



Implementation of Print Package at Mobile Service Point Innovation for Population Documents

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Article Info

Article history:

Received 18 August 2024

Received in revised form

January 2025

Accepted 20 January 2025

Keywords:

Implementation

Public Policy

Public Service

Mobile Service

Yanling

Abstract

This study investigates the implementation of the "PAK CEPAT YANLING" (On-the-Spot Printing Mobile Service) innovation for civil documentation at the Department of Population and Civil Registration in Serdang Bedagai Regency. It aims to assess the effectiveness of this initiative and identify the factors hindering its implementation. Using George C. Edward III's implementation theory, this research employs a qualitative descriptive method with data collected through observation, interviews, documentation, and literature review. The findings reveal that the implementation of "PAK CEPAT YANLING" has been successful based on four indicators: communication, resources, disposition, and bureaucratic structure. However, challenges persist, including low public awareness of the importance of civil documentation, insufficient socialization of requirements, and limited community interest in managing civil documents. The study concludes that while the initiative demonstrates notable progress, addressing these barriers is essential for maximizing its impact and ensuring sustainable success.

Introduction

Public services in Indonesia have become an interesting topic of discussion in various community studies, especially in the context of interactions with government bureaucracy (Dwiyanto, 2017; Saputro, 2015). According to Law Number 25 of 2009 concerning Public Services, public services are defined as activities or a series of activities to meet service needs in accordance with laws and regulations for citizens and residents in the form of goods, services, or administrative services provided by public service providers (Law (UU) Number 25 of 2009 concerning Public Services, 2009). In this case, the quality of public services is said to be effective if it can provide convenience with short, fast, precise, and satisfying procedures (Kurniawan, 2021).

Population administration is an important aspect of public services, as stipulated in Law Number 23/2006 on Population Administration. (Law on Population Administration, 2006).. Population administration is defined as a series of activities for structuring and controlling population data through population registration, civil registration, managing population administration information, and utilizing the results for public services and other sector development (Lestari, 2020). This service must provide easy access for the community, including in obtaining population documents such as identity cards (KTP) (Hariadi, 2011; Rukayat, 2017).

In order to improve the quality of population administration services, the government initiated a *ball pick-up* program, as stipulated in the Regulation of the Minister of Home Affairs Number 19/2018 (Lokabora & Fithriana, 2019; Putri, 2023). This program aims to provide proactive

integrated services, especially for residents who experience barriers in accessing administrative services. Article 2 paragraph (1) of the regulation states that a ball pick-up policy must be implemented to ensure that population documents are provided quickly, accurately, completely, and free of charge (Handayani et al., 2021). In addition, the District/City Population and Civil Registration Office is required to carry out this service for residents who have physical, geographical, or social limitations (Aziz et al., 2021).

The ball pick-up program has proven to be effective in overcoming community obstacles, especially in managing ID cards (Brianda & Hasan, 2022). This service ensures the state's real presence at people's doorsteps, guarantees the administrative rights of each individual, and strengthens the legitimacy of population data (Irianto et al., 2022). With this approach, the government not only fulfills its obligation to provide legal protection, but also improves the efficiency and inclusiveness of public services (Rahman & Wijayanti, 2023).

Table 1. Area, Population, Population Growth, and Density
Population of Serdang Bedagai Regency in 2023

| No. | District/City | Area (km) ² | Total Population | Population Growth (%) | Population Density (%) |
|-----|-----------------|-------------------------|------------------|-----------------------|------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | Serdang Bedagai | 1952,38 | 685.485 | 1,33 | 351,10 |

Source: Central Bureau of Statistics of Serdang Bedagai Regency 2023

The population of Serdang Bedagai Regency as of December 31, 2023 is 685,485 people, with 497,197 people required to have an ID card. However, only 486,165 people (97.78%) have recorded their ID cards, while 11,032 people (2.22%) have not done so. In addition, there are dynamic data on residents with inactive NIKs totaling 18,314 people. Extreme poverty was also recorded to have decreased from 5,640 people (0.92%) in 2022 to around 4,500 people (0.73%) in 2023. Although this number is relatively small, the impact is significant because unregistered individuals cannot access government services or assistance, including health services and social assistance.

