Integrated Administrative Service at the Subdistrict Level (PATEN) is a public service system conducted at the subdistrict level with the aim of bringing services closer to the community. Through PATEN, various types of administrative services that were previously only accessible at the regency or city level can now be carried out directly at the subdistrict office, such as handling ID cards, family cards, certificates, and certain permits. This system is designed to speed up the service process, increase efficiency, and

provide convenience and comfort for the community. In addition, PATEN also aims to strengthen the role of the subdistrict chief as the frontline of government administration at the local level, as well as to improve transparency and accountability in the delivery of public services. The implementation of PATEN is part of the effort to carry out bureaucratic reform and improve the quality of government services to the community at the local level. PATEN aims to improve the quality and bring services closer to the community. Integrated Administrative Service at the Subdistrict Level (PATEN) is the delivery of public services at the subdistrict level, where the process of managing the services, from the application until the document is issued, takes place in one place.

Previous research that this study refers to includes the first, a study conducted by Asmunif and Isnaini Rodiyah [Click or tap here to enter text.](#) [3], which aimed to analyze the implementation of PATEN services in Candi Subdistrict using four indicators from George C. Edward III's implementation theory: communication, resources, disposition, and bureaucratic structure. The findings revealed that communication between the subdistrict government, villages, and the community was working well through direct (socialization) and indirect (social media) methods. In terms of resources, human resources were considered sufficient because tasks were clearly divided and technical training was provided, though physical facilities like waiting rooms were still seen as inadequate. Disposition was also effective, shown by the attitude of officials who understood and carried out instructions based on the Camat's decision. Bureaucratic structure was clear, evident from clear task division and the existence of Standard Operating Procedures (SOP). Overall, the implementation of PATEN in Candi Subdistrict was good, though there was still a need for improvement in the physical aspects of the service.

The second study was conducted by Riski Fajar Eko J, Mardiono, and Farida Nurani, titled "Implementasi Kebijakan PATEN (Pelayanan Administrasi Terpadu Kecamatan) Dalam Upaya Meningkatkan Kualitas Pelayanan Publik" (Study on e-KTP Services in Krian Subdistrict, Sidoarjo Regency).

This research aimed to describe the implementation of PATEN policies in the field of population administration and civil records, especially in e-KTP services in Krian Subdistrict, Sidoarjo Regency. The researchers used the policy implementation model from George Edward III (cited from Widodo), which includes four aspects: communication, resources, disposition, and bureaucratic structure. This model was used to understand and analyze the success of policy implementation using a qualitative research approach with a descriptive method. The results showed that the implementation of the policy was generally carried out well. Communication, resources, and disposition aspects were successful in supporting the implementation of PATEN policies, but there were still obstacles in the bureaucratic structure, particularly in the procedures for issuing e-KTPs, which took a long time. Therefore, it can be concluded that the public has not yet felt the impact of the successful implementation of PATEN policies, especially in e-KTP services

Third, the journal titled "The Effectiveness of Implementing Integrated Administrative Service (PATEN) in Bunguran Timur Subdistrict" by Agino Riko, Tjahjo Suprajogo, and Made Yudhi discusses how the implementation of PATEN serves as an effort to improve public service quality in Natuna Regency, especially in Bunguran Timur Subdistrict. This study uses an exploratory qualitative method with nine informants, including local government officials and the community. The findings show that the application of PATEN has been quite effective in terms of availability of resources, facilities, and processes. The community also feels satisfied because the service procedures are relatively easy, there are no additional costs, and the time needed to complete the process meets their needs. However, the research also identified some challenges, such as limited human resources, inadequate facilities, insufficient communication of rules and SOPs to the public, and the lack of consistent annual reporting. Overall, PATEN in Bunguran Timur has improved administrative service quality, but it still needs improvement in aspects such as communication, increasing human resources, and upgrading facilities to make public service effectiveness more optimal [4].

