

The Effectiveness of the Integrated Queue System (SIANTER) in Improving Services at Public Service Malls in Sidoarjo Regency

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ABSTRACT

Objective: This study aims to analyze the effectiveness of the Integrated Queue Information System (SIANTER) in improving public services in the Sidoarjo Regency Public Service Mall. **Method:** This study uses a qualitative descriptive approach by collecting data through observation, interviews, and documentation. The analysis uses the theory of organizational effectiveness of Richard M. Steers (1985) which includes the achievement of goals, integration, and adaptation. **Results:** The results of the study show that SIANTER is less effective in improving public services. In achieving goals, SIANTER is able to help organize queues, but there are still limitations in providing ease of service. In integration, coordination between parties has gone well, but is constrained by limited human resources and supporting facilities. In adaptation, managers are able to make adjustments to various obstacles, but they are not optimal due to limited human resources and facilities. **Novelty:** This study shows that the effectiveness of SIANTER is not only determined by its ability to manage queues, but also by integration between parties, the availability of resources and facilities, and the ability to adapt to service constraints.

INTRODUCTION

Public services are one of the main functions of the government in meeting the needs of the community effectively, quickly, transparently, and accountably. The quality of public services is an important indicator of the success of government administration, because good service will increase public trust in government institutions [1]. Research on public services shows that the quality of services is not only determined by the results of services, but also by the government's ability to provide services that are easily accessible, responsive, and in accordance with the needs of the community [2]. One of the bureaucratic reform steps achieved by the government is the application of information and communication technology in the provision of services, the digitalization of public services is an important part in improving the efficiency, transparency, and quality of service delivery to the community [3][4]. The digitalization of public services during the industrial revolution 4.0 also encourages the government to transform from conventional services to digital-based services. The use of digital technology in public services can help the government simplify service processes, increase public access, and support transparency in government administration [5]. In the context of local government, the implementation of e-government also shows a positive relationship with improving the quality of public services, although its success is still influenced by the readiness of human resources, technological infrastructure, and the ability of organizations to manage changes [6]. The digitalization of public services during the industrial revolution 4.0 is regulated in Law Number 25 of 2009 which includes aspects of public services to create a system that makes it easier for the public to obtain quality and satisfactory services. In

the law, public services are defined as an activity or series of activities that aim to meet the needs of services according to the provisions of the law for each individual related to goods, services, and/or administrative services provided by public service providers [7].

In an effort to improve public service quality reform, the Indonesian government has taken the boundaries through integrated service policies. Based on PANRB Ministerial Regulation Number 23 of 2017, Public Service Mall (MPP) is defined as the location where various public service activities related to goods, services, and administration take place, which is an expansion of integrated services both at the central and regional levels, including services from SOEs, BUMDs, and the private sector, in order to provide fast, easy, affordable, comfortable, and safe services. The implementation of Public Service Mall is a form of integrated service that aims to improve service effectiveness through integrating various types of services in one place[8]. This is in line with showing that MPP is the government's effort to improve the quality of services through the implementation of integrated services[9]. This provision was then adopted into the Sidoarjo Regent Regulation Number 32 of 2018 as a basis for the Sidoarjo Regency Government to immediately realize the implementation of MPP in its area [10].

Sidoarjo Regency is one of the regions that has held MPP as a form of public service innovation that integrates various types of services in one location. The implementation of MPP is one of the government's efforts to improve the quality of public services through service integration and provide convenience to the community in obtaining services[11]. As an area with high population growth and administrative needs, the Sidoarjo Regency Government is required to continue to improve the quality of its services. The quality of service in MPP is an important aspect because there are still various obstacles in the implementation of services, so it is necessary to evaluate and improve the quality of services on an ongoing basis[12]. . The management of the queue system is also one of the important aspects in supporting the effectiveness of services in MPP, because a non-optimal queue system can affect community satisfaction in obtaining services. One of the concrete efforts taken is to present the Integrated Queue Information System (SIANTER) as a digital innovation that supports the implementation of integrated services within the Sidoarjo Regency MPP [1].