The performance achievements of the Serdang Bedagai Regency Population and Civil Registration Office have shown a positive trend over the past three years. The percentage of electronic ID card ownership in 2021 reached 103.29%, decreased to 98.66% in 2022, and increased again to 99.95% in 2023. KIA ownership increased from 32.56% in 2021 to 42.86% in 2023, while ownership of birth certificates for children aged 0-18 years reached 92.88% in 2023. The percentage of death certificate ownership from reported events increased from 46.37% in 2021 to 100% in 2023. Similarly, ownership of marriage certificates increased from 42.57% in 2021 to 60.63% in 2023.

Long distances, lack of public transportation, and limited accessibility make it difficult for people to visit Disdukcapil offices, which are usually located in the city or district center (Napitupulu et al., 2020). Therefore, a fast, integrated, and inexpensive approach to population administration services through ball pick-up services is very important (Tasyah et al., 2021). In an effort to create an independent, prosperous, and religious Serdang Bedagai Regency in accordance with the vision and mission of the local government through the *Sapta Dambaan* Regional Development Priority Program, especially in the seventh point, namely the Dambaan Bureaucracy, the Population and Civil Registration Office launched an innovation in *the Print Package* service at the *Mobile Service Point* (PAK CEPAT YANLING). This innovation was formalized through the Decree of the Head of Service Number 18.21/470/386 of 2021.

PAK CEPAT YANLING aims to overcome various obstacles faced by the community in managing population administration, such as long distances, transportation costs, limited time due to work, and physical conditions such as illness or disability. This program is also designed to speed up and simplify the process of applying for population administration documents directly in the midst of the community. The launch of this innovation on April 6, 2021 is a development of previous innovations, namely the *1-Hour Service Package Steady Without Any Charges* (PAK YAN PEJAM MATA) and mobile services. Through this innovation, the community can obtain population administration services that are equivalent to services at the Disdukcapil office.

The PAK CEPAT YANLING innovation has provided tangible benefits, such as speeding up the bureaucratic process, shortening the distance traveled by the community, and providing maximum services within one hour from the time the file is declared complete. People can also obtain several legal identity documents at once, including services for the elderly, sick, and disabled. The program includes data recording for new voters for high school students, identity checking for ODGJ, and services in strategic locations such as markets and hospitals.

The impact of implementing this innovation is reflected in an increase in the Community Satisfaction Index (IKM), which increased from 84.09 in 2021 to 97.16 in 2023. The level of compliance with public service standards based on the Ombudsman assessment also increased from 84.09 in 2021 to 94.24 in 2023. This research uses the implementation theory of George C. Edwards III implementation theory which analyzes the success of implementation through four indicators: communication, resources, disposition, and bureaucratic structure.

Various studies have highlighted the implementation of policy innovations in various local government contexts. Research by Lydia Wijayanti (2012) revealed the success of the street vendor relocation policy in Surakarta which was supported by the commitment of leaders, *mindset* change, bureaucratic reform, and sustainable implementation mechanisms. (Wijayanti, 2012). Meanwhile, research by Amalia et al. (2021) showed that the Women's Savings and Loan (SPP) program in Wajo District succeeded in increasing arrears repayment and community interest, thus improving their living standards. In Pekanbaru City, research by Warman et al. (2022) highlighted the successful implementation of electronic-based policies (SPBE) that resulted in service applications to facilitate the community. However, in Padang City, research by Zulfia et al. (2023) shows that although the regional innovation policy is running quite well, the lack of support from the government and OPD leaders is a major obstacle to smooth implementation. Finally, Saputri research (2023) highlights the success of the Betawi Avocado application by the DKI Jakarta Population and Civil Registration Office as an effective public service innovation in population administration. All of these studies emphasize the importance of policy innovation, stakeholder support, and an integrated approach in improving the quality of public services.

The purpose of this research is to analyze in depth the implementation of the PAK CEPAT YANLING (Print Package at Mobile Service Point) innovation in the provision of population document services carried out by the Population and Civil Registration Office of Serdang Bedagai Regency. In addition, this study also aims to identify and analyze the inhibiting factors that influence the implementation of these innovations, so as to provide an overview of the challenges faced and opportunities for improvement in an effort to improve the quality of population administration services in the area.