The implementation of PATEN (Integrated Administrative Service) as a means to improve public service quality. This study aims to describe the implementation of the PATEN policy in the field of population and civil registration administration, especially in the e-KTP (Electronic Identity Card) service in Krian Subdistrict, Sidoarjo Regency. The researcher uses the policy implementation model from George Edward III (cited by Widodo), which consists of four aspects: communication, resources, disposition, and bureaucratic structure. This model is used to understand and analyze the success of policy implementation. The researcher uses a qualitative descriptive research method, and the data collection technique used is triangulation. It is known that the results of this study show that the implementation of the policy can be carried out well. The aspects of communication, resources, and disposition have successfully supported the success of the PATEN policy implementation, but there are still obstacles in the bureaucratic structure, especially in the procedure for issuing e-KTP, which takes a long time. Therefore, it can be concluded that the community has not yet experienced the impact of the success of the PATEN policy implementation, especially in the e-KTP service [5].

Kecamatan Krian in Sidoarjo was selected to implement the Integrated Administrative Services Policy at the Sub-district level, known as PATEN. This decision was based on the sub-district's large population and strong economic activity, especially in industries, trade, and services. These factors require more efficient administrative services to improve how public services are delivered. The goal of the PATEN program is to bring government services closer to the people, simplify administrative processes, and cut down on complicated bureaucratic procedures. Krian Sub-district is seen as a good example for implementing PATEN in Sidoarjo Regency. According to the Technical Team of the Integrated Administrative Services Program (PATEN) in Sidoarjo Regency, this is part of public service related to government administration. PATEN allows sub-districts to handle certain administrative tasks that used to be done only at the regency

level. These tasks include issuing permits, certificates, establishing residency, and managing population-related documents or other simple permits within the authority given. The Technical Team is responsible for making sure these services work well by checking if there are enough facilities, enough trained staff, creating clear procedures, and keeping track of how happy the community is with the services. Therefore, the PATEN program run by the Technical Team in Sidoarjo is a direct public administrative service that helps the community manage official documents more easily, quickly, and at a lower cost. This matches with the Minister of Home Affairs Regulation Number 4 of 2010 on General Guidelines for Integrated Sub-district Administrative Services, particularly Article 5, which states that sub-districts offering PATEN services must meet three main requirements: substantive, administrative, and technical. The substantive requirements include giving certain powers from the district head or mayor to the sub-district head. This is based on Law Number 32 of 2004 on Regional Government, Article 126 paragraph (2), and further explained by Government Regulation Number 19 of 2008 on Sub-districts, Article 15 paragraph (2). This delegation helps bring services closer to the public, which helps improve the role and function of sub-districts and makes public services better.

In the context of PATEN, the authority that needs to be given involves both services related to licensing and other non-licensing services. Second, Administrative Requirements. These requirements include service standards and the responsibilities of district personnel. Service standards act as a guide for organizing services and a way to check the quality of service. According to the Regulation of the Minister of Home Affairs Number 4 of 2010 about Integrated Administrative Service Guidelines for Districts, in Article 8 paragraph (2), service standards include: a) types of services; b) service requirements; c) service processes and procedures; d) the officials responsible for each service; e) the time it takes to provide the service; and f) the cost of the service. Third, Technical Requirements. These requirements cover the facilities and technical workers involved in the service area, as outlined in the Regulation of the Minister of Home Affairs Number 4 of 2010 about General Guidelines for Integrated Administrative Services for Districts. Facilities, as stated in Article 10, include: 1) registration counters or desks; 2) areas for processing documents; 3) payment locations; 4) points for submitting documents; 5) areas for handling data and information; 6) areas for handling complaints; 7) duty stations; 8) waiting rooms; and 9) other supporting equipment. Meanwhile, the technical staff involved in implementing PATEN, as stated in Article 11, include: 1) information officers; 2) staff who receive and handle files; 3) computer operators; 4) cash handlers; and 5) other personnel.

The theory used in this study is based on the policy theory of George Edward III (1984, as cited by Widodo, 2012, p. 96), which includes four components: communication. Effective communication between policy makers and those who carry out the policies is important for understanding the purpose and content of the policies clearly. Factors that affect communication during policy implementation include resources. The success of policy implementation is greatly influenced by whether human, financial, or physical

resources are available. Disposition refers to the attitudes, commitment, and understanding of those implementing the policies towards the policies they are carrying out. Lastly, the bureaucratic structure determines how policies are carried out within the government's administrative system.