SIANTER is a queue system that is run through a queue machine (*Counter*) manual at the Sidoarjo Regency MPP, which is managed directly by officers of the Sidoarjo Regency Investment and One-Stop Integrated Services Office (DPMPTSP). The Integrated Queue Information System (SIANTER) is used to support the service process at the Sidoarjo Regency MPP, including in population administration services, with the aim that the community queuing process can take place more regularly[7] . In simple terms, SIANTER functions as a service sequence number retrieval system that replaces the conventional queue mechanism, so that people who want to take care of administration at various tenant offices in one MPP building can obtain queue numbers regularly through the same system. The use of the queue system in public services can help regulate the flow of the community, reduce queue irregularities, and support more effective and efficient services [13]. The public only needs to press the button on the

machine screen according to the type of service intended to get a sequence number, which will then be called by the officers at each counter. The development of an integrated queue system can also provide information about the queue process and help improve the quality of public service management [14]. This innovation began to be used on November 27, 2019.

In the current implementation of SIANter, the queue machine is a means used by the community to take queue numbers directly at the Sidoarjo Regency MPP. The public comes to the MPP location, then chooses the type of service to be intended through the queue machine to get the service sequence number. The use of the queue system in public services can help manage the service flow in a more structured manner and support more effective and efficient services[15]. Meanwhile, on the manager's side, SIANter is supported by a website used by officers to combine visitor data and queue status on each tenant in each agency. Thus, the website is used as a means of monitoring by operators in managing queues, while the public obtains queue numbers through machines available at MPP locations. To provide an overview of the use of websites in managing SIANter, the following is presented the main view of the website used by operators in connecting visitor data and queue status at each service counter.

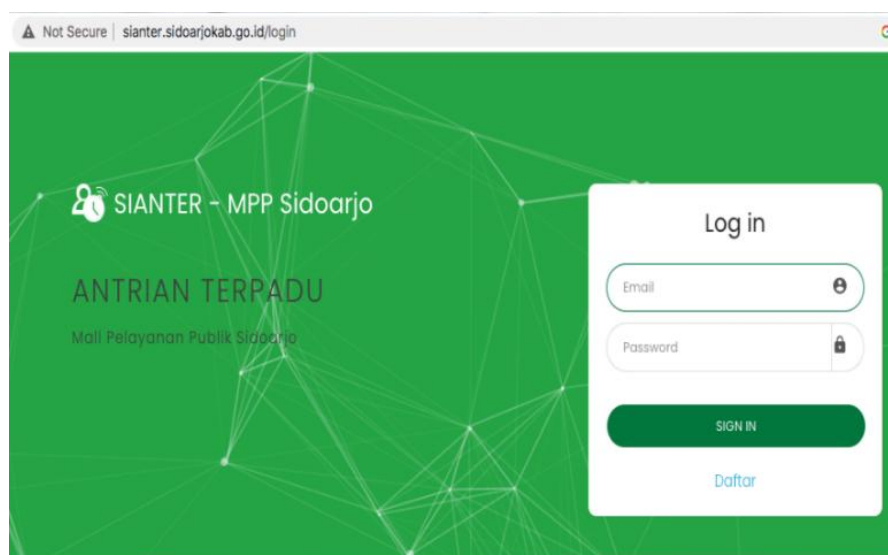


Figure 1. Display of the SIANter Operator Website
Source: Sidoarjo Regency DPMPTSP Document, 2026

The display displays how the operator officer unites visitor data and queue status through a computer screen. The main display of the website is used to help officers find out the number of visitors and the ongoing queue number at each counter. However, the information available on the operator's website is not directly connected to the automatic calling system for each official tenant. This condition shows that the website functions more as a means of monitoring the queue, while the process of summoning services in the field still depends on the officer. In addition to through the operator's website, the public takes the queue number directly through the physical device available at the MPP

location. The following is an overview of the queue machine used in SIANTER's operations to date.



Figure 2. Slender Queue Machine

Source: Sidoarjo Regency DPMPTSP Document, 2026

The queue machine is the main means used by the community to take service sequence numbers. The public must come directly to MPP to take the queue number through the machine according to the type of service intended. Currently, the physical facilities that support SIANTER's operations consist of two units of queue machines, one unit of queue information screen callers, and two units of computer operators spread across the Sidoarjo MPP environment.

To see more how the use of SIANTER has grown from year to year, the following number of users provides an overview of the dynamics of using the system.