Methods

This research uses a qualitative method with a descriptive approach that aims to describe systematically and accurately the facts in the form of circumstances, problems, attitudes,

opinions, or conditions obtained through in-depth interviews and observations (Mukhtar, 2013). Sugiyono (2017) explains that qualitative research methods are often referred to as naturalistic research methods because they are carried out in natural conditions, with data collected and analyzed narratively. This method is based on the philosophy of positivism and is used to examine natural objects, where the researcher acts as a key instrument.

Raco (2010) adds that qualitative methods aim to deeply understand a symptom, fact, or reality, by revealing the meaning hidden behind the phenomenon, like the metaphor of an iceberg where what is seen on the surface is only a small part of the whole. The data collected in this study are in the form of words, pictures, and quotations that provide an in-depth description of the phenomenon under study (Miles et al., 2014). This method is considered suitable for this research because it aims to explore in depth the phenomena that occur in society, so that it can reveal it clearly and precisely.

The research location plays an important role in supporting the process of collecting accurate data to deeply understand the phenomena, symptoms, or problems that occur in the object under study. This research was conducted at the Population and Civil Registration Office of Serdang Bedagai Regency which is located at Jl. Negara No. 300 Sei Rampah, Serdang Bedagai Regency, North Sumatra Province. The selection of this location was based on the aim of directly examining the implementation of the PAK CEPAT YANLING (Print Package at Mobile Service Point) Implementation System in administrative services in Serdang Bedagai Regency, considering that this agency has full authority in organizing and providing administrative services in the region.

This research involved three categories of informants to obtain relevant data: Key Informants, namely the Secretary of the Population and Civil Registration Office of Serdang Bedagai Regency, M. Syafransyah P. Nst., S.STP.; Main Informants, including the Head of Population Registration Services, Ardi Putra Tasrir, S.E.; Population Administration Operator, Mardiah, A.Md.Kom.; and Head of Civil Registration Services, Fitri Yusmawita, S.Si., M.Si.; and Additional Informants, consisting of section staff and five community members, namely Nur Sri Maulana, S.E.; Arie Dharma; Ahmad Abdi Harahap; Kartika Sari; and Siti Rohani Nasution. These three categories provided primary and supporting data to understand the implementation of the research.

Results and Discussion

Implementation of PAK CEPAT YANLING (Print Package at Mobile Service Point) Population Document Innovation at the Population and Civil Registration Office of Serdang Bedagai Regency

In Serdang Bedagai Regency, population administration services often face various problems. These problems include procedures that are considered complicated to the lack of public understanding of the importance of population administration. This situation encourages the Serdang Bedagai Regency Population and Civil Registration Office, as a government institution responsible for managing population services, to innovate in order to overcome the existing challenges.

In the implementation of the PAK CEPAT YANLING (Print Package at Mobile Service Point) program innovation, researchers use Edward III's implementation theory as a conceptual framework to analyze the factors that influence the success of this policy implementation. Edward III's theory identifies four main variables that are indicators of successful public policy implementation, namely communication, resources, disposition (commitment of implementers), and bureaucratic structure. This approach provides a guide for researchers to

evaluate and conclude the factors that hinder and support the implementation of the PAK CEPAT YANLING program in Serdang Bedagai Regency.

Communication

The Population and Civil Registration Office has direct responsibility for providing population administration services to the community. In carrying out its duties, this agency requires active cooperation with the community to ensure the implementation of services runs smoothly and effectively. One of the communication approaches used by the Serdang Bedagai Regency Population and Civil Registration Office is through direct socialization to the community. According to Edward III, communication is a crucial element in public policy implementation. Information about the policy must be conveyed clearly to the implementers so that they understand the duties, obligations, and objectives of the policy (Edward, 1980).

In the context of the PAK CEPAT YANLING (Print Package at Mobile Service Point) program, internal communication is carried out systematically. The Secretary of the Population and Civil Registration Office, M. Syafransyah P. Nst., S.STP, explained that prior to program implementation, the implementation team receives technical guidance through coordination meetings. After implementation, an evaluation is conducted with the head of the office to assess the effectiveness of the program and identify opportunities for improvement. Internal communication is also strengthened through the establishment of a WhatsApp group as a medium for coordination regarding schedules, locations, and service times. All tasks are carried out based on the Task Order (SPT) determined by the head of the agency, and the implementation report is submitted as an evaluation of target achievement.