The implementation of the PATEN (Integrated Administrative Service) policy through the e-KTP program in Krian District has been carried out to bring government services closer to the community, avoiding the need for them to travel to the district office. At the district level, there are services for issuing and recording e-KTPs, which have standard procedures and provide service information, including requirements, in-person options, and online methods, to help residents access basic administrative services.

The implementation of the Integrated Administrative Services Policy at the Subdistrict level (PATEN) aims to improve public services, particularly in issuing population documents like e-KTP. There have been some improvements, such as streamlined recording requirements and efforts to standardize procedures to make services faster and cheaper for citizens. However, issues like equipment malfunctions, limited skilled personnel, long wait times, and a backlog of incomplete e-KTP documentation continue to affect service delivery. Some citizens remain unaware of changes in procedures and service improvements due to inadequate communication about the new systems. The practice shows mixed outcomes; while some people experience better access, many face challenges due to technical problems and human resource limitations. Recommendations to enhance the situation include upgrading equipment, increasing training for staff, improving queue management, and creating outreach programs to inform residents about the services. Continuous monitoring and evaluation are necessary to ensure the benefits of the PATEN policy are widely realized. The main research question focuses on how effectively the PATEN policy is implemented in e-KTP services in Krian Subdistrict, Sidoarjo Regency.

RESEARCH METHOD

This study uses a qualitative method with a descriptive approach to look at how the patent policy is carried out in the e-KTP service in Krian District, Sidoarjo Regency. It focuses on the implementation of the Integrated Administrative Services Program (PATEN) through the e-KTP system and aims to evaluate how effective the services are, particularly in population administration, and the issuance of e-KTPs. The study seeks to assess how well the services meet PATEN goals such as making services more accessible, streamlining processes, and improving customer satisfaction. Important factors include the resources and infrastructure available, following standard procedures and regulations, coordination among agencies, and achieving goals related to access, efficiency, and public satisfaction. The research will look at both successes and challenges in applying PATEN policy through e-KTP in Krian District and ways to improve public service quality. Data will be collected through in-depth interviews with officials and staff involved in administration, community members using the services, direct observations,

and reviewing relevant regulations. The analysis will be qualitative, processing primary and secondary data from these sources.

RESULTS AND DISCUSSION

Result

Integrated Administrative Services at the Sub-district (paten) is a policy set up under the Regulation of the Minister of Home Affairs No. 4 of 2010. This regulation outlines the guidelines for providing integrated administrative services at the sub-district level. The paten services are meant to make the sub-district a central place for community services and act as a model for other service offices and agencies in the district or city [6]. The main aim of these services is to improve the quality of services and bring them closer to the public. The service process is ongoing and covers all areas of community life. Service involves helping, preparing, managing, and addressing the needs of individuals or groups. The people who benefit from these services are the general public, including individuals, groups, and organizations [7]. Based on research findings and interviews done in the field, which support the title of the implementation of the paten policy (integrated administrative services at the sub-district level) through the e-ID card program in Krian sub-district, the data will be presented in a descriptive manner. In the analysis, the researcher used the implementation theory of George C. Edward III, which includes four indicators: 1) Communication, 2) Resources, 3) Disposition, and 4) Bureaucratic Structure, as explained below;

1. Communication

The success of executing a policy is influenced not just by technical and administrative aspects, but also significantly shaped by the communication patterns among the actors involved. Effective communication plays a crucial role in fostering coordination, conveying policy information, and ensuring that every implementer comprehends their roles and responsibilities. Good communication undoubtedly facilitates the process of policy implementation and is considered one of its most vital components [8]. According to Edwards III, a key factor affecting public policy implementation is the communication regarding clarity, consistency, and completeness of information relayed from policymakers to field implementers.

When policy implementers communicate smoothly through meetings, the process becomes more efficient if they clearly understand what is expected of them. This communication requires clarity to avoid differing responses in delivering public service programs. Policies need to be executed accurately, and the measure of implementation should not merely be acceptance or awareness; instead, the intended effects of the policy must be evident to those targeted by it [9].