Table 1. Number of SIANTER Users per Year

No	Year	Number of Users
1	Year 2019	160.037
2	Year 2020	19.139
3	Year 2021	6.139
4	Year 2022	65.876
5	Year 2023	66.780
6	Year 2024	54.184
7	Year 2025	231.948

Source: Processed from data from DPMPTSP Sidoarjo Regency, 2026

The data in Table 1 shows that the number of SIANTER users has changed significantly from year to year. The decrease in the number of users in 2020 and 2021 is suspected to be related to the Covid-19 pandemic conditions which caused public activities and visits to direct public services to be limited. However, in 2025 the number

of SIANTER users will increase quite high to reach 231,948 users. This increase needs to be studied further to find out whether it shows increasingly effective services through SIANTER or is influenced by the increase in the number of service tenants and the types of services available in the system. Therefore, the number of users alone is not enough to show the success of SIANTER, but it is also necessary to see the extent to which the system is able to support effective services for the community.

From the institutional side, the day-to-day management of SIANTER is carried out by two DPMPTSP officers who are assigned directly to the Sidoarjo MPP, and supported by two DPMPTSP employees at the service level. In the implementation of SIANTER's innovation, budget support is one of the important aspects in supporting the development, development, and sustainability of the queue service system. The SIANTER budget allocation from year to year shows the need for financing that is adjusted to the stages of system development and maintenance. The details of the SIANTER budget allocation can be seen in Table 2 below. A comprehensive overview of the SIANTER budget allocation from year to year can be seen in the following table.

Table 2. CYANTER Budget

No	Year	Quantity	Remarks
1	Year 2018	IDR 50,000,000	Initial system planning/development stage
2	Year 2023	IDR 60,000,000	Network backup costs

Source: Processed from data from DPMPTSP Sidoarjo Regency, 2026

The budget allocation in Table 2 seems reasonable for the scale of innovation at the district level. However, when associated with the operational time span of SIANTER that has been running for more than five years, the minimum frequency of budgeting is only recorded at two points of time, namely the construction stage and one network recovery.

On the other hand, the SIANTER service is relatively extensive because this system houses dozens of service tenants in the same queue system, as presented in the following table.

Table 3. List of Official Tenants in SIANTER MPP Sidoarjo

No	Service Name	Prefix - Pendant	Queue Quota per Day
1	DPMPTSP	A - Counter A	100
2	DPMPTSP Priority Services	A1 - A1 Counter	30
3	DPMPTSP Document Collection	A2 - A2 Counter	30
4	DPMPTSP LKPM	A3 - A3 Counter	50
5	Health Office	B - Counter B	100
6	Fisheries Service	B1 - Counter B1	100
7	Food and Agriculture Service	B2 - Counter B2	100
8	Environment and Hygiene Agency	B3 - B3 Counter	100
9	Education and Culture Office	B4 - Counter B4	100

10	Public Works Department of Highways and Water Resources	B5 – Counter B5	100
11	Department of Industry and Trade	B6 – Counter B6	100
12	Perkim Cipta Karya and Spatial Planning Office	B7 – Counter B7	100
13	Cooperatives and Micro Enterprises Office	B8 – Counter B8	100
14	Department of Transportation	B9 – Counter B9	100
15	Disdukcapil (Birth/Death/S.Move/KK)	C – Locket C	120
16	Biometric Disdukcapil	C1 – Locket C1	50
17	Disdukcapil Document Collection	C2 – Locket C2	200
18	Disdukcapil folds E-KTP	C3 – Locket C3	200
19	Disdukcapil Taking E-KTP (Plavon)	C4 – Locket C4	200
20	Disdukcapil File Verification	C5 – Locket C5	220
21	Disdukcapil Photo Change Service/TTD E-KTP	C6 – Locket C6	200
22	Disdukcapil Priority Services	C7 – Locket C7	100
23	SKCK Online	D – Locket D	100
24	Police SIM C Corner	E – The Oaks of	100
25	National Narcotics Agency	F – Locket F	20
26	Land Office	G – Locket G	0
27	PDAM	H – Pendant H	100
28	Sidoarjo District Prosecutor's Office	I – The Locomotive I	50
29	Reading Corner	J – Locket J	50
30	BPJS Kesehatan	K – Elbow K	20
31	BPJS Employment	L – Locket L	100
32	Sidoarjo District Court Special Class IA	M – Elbow M	0
33	UKPBJ Sidoarjo	N – Locket N	50
34	BPPD/Regional Taxes	O – Locket O	50
35	Social Service	P – Pendant P	50
36	Sidoarjo Religious Court Document Collection	Q – Q Counter	20
37	BPR Delta Artha	R – Counter R	50

Source: Processed from data from DPMPTSP Sidoarjo Regency, 2026

The data in Table 3 shows that the highest daily queue quota is found in the Disdukcapil service, especially file verification with a quota of 220 queues per day. There are also several tenant offices such as the Land Office and the Sidoarjo District Court Class IA Special which are recorded as not having a fixed queue quota or zero value. This condition shows that there are differences in quota arrangements between service tenants that need to be considered in service management so that the implementation of services can take place in an integrated manner according to the needs of each service.