On the external side, communication with the community is conducted through various channels. Information dissemination about PAK CEPAT YANLING is conducted through village heads, school principals, and social media, such as Instagram, Facebook, and TikTok. This platform provides information on mobile service schedules, document requirements, types of services, SOPs, and documentation of service activities in villages, sub-districts, and schools. Nur Sari Maulana, S.E., as a community representative, appreciated this approach because it facilitates access to information related to the program.

The effectiveness of this internal and external communication shows that the implementation of the PAK CEPAT YANLING program has been carried out optimally. Good communication between policy actors and the community supports the achievement of program objectives, ensuring that population administration services can be accessed easily, quickly, and accurately. This also strengthens public trust in the Serdang Bedagai District Population and Civil Registration Office.

Resources

The successful implementation of the PAK CEPAT YANLING program policy in realizing effective public services is highly dependent on resource optimization. According to Edward III, resources that support successful policy implementation include human resources, facilities, and information (Edward, 1980). In this context, the Serdang Bedagai Regency Population and Civil Registration Office has optimized the ability and adequacy of employees, facilities, and socialization mechanisms to support the implementation of this program.

The Secretary of the Population and Civil Registration Office, M. Syafransyah P.NST, S.STP, revealed that the implementation of the program involved 42 officers assigned based on the Decree of the Head of the Office Number 18.21/470/388/Year 2021. The program covers 17 sub-districts and 243 villages with socialization methods through direct meetings in villages, sub-districts, and districts, as well as utilizing social media for information dissemination.

Although a special budget is not available due to APBD limitations, the program continues to run by utilizing existing facilities, such as vehicles, recording devices, printing equipment, and generators.

The available facilities are considered adequate although they still need improvement. The Head of Civil Registration Services, Fitri Yusmawita, S.Si., M.Si., emphasized the importance of the readiness of personnel and facilities that support the implementation of the program to run effectively in the field. The community also appreciates the benefits of this program, as conveyed by Arie Dharma, who stated that PAK CEPAT YANLING is very helpful to the community by reducing the distance, time, and cost of managing population administration.

However, challenges remain, such as the limited number of standard service cars, which are only one unit, and the mobile KTP-el recording equipment. Nevertheless, the Population and Civil Registration Office maximizes the use of existing devices, including those that are not usually designed for mobile use, to ensure services continue to run optimally. Overall, the implementation of the PAK CEPAT YANLING program has been effective in providing easy access to services to the community, although improvements to facilities and budgets are still needed to support program sustainability.

Disposition

Disposition is the attitude shown by the Population and Civil Registration Office of Serdang Bedagai Regency in the policy implementation process, especially the PAK CEPAT YANLING Program policy. Disposition plays an important role in determining the success of policy implementation, because success depends on the firmness of decision making and responsiveness in responding to community needs. As revealed by Mrs. Mardiah, A.Md.Kom, as the Population Administration Operator, she explained that community complaints related to the fulfillment of population documents are always followed up in coordination with the Head of the Population Registration Division or the Head of the Civil Registration Division to find solutions to existing obstacles (September 26, 2024).

In addition, Siti Rohani Nasution, a community member, stated that the PAK CEPAT YANLING program has provided convenience for the community by reducing the need to travel long distances to the office and fulfilling civil registration documents without a large fee (1 October 2024).

The explanation above shows that PAK CEPAT YANLING reflects the commitment of the Serdang Bedagai Regency Population and Civil Registration Office in responding to community requests, addressing policy changes, and resolving problems that arise during program implementation. Responsiveness, compliance with rules, and community acceptance are indications of the success of policy actors in achieving program objectives.

The PAK CEPAT YANLING implementing officers have a good understanding of their main duties and functions, including cross-sectoral coordination with the Camat, village head, and school principal. This coordination includes the delivery of information related to population administration services that will be carried out, both in government and private institutions, sub-district offices, villages, or schools. In addition, officers are also responsible for preparing reports on the results of activities in the field as material for program evaluation. This responsiveness and commitment show positive dispositions that support the success of policy implementation.