Table 1. Secondary Data on Communication Aspects in the Implementation of PATEN Policy through the e-KTP Program in Krian Sub-district

Year	Type of Service	Number of Visitors per Year
2022	Recording & processing e-KTP via online and face-to-face	± 854 people
2023	Recording & processing e-KTP via online and face-to-face	± 956 people
2024	Recording & processing e-KTP via online and face-to-face	± 1025 people

Source: Community Satisfaction Survey Report (SKM) of Krian Sub-district 2022–2024, Sidoarjo District Budget (APBD)

Based on the findings of the study and secondary data in Table 1, the aspect of communication in the implementation of PATEN policies in Krian District shows a progressively improving trend from 2022 to 2024. The Community Satisfaction Survey (SKM) score rose from 80.2 in 2022 to 83.1 in 2024, with all results falling within the Good category. This improvement signifies that service communication, both in delivering information and responding to public complaints, has become more effective.

Efforts in socialization and internal coordination have also increased along with the rising number of service visitors, growing from around 10,000 individuals in 2022 to over 12,000 in 2024. This increase indicates that more people are becoming aware of and utilizing PATEN services. These advancements can be attributed to the district's initiatives to expand communication channels, including face-to-face socialization, information dissemination through social media, and direct service at the counters.

According to the research conducted in the Integrated Administration Service Room of the District (PATEN), the communication pattern is primarily top-down, meaning that information flows from supervisors to subordinates. In this dynamic, the District Head conveys directives to the Head of the Public Service Subdivision, who then relays this information to the staff members in the PATEN room. This communication model establishes a systematic coordination flow, enabling directed service implementation.

As one staff member from the PATEN room shared:

“Normally, the District Head's instructions are given via the Head of the Subdivision. After that, we are directly assigned tasks. So far, communication has been clear and makes our work easier.” (Interview with PATEN Staff, March 22, 2025)

This clear and consistent communication pattern also strengthens the execution of PATEN policies, particularly in the e-KTP service. The hierarchical information flow assists staff in understanding work procedures and helps prevent misunderstandings. Additionally, informal communication supports policy implementation on the ground. Open relationships among employees facilitate direct discussions when technical issues arise, eliminating the need to wait for formal instructions, which ensures smooth service continuity. To assess communication effectiveness from the service recipients'

perspective, the researchers conducted interviews with several community members who accessed e-KTP services via PATEN. Most individuals felt supported by staff who provided direct and clear information, although some technical issues occasionally occurred.

An interview with one resident revealed the following:

"When I processed my e-KTP recently, the service was fairly quick. I arrived with my documents and was immediately assisted by the staff in the PATEN service room. However, I did have to wait a bit because they said the machine was malfunctioning. But the staff were friendly and quick to provide solutions. " (Interview with Resident, March 23, 2025)

Another resident echoed similar sentiments, stating:

"The main thing is to have all the documents ready, it's not complicated. Sometimes the system goes down, so we have to wait. But at least the staff give clear explanations, so we understand. " (Interview with Resident, March 23, 2025)

Based on the interviews conducted at the Krian Sub-District Office, insights were gained on how communication aspects play a crucial role in the execution of the Integrated Administrative Service Policy (PATEN), particularly concerning the E-ID Card program. In terms of internal information flow, the information is still communicated directly from the Head of the Sub-District to the Head of the Subsection. This pattern indicates a top-down communication style that highlights the leaders' role as the hub of information and policy direction. Consequently, any decisions or guidelines can be promptly acted upon by the subordinate officials.

Regarding the dissemination of information to the community, the sub-district utilizes various communication channels that are easily accessible to the public. Information is conveyed through announcement media and information counters available in the service area. This aims to ensure that the public receives clear and equitable information about the procedures and requirements necessary for obtaining the E-ID Card.

From an internal coordination perspective, the interviews revealed that coordination among employees occurs routinely every week. This coordination is vital for aligning perceptions, tackling emerging issues, and making sure that each employee is aware of the latest developments in the implementation of the PATEN policy. These regular meetings also serve as a platform for evaluating and improving performance to enhance service effectiveness. In terms of communication barriers, the interviews indicated that there are no significant problems in internal communication. Interaction among employees tends to be smooth due to the established open and supportive communication pattern. This indicates that structural or psychological barriers within the organization are relatively minor, allowing for effective communication processes.