Based on these observations and field data, it can be formulated that the implementation of SIANTER to date still outlines a number of interrelated problems. First, this innovation is only available in the form of a direct queue system at the Queue Machine at the MPP location. Second, the limitation of management resources and also the lack of supporting facilities. Third, the limitation of the local internet network which

requires coordination across agencies for additional capacity. This series of problems shows that the existence of a public service innovation does not necessarily guarantee the achievement of effectiveness, so it is important to further study the extent to which SIANTER is really able to realize the initial goal of its formation.

Some Previous Studies Have

trying to highlight similar issues from different perspectives. Research by Maharani et al (2026) with the title "*Analysis of the Quality of Integrated Queue Information System Services (SIANTER) on the E-KTP Recording Process at the Sidoarjo Regency Public Service Mall*" shows that the quality of SIANTER's services is quite good, but there are still shortcomings in the aspects of physical evidence, lightning, and responsiveness [7]. Nariswari Research with the title "*Principles of Accountability and Transparency in the Implementation of Services in the Public Service Mall of Sidoarjo Regency*" focus more on the aspects of information disclosure and service accountability in MPP in general [16]. Meanwhile, Indrayana's research with the title "*Optimizing the Sidoarjo Regency Public Service Mall Program to Facilitate Public Services in the Digital Era*" discussed strengthening the digitalization of services at MPP Sidoarjo more broadly [10].

Based on the above description of the problem, the author is interested in investigating the results of the research entitled The Effectiveness of the SIANTER Program in the Public Service Mall of Sidoarjo Regency using the Theory of Organizational Effectiveness according to Richard M. Steers as an analysis knife. According to Steers, organizational effectiveness is the ability of the organization to achieve the goals that have been set through good management, which is not only measured from the achievement of the goals alone, but also from the ability of the organization to build coordination and communication and adjust to changes in the environment. Steers proposed three indicators of organizational effectiveness that are the focus of analysis in this study, namely the achievement of goals or achievement of objectives, to find out the extent to which SIANTER is able to improve service quality, accelerate service processes, and increase community satisfaction in the integration of the Sidoarjo Regency MPP, to analyze coordination and cooperation between agencies and between officers and the community in the implementation of services through SIANTER and adaptation, to determine the ability of SIANTER to adjust to changes in community needs, technological developments, and changes in public service policies.

Using the Theory of Organizational Effectiveness according to Richard M. Steers, this study is expected to be able to provide a comprehensive picture of the effectiveness of SIANTER innovation in supporting integrated public services, as well as being the basis for proposed recommendations for the Sidoarjo Regency Government to improve the quality of integrated public services in the Sidoarjo Regency Public Service Mall.

RESEARCH METHOD

This research is a type of qualitative descriptive research with the main focus of Innovation Effectiveness (SIANTER) in improving integrated public services in the Sidoarjo Regency Public Service Mall. Qualitative descriptive is a research method used

with the aim of examining a state of an object or phenomenon by providing explanations through descriptions according to the facts that occur in the field clearly and the author is used as the main instrument in data collection). According to Sugiyono, the descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make generalized conclusions or generalizations This approach is used to analyze problems related to the effectiveness of SIANTER Innovation in improving integrated public services in the Sidoarjo Regency Public Service Mall (Warshawsky & Paul) [17]. The location of the research that was used as a research place was the Sidoarjo Regency Public Service Mall Office because it was known that there were indications of problems [18] .