Bureaucratic Structure

Indonesia is a country that implements a decentralized system that is realized through regional autonomy. In this system, the organizational structure, bureaucracy, policies, and legal basis of

local governments must be in line and uniform with central government instructions. According to Edward III, bureaucratic structure plays an important role in successful policy implementation. Inefficiencies or ambiguities in the bureaucratic structure, such as the division of authority, relationships between organizational units, or the absence of standard operating procedures (SOPs), can hinder effective policy implementation.

As explained by Mr. Ardi Putra Tasrir, S.E., as Head of the Population Registration Services Division, the implementation of the PAK CEPAT YANLING Program is based on the SOP that has been established through the Decree of the Head of the Dukcapil Office Number 18.21/470/385/2021 on Standard Operating Procedures (SOP) PAK CEPAT YANLING. Sanction mechanisms are also in place to maintain the discipline of implementers, such as warnings to staff who violate the rules and removal from the team list if violations continue (September 26, 2024).

From the community side, Nur Sari Maulana, S.E., stated that this program is very helpful in making population documents. However, the community is also required to follow the applicable rules because the documents produced will be entered into the population administration system.

The explanation above shows that the PAK CEPAT YANLING Program has run quite effectively thanks to the existence of clear SOPs, a structured division of authority between the head of the agency, the implementation team, and employees in the field, as well as a strict sanction mechanism to maintain discipline. The clarity of this bureaucratic structure helps reduce obstacles and increase the efficiency of program implementation, so that policies can be implemented optimally.

Inhibiting Factors in the Implementation of the Innovation of PAK CEPAT YANLING (Print Package at Mobile Service Point) Population Documents at the Population and Civil Registration Office of Serdang Bedagai Regency

The inhibiting factors in the implementation of the PAK CEPAT YANLING innovation at the Population and Civil Registration Office of Serdang Bedagai Regency are the main challenges in achieving the program objectives. According to Ms. Mardiah, Amd.Kom., as the Population Administration Operator, the low level of public awareness about the importance of population documents has caused many not to take advantage of this program as an alternative to accelerating document processing (26 September 2024). In addition, some people still consider the ownership of legal identity documents not very important, so they are less interested in taking care of them.

Similarly, Mr. Arie Dharma, a community member, mentioned that the lack of comprehensive information means that many people do not understand the existence of this program and its benefits (1 October 2024). Ms. Kartika Sari added that people's lack of understanding about the requirements that must be met is the reason why many of them do not take care of their legal identity documents (October 1, 2024).

Based on these interviews, it can be concluded that the inhibiting factors for the implementation of the PAK CEPAT YANLING innovation include low public awareness of the benefits of legal identity documents, lack of effective information dissemination, and lack of public understanding of administrative requirements. This has resulted in low community participation in utilizing the program as a solution to obtaining legal identity documents.

Conclusion

This study concludes that the implementation of PAK CEPAT YANLING innovation at the Population and Civil Registration Office of Serdang Bedagai Regency has been carried out

well through effective communication, internal and external coordination, and direct socialization to the community which supports the achievement of program objectives. From the resource aspect, the ability and adequacy of employees are adequate, supported by sufficient facilities although they still need improvement. The program also shows an organizational disposition that is responsive to community needs and policy changes, with an organized bureaucratic structure through clear SOPs and sanction mechanisms to maintain implementer discipline. However, inhibiting factors remain, such as low public awareness of the importance of legal identity documents, lack of socialization regarding requirements, and lack of public interest in processing documents.

To improve the success of the PAK CEPAT YANLING program, it is recommended that the Population and Civil Registration Office of Kabupaten Serdang Bedagai improve socialization to the community with more attractive and effective methods to encourage community participation in preparing the requirements. In addition, stronger coordination with relevant sectors, such as subdistricts, villages, educational institutions, and the health sector, is needed to mobilize people who need legal identity documents. Disdukcapil also needs to allocate sufficient budget to improve and add supporting facilities, such as mobile electronic ID card recording devices. The competence and integrity of implementing officers must also be improved to ensure program implementation runs smoothly and produces more accurate data.

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