Moreover, the language and style of communication used in public service are adapted to the citizens' level of understanding. The sub-district officials strive to convey information simply, engagingly, and understandably. This adjustment is aimed at preventing the community from facing difficulties in grasping service procedures, thus minimizing the potential for misunderstandings.

Regarding communication effectiveness, the interview results indicate that it operates very well and facilitates the smooth execution of the PATEN policy. This effectiveness is evident in the employees' ability to relay information clearly, quickly, and accurately, providing assistance to the public in managing civil administration matters. On the other hand, inter-unit communication is predominantly horizontal among employees. This type of communication pattern allows for faster and more flexible collaboration, especially in addressing technical issues in the field. As a result, community service can be executed more swiftly and efficiently.

From these findings, it can be concluded that the communication pattern applied in the execution of the PATEN policy has been relatively effective. The structured communication from superiors to subordinates, along with open information access to the public, serves as supporting factors in enhancing service quality, particularly in e-ID Card services. Nevertheless, technical challenges and infrastructure limitations remain ongoing issues that need to be addressed gradually. This aligns with previous research by Riska, which found that administrative services in the Pangean Sub-District, particularly in issuing e-ID Cards, faced technical issues related to the system and errors in citizen data, leading to less than optimal service efficiency. Nonetheless, the officers continue to provide explanations to the public, highlighting the importance of communication in overcoming technical obstacles.

2. Resource

In carrying out public service policies, the presence of adequate resources is a crucial factor that influences the success of any program. These resources consist of three main components: human resources, equipment, and financial resources. All three elements are interconnected and work together to ensure that services are delivered effectively and efficiently. Grindle states that resources are a key variable affecting the effectiveness of policy implementation, as policies cannot be executed optimally without sufficient resource support. Skilled human resources refer to individuals who are capable of managing responsibilities effectively [11].

The success of policy execution heavily relies on the availability of sufficient resources; if the necessary resources are lacking, the effectiveness of policy implementation will suffer. Labor, information, authority, and facilities are examples of the different types of resources involved [12].

Table 2. Types of Resources in PATEN Services in Krian Sub-district

Human Resources	Budget	Facilities & Infrastructure
High School (SMA): 6 people	2022: Rp 250 million	Computers: 6 units
Diploma (D3): 2 people	2023: Rp 280 million	e-KTP recording devices: 2 units
Bachelor (S1): 1 person	2024: Rp 300 million	e-KTP printers: 1 unit

Source: Community Satisfaction Survey Report (SKM) of Krian Sub-district 2022–2024

Based on secondary data presented in Table 2, the resource aspect of PATEN implementation in Krian District indicates considerable support, although several challenges remain. Regarding human resources, there are nine permanent staff members with varied educational backgrounds. Capacity building through technical guidance has shown notable progress: while only three employees participated in training in 2022, by 2024, the entire team was engaged in technical sessions. Nonetheless, the ratio of staff to e-KTP applicants is still not ideal, with approximately one officer serving 220 applicants per month, leading to frequent queues during peak hours.

On the financial front, the budget allocated for PATEN in Krian District grew from Rp 250 million in 2022 to Rp 300 million in 2024. This funding comes from the Sidoarjo District Budget (APBD) as well as support from the National Budget (APBN). Most of this budget is directed towards maintaining infrastructure and supporting population administration services. Despite the increase in funding, budget constraints are still evident, particularly concerning the acquisition of new technology-based service equipment. The existing facilities are fairly adequate, featuring six computer units, two sets of e-KTP recording devices, and two e-KTP printers. However, technical issues and malfunctions, especially with the printers and internet connection, occur frequently. The waiting area accommodates only about 25 individuals and has limited amenities, which can be uncomfortable during busy periods. Even though the available resources support PATEN's operations, there is an urgent need to enhance staffing levels, upgrade equipment, and expand service space to improve service quality and meet public demands.

The availability and preparedness of resources for PATEN services indicate that the agency has made various efforts to support the optimal implementation of e-KTP service policies. However, ongoing evaluation and capacity enhancement are necessary to ensure that services adapt to technological advancements and community needs. To assess the effectiveness of resource utilization in e-KTP services from the users' perspective, the researchers also conducted interviews with several residents who have utilized the PATEN e-KTP service. Most residents expressed satisfaction with the service, though some noted time constraints during processing that affected their experience.