The focus of the research uses the concept of Richard M. Steers as an analysis knife related to program effectiveness, which is composed of 3 indicators, namely: 1) Achievement of goals, 2) Integration, 3) Adaptation. The technique of determining informants used in this study is through purposive sampling, which is a technique of selecting sources or informants who have a goal that is in accordance with the research theme because the person is felt to have the information needed for research. According to Sugiyono purposive sampling is a sample determination technique with certain considerations, where the informants in this study consist of 1 Computer Institution Officer of the Sidoarjo DPTMPTSP Office, 1 DPTMPTSP Operator Officer who is stationed at the Sidoarjo Regency Public Service Mall, SIANTER User Community as many as two people [19]. The type of data obtained consists of primary and secondary data. Meanwhile, data collection is carried out through observation, interviews, and documentation (Unique). Data analysis techniques are carried out through the analysis model of Miles Huberman, which includes data collection, data reduction, data presentation, and conclusion making. Data collection is the collection of research data carried out by researchers while in the field. Meanwhile, data reduction is carried out by selecting data that has been obtained in the field during the data collection process. And next is the presentation of data, namely the data that has been selected will be compiled until a conclusion is obtained, where the conclusion is the activity of data collection based on the problem that has been determined (Williamson et al.).

RESULTS AND DISCUSSION

Effectiveness is a measure used to see the extent to which an activity or program is able to achieve the goals that have been set. In this study, effectiveness is used to determine the success of the SIANTER Program in supporting public services in the Sidoarjo Regency Public Service Mall. According to Richard M. Steers, organizational effectiveness can be seen through three indicators, namely goal achievement, integration, and adaptation. As follows:

Goal Achievement

Goal achievement indicators are an assessment of the extent to which a program or innovation is able to achieve the goals that have been set previously. In this study, the goal achievement indicator is used to find out the extent to which SIANTER is able to

support public services at the Sidoarjo Regency Public Service Mall, especially in managing queues, providing convenience to the community, and helping the service process to run more orderly. To find out the initial purpose of the formation of SIANTER, the researcher conducted interviews with parties directly involved in the management of SIANTER. Mr. Risza Pupuk as the Computer Institution at the Sidoarjo Regency DPMPTSP explained as follows.

"In the past, before there was SIANTER, the condition of the queue at MPP was still not organized. People who want to take care of services usually come from the morning so that they can get in line. Some even put helmets, jackets, or other items on their chairs as a sign that they have come first. Especially for services such as Disdukcapil where there are quite a lot of applicants, the queue can be crowded. From such conditions, SIANTER was then created so that the community queue is more regular and the officers are also easier to manage services." (Results of an interview with Mr. Risza Pupuk as the Computer Institution of DPMPTSP Sidoarjo Regency, August 13, 2026).

The statement shows that SIANTER was formed as an effort to overcome the condition of the queue that had not previously been arranged. The existence of SIANTER is directed to help the community in obtaining queue numbers while helping officers manage the order of service. Thus, the initial goal of implementing SIANTER is not only related to the use of technology, but also as an effort to make the queue process at MPP more orderly. In addition to these initial goals, the achievement of SIANTER's goals can also be seen from the form of services provided to the community. This was conveyed by Mr. Risza Pupuk as follows.

"When it was initially created, SIANTER actually had three forms of service. There is a queue machine that is used directly at MPP, then there is a website that can be accessed by the public to take queue numbers online, and there is also an application that can be downloaded through the Google Play Store. So at that time, people had a choice, they could take their numbers directly at MPP or take queues from home through websites and applications. But for now, only the queue machines in MPP can still be used." (Results of an interview with Mr. Risza Pupuk as the Computer Institution of DPMPTSP Sidoarjo Regency, August 13, 2026).

Based on the results of the interview, it can be seen that currently SIANTER's innovation can only be used through a queue machine that is available directly at the Sidoarjo Regency Public Service Mall. The public needs to come to MPP to obtain a queue number according to the services needed. To show the use of SIANTER in the current service process, the following is presented the flow of using SIANTER through the queue machine at the Sidoarjo Regency Public Service Mall.



Figure 3. Flow of Usage of SIANter Through the Queue Machine

Source: DPMPTSP Sidoarjo Regency

Based on this image, the current use of SIANter is carried out through a queue machine available at the Sidoarjo Regency Public Service Mall. The community obtains a queue number according to the services needed, then waits until it is called by the relevant tenant. The flow shows that SIANter is still functioning in regulating the order of community services. Furthermore, the achievement of SIANter's goals can be seen through data on the number of users as a support in assessing its utilization in the Sidoarjo Regency MPP. Data on the number of SIANter users in 2019–2025 is presented in the following table.