One resident who recently obtained their e-KTP remarked:

"The service here is quite fast, and the staff members explained the recording process well. However, I believe that if more staff were added, the waiting time could be shorter." (Interview with Resident, March 23, 2025)

Another resident shared a similar sentiment, appreciating the clarity in using the equipment while highlighting the need for enhanced human resource capacity:

"The process is easy because there are advanced tools, like machines for recording fingerprints and electronic signatures. However, the lines can be long due to the limited number of staff on duty. If there could be more staff, it would definitely be quicker."

(Interview with Resident, March 23, 2025)

Based on interviews conducted with staff and the community, it can be concluded that the available human resources, equipment, and finances sufficiently support the

implementation of the e-KTP policy. However, there are still some areas that require improvement, especially regarding increasing the number of personnel during peak hours and enhancing queue management. The presence of adequate equipment and support from the Ministry of Home Affairs also helps facilitate faster and more accurate data recording. Maulana, [13] in his research in the Cipaku District, also pointed out that delays in e-KTP services are attributed to an insufficient number of staff and inadequate infrastructure. This situation affects the timeliness and quality of service experienced by the public.

3. Disposition

The success of implementing a policy is largely influenced by the disposition or attitude of the policy implementers. Disposition reflects how willing, committed, and knowledgeable the implementers are regarding the policy they are executing [14]. According to Edward III, the attitude of implementers encompasses their mindset, perceptions, and level of acceptance towards the policy undergoing implementation. The greater the dedication and understanding of the implementers towards the policy, the higher the likelihood that the policy will be effectively executed. The disposition of the actors plays a significant role in the successful application of the policy [15].

The attitude of the implementers will impact the success of PATEN's implementation in Kalijati District. The PATEN policy is characterized by a Top Down approach, which is evident from the fact that it is a directive from the Minister of Home Affairs, specifically "Minister of Home Affairs Regulation No. 4 of 2010 [16].

Table 3. Employee Competency Development Training Activities

Attendance Rate	Type of Training	Participation
2022: 96%	IT Training	2022: 2 people
2023: 97%	Personnel/HR Training	2023: 3 people
2024: 98%	IT Training	2024: 4 people

Source: Community Satisfaction Survey Report (SKM) of Krian Sub-district 2022–2024

According to the data in Table 3, the disposition of the PATEN policy implementers in Krian District shows a positive trend year after year. The commitment to service is evident from the Integrity Pact signed since 2022, and the employee attendance remains stable at above 95%. This indicates the willingness of employees to fulfill their service duties.

From the standpoint of service attitude and ethics, the results from the Community Satisfaction Survey (IKM) reveal an increase in the score for the indicator of "politeness and friendliness of officers," rising from 82.5 in 2022 to 85.6 in 2024. This improvement indicates that the community perceives a better quality of service, particularly in direct interactions at the PATEN counter. The development of competencies is also a focus, with an increasing number of employees participating in technical training each year. In fact, in 2024, two employees attended public service management training, enhancing their capabilities not only in technical aspects but also in service management.

Employee responsiveness to public complaints has also improved. In 2022, only 87% of complaints were addressed within seven days, but this figure rose to 94% in 2024. Although there are still technical challenges such as system disruptions or delays from the central office, the proactive approach by officers in providing explanations and temporary solutions has been an important factor that contributes to positive community perception of the service.

Moreover, the competencies possessed by the officers align with their roles and responsibilities. Officers do not merely follow procedures but also actively seek to enhance their skills through various developmental activities, such as technical guidance (bimtek), internal trainings, and regular coordination meetings organized by relevant agencies. One officer expressed:

"Whenever there is technical guidance or a coordination meeting, I always participate. It really helps us understand the system better and how to address various challenges we face in the field. " (Interview with Ms. Rusmiana, e-KTP Recording Officer, March 25, 2025)

Based on the interview with e-KTP recording officer Ms. Rusmiana, it was found that the competencies of the staff extend beyond just following technical procedures; they are also reflected in their active involvement in self-improvement activities. Officers regularly attend technical guidance sessions, internal training, and coordination meetings organized by the relevant institutions. This illustrates their awareness and commitment to enhancing service quality for the public.

This finding indicates that enhancing the capabilities of public officials is a crucial element in improving the quality of public services. Trained personnel are better equipped to tackle technical challenges in the field, such as using information systems and digital tools for recording population data. [17] This result aligns with Aulia's research, which demonstrates that technical training can boost the knowledge and skills of public service workers, especially in technology-based service aspects.

4. Bureaucratic Structure

The success of policy implementation is significantly influenced by the underlying bureaucratic structure that facilitates it. The bureaucratic framework plays a crucial role in dictating how a policy is executed in practice, including aspects such as authority, procedural flow, and task distribution across various levels of government. According to Ripley and Franklin, an excessively lengthy and intricate bureaucratic structure can hinder public policy execution due to delays in decision-making and reduced service efficiency. The element of authority in public policy application is vital for effective implementation, necessitating a clear organizational bureaucratic structure [18].

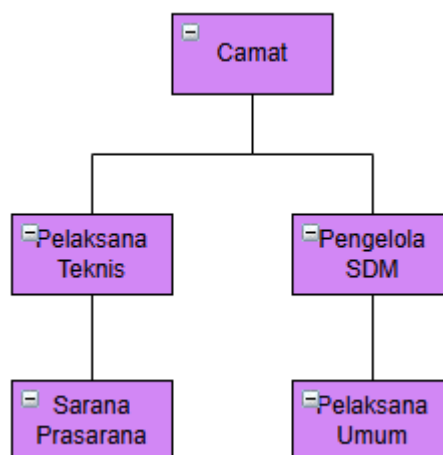


Figure 2. Bureaucratic Structure in PATEN Service at Krian District

Source: Data on Bureaucratic Structure at Krian District and Field Interview Results (March 23, 2025)

Bureaucratic Structure refers to the characteristics, norms, and recurring relationship patterns within executive bodies that connect both potential and actual aspects of their policy execution. A vital component of every organization's structure is the existence of standard operating procedures (SOP). SOPs serve as guidelines for each implementor during their actions.

Based on findings from the field, the implementation of the PATEN (Integrated Administrative Services at the Sub-district Level) policy regarding e-KTP services at Krian District is currently limited to the authority for data recording and population input. Meanwhile, the printing and issuance of e-KTP remain under the full authority of the Ministry of Home Affairs through a centralized system.

This bureaucratic structure indicates a hierarchical and centralized pattern, where the highest authority still resides at the central level. This leads to uncertainty regarding the e-KTP issuance timeline, affecting both the sub-district authorities and the citizens accessing the services.

As one service staff member explained:

"We at the sub-district can only handle data recording and input; after that, the data is sent to the center. So, we cannot guarantee when the printing will be completed because it all depends on the central process." (Interview with PATEN Staff, March 25, 2025)

The community also feels the impact of this situation. One citizen shared:

"I have recorded my data at the sub-district, but I was told to wait for the e-KTP. They said it hasn't been sent from the center yet. So, I'm also confused about when I can pick it up." (Interview with Citizen, March 23, 2025)

From the interviews, it can be inferred that the hierarchical bureaucratic structure in the implementation of the PATEN policy, particularly regarding e-KTP services, poses specific challenges concerning the speed and certainty of service. As noted by Syawaludin, research indicates that a bureaucratic structure that is too hierarchical and lengthy can lead to slow and unresponsive public services [20]. This aligns with interview

findings that highlight the uncertainty surrounding e-KTP issuance due to centralized processes at the central level. To enhance policy effectiveness, it is essential to reassess the bureaucratic flow to make it more efficient and responsive to community needs.

Discussion

The findings indicate that the implementation of PATEN in Krian Sub-district has achieved a relatively effective outcome in several core aspects, particularly in communication, resources, and disposition. The communication process follows a top-down model, ensuring consistent coordination between the district head, service officers, and the community, which supports the clarity of information dissemination and enhances procedural understanding among implementers [8]. This structure enables officers to perform their duties with minimal ambiguity while fostering transparency toward citizens. However, some limitations remain in the public's awareness of service changes, highlighting the need for a more participatory and two-way communication model [9]. As seen in similar research on the PATEN program in Candi and Bunguran Timur subdistricts, the clarity and frequency of communication strongly influence citizens' satisfaction and trust in local government services [3], [4].