Table 4. Number of SIANter Users in 2019–2025

No.	Year	Number of Users
1	2019	160.037
2	2020	19.139
3	2021	6.139
4	2022	65.876
5	2023	66.780
6	2024	54.184
7	2025	231.948

Source: DPMPTSP Sidoarjo Regency

Based on Table 4, the data shows that SIANter is still used to support the service process at the Sidoarjo Regency MPP. Changes in the number of users from year to year show that the level of SIANter utilization can change according to service conditions and community needs. However, the number of users cannot be used as the only measure to determine the success of SIANter, because the number can also be influenced by the number of people who need services and the types of services available in MPP. Therefore, data on the number of users needs to be seen together with the results of

interviews and the conditions of SIANTER's implementation in the field. From the community's perspective, the existence of SIANTER also provides convenience, especially when online services can still be used. This was conveyed by Mr. Zainal as a SIANTER user as follows.

"In the past, last around 2023, there were still applications and websites that could be accessed by the public. I think at that time it was quite helpful because we could take the queue number from home. After getting the number, we just need to come to the MPP without having to come too early just to take the queue. Now the website and application can no longer be used, so to take the queue number, you have to come directly to the MPP and use the available machine." (Interview with Mr. Zainal as a SIANTER user, August 13, 2026).

The statement shows that SIANTER has previously provided convenience to the public because the process of taking queue numbers can be done from outside the MPP. The public can come after obtaining the queue number so that they do not have to wait from the beginning just to get a number. However, after the website and application services can no longer be used, the convenience becomes more limited because people have to come directly to the MPP to get a queue number. The same thing was also conveyed by Mrs. Rusdiana as a SIANTER user who gave an assessment of the existence of the innovation as follows.

"I think SIANTER is a good innovation because it can help manage the queue at MPP. I hope that in the future online services like the old ones can be used again. If there is a website or application, it will be easier for people because they don't always have to come directly to MPP just to get a queue number, especially for people whose places of residence are quite far away." (Results of an interview with Mrs. Rusdiana as a SIANTER user, August 13, 2026).

The statement shows that the public still considers the existence of SIANTER as an innovation that helps in managing queues. However, the public also still expects an online service that can provide convenience in obtaining queue numbers. This shows that SIANTER's goal in helping to manage queues has been running, but the aspect of ease of service access has not been fully maintained as when the website and application were still available.

Based on the results of interviews, data on the number of users, and implementation conditions in the field, SIANTER is still able to achieve the initial goal of helping to organize the service queue at the Sidoarjo Regency Public Service Mall. The use of queue numbers makes the service process more orderly and helps the community follow the order of service.

However, the achievement of SIANTER's goals has not been optimal because websites and applications that previously provided online queuing services can no longer be used. This condition causes people to have to come directly to MPP to obtain a queue number, so that the ease and flexibility of access to services are limited.

Based on the theory of organizational effectiveness by Richard M. Steers (1985), SIANTER in the indicator of goal achievement can be categorized as less effective. Although the goal of managing the queue has been achieved, the goal of providing easy access to services through various service options has not been optimally implemented.

Therefore, the effectiveness of SIANter needs to be improved through the reprovision of access to online services to better suit the needs of the community.

Integrations

Integration indicators are an assessment or measurement of the extent of coordination, communication, and cooperation carried out by parties involved in the implementation of a program. In this study, integration is used to find out how the coordination between DPMPTSP as the manager of SIANter and officers stationed in Public Service Malls, service tenants, and the community as service users. According to Steers, integration is related to the ability of the organization to build communication, coordination, and cooperation so that the implementation of activities can run in accordance with the goals that have been set.

The implementation of SIANter involves several parties who have duties in running the queue system at the Sidoarjo Regency MPP. To find out how the coordination took place, the researcher conducted an interview with Mr. Risza Pupuk as the Computer Institution of the Sidoarjo Regency DPMPTSP. He explained:

"For the management of SIANter, there is indeed a division of duties between those in the DPMPTSP and the officers assigned to the MPP. We in the service handle more of the system and technical parts, while the officers at the MPP help operate the machines and serve the community directly. If there are obstacles or something that needs to be coordinated, we usually communicate together so that the service can continue to run." (Results of an interview with Mr. Risza Pupuk, August 13, 2026).

The statement shows that in the implementation of SIANter there has been a division of roles between DPMPTSP officers who are in the service and officers assigned to MPP. This division is important because the management of SIANter is not only related to the use of queue machines, but also requires system management and handling if there are obstacles in its implementation. This was also reinforced by Mr. Sulton as the operator of SIANter in the Sidoarjo Regency MPP, who explained the condition of officers in running SIANter:

"As for the coordination, it has actually gone well. We who are on duty at MPP also if there are problems, we usually immediately convey it to our friends who handle SIANter at DPMPTSP. So it doesn't run alone. It's just that in terms of the number of officers, we are still lacking, so when the community is crowded, officers have to divide their duties between helping the queue, serving the community, and other work." (Results of an interview with Mr. Sulton, August 13, 2026).

Based on this statement, communication between DPMPTSP officers and SIANter operators in MPP has been going well. When there are problems in the implementation of SIANter, officers in MPP can coordinate with DPMPTSP. However, integration in the implementation of SIANter still faces obstacles in terms of human resources. The limited number of officers causes several jobs to be carried out simultaneously so that it can affect the smooth running of services. In addition to coordination between DPMPTSP and officers in MPP, integration can also be seen from the relationship between the

SIANTER system and service tenants who provide services to the community. Based on the results of the interview with Mr. Sulton, these conditions are explained as follows:

"For the system, actually each service tenant can see visitor data and queues through their respective officers' computers. So they can find out who the people are waiting and where the queue has arrived. But for the calling device, it is not yet in every tenant. The caller queue information screen is only one, so the summons are still centralized and the officer in front helps call more." (Interview with Mr. Sulton, August 13, 2026).

The statement shows that the SIANTER system has connected queue information with the service tenants through the officer's computer. However, the integration of queue summoning has not been fully distributed to each official tenant. This condition causes the summoning process to still depend a lot on the officer at the front or the receptionist. The condition of SIANTER's supporting facilities can be seen in the following data.

Table 2. SIANTER Supporting Facilities

No.	Facilities	Quantity
1	Queue machine	2 units
2	Queue information screen	1 unit
3	Computers	2 units

Source: Sidoarjo Regency DPMPSTSP Data, 2026.

Based on Table 2, SIANTER's supporting facilities consist of two queue machines, one queue information screen, and two computers. The availability of these facilities shows that the implementation of SIANTER has been supported by devices used to manage and monitor queues.

In addition to internal coordination, the implementation of SIANTER also requires coordination with other parties when it comes to the internet network. This was explained by Mr. Risza Pupuk:

"For the network used by SIANTER, it is a local network. So if the quota needs increase or there are certain needs, we cannot immediately add it ourselves because we need coordination with the party handling the network. So indeed, in a case like this, communication between parties is needed so that the queue system can still be used and does not interfere with community services." (Interview with Mr. Risza Pupuk, August 13, 2026).

The statement shows that the implementation of SIANTER not only requires coordination between DPMPSTSP and MPP officers, but also with other parties related to the provision of networks. Thus, the sustainability of the system is greatly influenced by cross-party communication and cooperation. Based on the results of interviews and observations in the field, it can be seen that integration in the implementation of SIANTER has been running, but it is not yet fully optimal. Communication between DPMPSTSP officers and operators in MPP has been running well and there is a division of tasks in system management. However, there are still several obstacles, especially the limited number of human resources, only one summoning facility, and damage to the queue information screen which causes queue summoning to be carried out manually.

Based on the results of interviews, observations, and facility data, coordination and communication between DPMPTSP, MPP officers, and service tenants have gone well. The division of tasks in the management of SIANTER has also been carried out. However, its implementation is still constrained by the limited number of officers, limited queue summoning facilities, and information screen damage that causes queue summoning to still be carried out manually.

Thus, SIANTER in the integration indicator can be categorized as less effective. Although coordination and communication between parties have been running, the limitation of human resources and supporting facilities has caused service integration to not be carried out optimally. Improved facilities and human resource adjustments are needed to support the implementation of a more integrated SIANTER.

Adaptation

In this study, adaptation indicators are used to determine SIANTER's ability to adjust the implementation of services to technological developments, changes in operational conditions, and various obstacles that arise in the implementation of services at the Sidoarjo Regency Public Service Mall.

The form of adaptation constraints can be seen from the change in SIANTER's adaptability which can be seen from the manager's efforts in dealing with network disruptions. Mr. Risza Pupuk explained:

"There was indeed a network problem in 2023, at that time because there was a move from Indosat to Telkomsel and there was a disruption for about a week. But at that time there were funds for network backup, so SIANTER could still be used. So when the main network experiences problems, there is a backup network that can be used so that the queue service does not stop." (Interview with Mr. Risza Pupuk as the Computer Institution of DPMPTSP Sidoarjo Regency, August 13, 2026).