Furthermore, the study reveals that resource allocation plays a crucial role in the effectiveness of e-KTP service delivery. Adequate human resources, funding, and facilities are necessary to sustain consistent service performance. Although the number of trained personnel and the budget have increased annually, the ratio of officers to applicants remains suboptimal, leading to long queues during peak hours [11]. This issue is consistent with findings from previous studies in Cipaku and Kalijati, where service delays were attributed to limited staff capacity and outdated technical equipment [13], [16]. The results emphasize the need for periodic training, technology upgrades, and expansion of service space to meet growing demands. The gradual increase in training participation and budget allocation demonstrates a positive trend toward enhancing institutional capability and public service professionalism [17].

Lastly, bureaucratic structure remains the most critical challenge in achieving full decentralization of the PATEN policy. The current system maintains centralized authority for e-KTP printing at the Ministry of Home Affairs, which causes delays and reduces service responsiveness [20]. The hierarchical and rigid structure limits the flexibility of local implementers to manage timelines and adapt to citizen needs. Similar challenges have been identified in other regions, where excessive centralization has weakened local governance efficiency and hindered public satisfaction [19]. Therefore, decentralizing specific administrative functions to the sub-district level would not only accelerate service delivery but also strengthen accountability and responsiveness. The empirical findings support the theoretical framework proposed by Edward III, emphasizing that effective policy implementation requires balanced authority distribution, adequate resources, and strong communication across administrative levels [12].

CONCLUSION

Fundamental Finding : Based on the analysis conducted using George C. Edward III's policy implementation theory, which highlights four key indicators: communication, resources, disposition, and bureaucratic structure, it can be concluded that the execution of the PATEN policy through e-KTP services in Krian District has been carried out fairly well, yet it still encounters some challenges. The policy has been effectively disseminated in a clear and consistent manner via a top-down communication approach from district leadership to implementing staff. The human resources available meet competency standards, and the facilities provided are also adequate. In terms of disposition, the implementers display a positive attitude, strong commitment, and a solid understanding of the policy being implemented. **Implication :** The limited number of personnel and technical issues with the equipment have led to suboptimal service delivery, especially during peak service hours. A primary challenge that must be addressed to achieve effective, efficient, and responsive public service goals is the centralist nature of the bureaucratic structure. **Limitation :** In the bureaucratic structure aspect, significant obstacles have been identified. The district's authority is constrained to the recording and data input stages, while the printing and issuing of e-KTPs remain under the central government's control, resulting in delays and uncertainty in service to the public. **Future Research :** Overall, the implementation of the PATEN policy through e-KTP services in Krian District has shown positive performance, especially in the areas of communication, resources, and disposition.

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According to the examination based on George C. Edward III's theory of policy execution, which underscores four main factors: communication, resources, disposition, and bureaucratic framework, it can be determined that the implementation of the PATEN policy via e-KTP services in Krian District has progressed quite well, although there are still some hurdles. To begin with, in terms of communication, the policy has been clearly and consistently shared through a top-down method from district officials to the staff responsible for execution. This has led to a strong comprehension among those tasked with the e-KTP service operations and procedures. Next, looking at resources, the available workforce meets the required skill levels, and the facilities are satisfactory. However, a shortage of staff and technical difficulties with the equipment have resulted in less than ideal service, particularly during busy hours. In addition, concerning disposition, the individuals responsible for implementation exhibit a positive outlook, dedicated commitment, and a firm grasp of the policy in action. This is demonstrated by their engagement in technical training and their proactive responses to community needs during service delivery. Lastly, regarding the bureaucratic structure, important challenges have been noted. The district's authority is limited to the stages of data entry and recording, while the responsibility for printing and distributing e-KTPs lies with the central government, which causes delays and unpredictability in public service. In summary, the execution of the PATEN policy through e-KTP services in Krian District has demonstrated commendable results, particularly in communication, resources, and

disposition. Nevertheless, the centralized nature of the bureaucratic system presents a major challenge that needs to be addressed for the realization of effective, efficient, and responsive public services. May all the kindness that has been given be rewarded with even greater kindness.

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