Based on this statement, SIANTER managers have made adjustments to network disruptions by providing a backup network. The existence of backup funds in 2023 shows that the manager has prepared steps to deal with possible technical disruptions. These efforts allow SIANTER to continue to be used despite changes and disruptions to the main network. This shows the ability to adapt to maintaining the continuity of the system when facing technical problems. Adaptation in the implementation of SIANTER is also related to the ability of human resources to adjust to existing conditions. Based on the results of an interview with Mr. Sulton as the operator of SIANTER at the Sidoarjo Regency MPP, he said:

"For the officers assigned to the MPP, there is actually still a lack of human resources. We who are assigned here have to adjust to the existing conditions because in addition to managing SIANTER, there are also other service work. So if there are problems with the system or facilities, we will continue to handle it as much as possible so that community services continue to run." (results of an interview with Mr. Sulton as the operator of SIANTER at the Sidoarjo Regency MPP, August 13, 2026).

The statement shows that limited human resources are one of the conditions that must be faced in the implementation of SIANTER. Even though the number of officers is

limited, the implementer still tries to adjust the division of work so that the service can take place. This shows a form of adaptation from the implementation side, because officers must adjust the implementation of tasks to the available resources. In addition to the limitation of human resources, the condition of SIANter's facilities is also a part that affects the ability to adapt in the implementation of services. Mr. Sulton explained:

"The calling facility now has problems because the queue information screen used to call the queue number is broken. Actually, it has been submitted for repair or replacement, but until now it is not available. So for the time being, the queue summons is carried out manually by the officers. Even though it is not practical, the service still has to run so we adjust to the condition of the existing facilities." (results of an interview with Mr. Sulton as the operator of SIANter at the Sidoarjo Regency MPP, August 13, 2026).

The statement shows that the manager made adjustments to the damage to the facility by changing the queue calling process from what should have used the queue information screen to be done manually by the officer. The adjustment makes the service able to continue to run even though the SIANter supporting facilities are not fully functional.

Based on the results of interviews and conditions in the field, the findings of this study are in line with the theory of organizational effectiveness according to Richard M. Steers, especially adaptation indicators, which assess the ability of organizations to adapt to changes and constraints during program implementation. In SIANter, adaptability can be seen from the provision of a backup network in the event of a network disruption, adjustment of tasks due to limited human resources, and changes in the mechanism of calling queues when facilities are damaged.

However, the adaptability has not been running optimally. Although the manager is trying to maintain services through various adjustments, limited human resources and damage to facilities still hinder the implementation of SIANter, especially because queue calls must be done manually. Thus, SIANter in the adaptation indicator can be categorized as less effective. This shows that SIANter is able to adjust services to several obstacles that occur, but has not been able to adapt optimally to operational conditions and evolving service needs. Facility improvements and increased resource support are still needed so that SIANter's adaptability can run more effectively.

CONCLUSION

Fundamental Finding : SIANter has not been fully effective in supporting the improvement of public services in the Sidoarjo Regency Public Service Mall. SIANter has been able to help organize the queue of the community so that the service process at the Public Service Mall becomes more regular. The queue number system can help the community get the order of services and assist officers in managing the queue. Coordination and communication between DPMPTSP, officers placed in MPP, and service tenants in the implementation of SIANter have gone well. SIANter managers have shown the ability to adjust the implementation of the system when facing various operational constraints. **Implication :** The goal of SIANter in providing ease of access

to services has not been fully achieved because the website and application that could previously be used to retrieve queue numbers online can no longer be used. This condition causes people to have to come directly to MPP to obtain a queue number. Limited resources and facilities cause the integration of services through SIANTER to not be carried out optimally. These efforts show that the manager is trying to maintain the continuity of services despite the obstacles. **Limitation** : SIANTER still faces several obstacles, especially the limited number of human resources, limited queue summoning facilities, and damage to the queue information screen which causes the summoning process to be carried out manually by officers. SIANTER's adaptability is still not optimal because online services are not yet fully available, supporting facilities are not fully functional, and limited human resources still affect the implementation of services. **Future Research** : Therefore, it is necessary to redevelop online-based queue services, improve and add supporting facilities, and strengthen human resources so that SIANTER can provide easier, integrated, and adaptive services according to the needs of the community.

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