

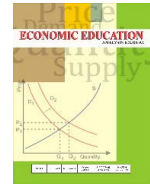


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Population Administration Services: Realizing Quality Service

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Abstract

The objective of this research is to analyze the quality of public services in the field of population administration, particularly the family card services at the Rejosari Barat Village Office. This study employs qualitative descriptive research. The informants of this study total 12, consisting of 2 officials and 10 service users. Data collection techniques include observation, interviews, and documentation. The data analysis used involves data reduction, data presentation, and drawing conclusions. The results show that some criteria are not yet optimal, namely the requirements and service completion times which are unclear and uncertain. The Security indicator is already optimal. The Openness indicator is not yet optimal, as officials are not transparent about service information. The Efficiency, Economy, and Equal Justice indicators are already optimal. The Timeliness indicator is not yet optimal, as the time frame provided does not comply with the Standard Operating Procedure (SOP). The Quantitative Criteria indicator has two criteria that are not yet optimal: the use of modern technology and the increasing frequency of complaints each year. The conclusion of this study is that the implementation of population administration services, particularly family card services at the Rejosari Barat Village Office, is not yet fully optimal. The recommendations given include installing SOP banners, improving facilities and infrastructure, enhancing employee openness, and increasing employee training.

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INTRODUCTION

Public service is an integral part of the governmental system mechanism, alongside other government functions. Additionally, public service is a key variable in regional autonomy. Regional autonomy can be considered successful if all variables within it are well-executed, one of which is by creating high-quality public services. This topic of public service increasingly demands attention and study due to the paradigm shift in administrative science, which will affect the performance of services.

Indonesia is a country that recognizes the importance of societal welfare and the harmony of all aspects of life, including public service policies. This is evident from the amendments to the 1945 Constitution, changes in regulations by governors, regents, or mayors, and the enactment of Law Number 25 of 2009 concerning Public Services. The government performs its services based on three main functions according to Thoha (2003:94): the public service function, the development function, and the protection function, which together produce the goods and services needed in Public Administration Ethics. These primary functions should form a strong foundation for the government to provide quality services to the public. When assessing the quality of public services provided by government officials, criteria are needed to indicate whether a public service is performed well or poorly, and whether it is of good quality or not (Agustina & Ismiyati, 2019). Quality services can be measured based on existing dimensions and indicators.

The National Institute of Public Administration (LAN) 1998 and the Ministerial Decree No. 81 of 1995 provide indicators for measuring public service quality, which include aspects of procedure, clarity and certainty, security, transparency, efficiency, economy, equitable justice, timeliness, and quantitative criteria. Therefore, the government has a responsibility to improve the quality of services in the public sector. These indicators serve as a

reference in community surveys to determine satisfaction and service quality.

The Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 35 Year 2012 sets the standard of service as a benchmark used as guidelines for the implementation of services and as a reference for assessing quality as the organizer's obligation to the public in providing quality, effective, and efficient services. Meanwhile, in the Ministry of Home Affairs Regulation Number 111 Year 2014 concerning Technical Guidelines for Regulations in Villages, public service standards are intended as a benchmark for Regional Apparatus performance in providing services to service recipients. One area of public service in a government institution is population administration, which often involves official documents.

The West Rejosari Village Office, as one of the village-level governments in Terseno District, Batang Regency, provides public services to its residents. This office serves a significant population based on family card data. Given the increasing population quantity based on family cards in West Rejosari Village annually, public service in the field of population administration must continually be improved to ensure that the services received by the community are of high quality. Quality service is a strategy to gain trust and satisfaction from the public.

Population administration public services in West Rejosari Village are carried out by the West Rejosari Village Office. The types of public services provided by this office are outlined in Batang Regent Regulation Number 10 Year 2016 concerning the Organization Structure and Work Procedures of the Village Government, which includes requirements and procedures for population registration. One of the services provided is the management of family cards (KK). Issuing family cards is a fundamental government service to its citizens. The family card is a crucial document in population administration that every family must possess, containing data such as names, family member composition, status, occupa-

tions, and other personal information. Additionally, the family card serves as the basis for obtaining national identity cards (KTP) and fulfilling other citizenship rights.

The public service for population administration at the Rejosari Barat Village Office has not yet provided satisfactory service to its users. This issue arises from the ability of officials to manage services such as Family Cards (KK), feedback from service users, and the support of community complaints. Satisfaction and dissatisfaction represent a comparison between customer expectations and the reality of service quality experienced by customers, aiming for continuous satisfaction (Sinaga & Kusumantoro, 2015). This indicates a discrepancy between the provided services and the established Standard Operating Procedures (SOP). According to Hardiansyah (2018:12), public service is defined as the provision of services to the community and other organizations interested in the organization, in accordance with the basic rules and procedures aimed at providing satisfaction to service recipients. In practice, the Rejosari Barat Village Office has not fully addressed the needs of its community.

The Rejosari Barat Village Office has distinct characteristics in administering population services, different from other village offices in Batang Regency. It implements population services through an SPP system approved in 2020, providing online services. The staff manages all population services, including Family Cards, processed through an online application after fulfilling the necessary requirements by the concerned community. This application is accessible only by service staff, containing data entry for population management of Rejosari Barat Village residents to the Batang Regency Population and Civil Registration Office.

Adelina, S. E., & S. Martono (2015) highlighted that the quality of public services in population administration in the districts of Salatiga City is still lacking. This is evident in the tangible aspect (physical evidence), where the community perceives long waiting times.

In the reliability aspect, the community perceives the punctuality of staff in completing tasks is sometimes not in line with the specified SOP timeframes. Regarding responsiveness, while staff in Salatiga City districts are generally responsive to community needs, there are instances where staff are less responsive. In the assurance aspect, the community perceives that staff have not fully resolved barriers during service processes. Further research by Fahrullah, et al. (2018) indicated several indicators in the public service provision for population administration in the Rapak Village office, Loa Janan Ilir District, have not met community expectations, particularly in dimensions of tangible (physical evidence), reliability, and responsiveness, such as limited service facilities and infrastructure, low quality of human resources, and insufficient transparency in service procedures.

Public response to the population administration services in Rejosari Barat Village reflects the community's reception of services and the dynamics towards good local government governance. However, current public services provided by government officials are still facing ineffective and inefficient service delivery. Observations and interviews conducted on Monday, October 25, 2021, show that the service process is not optimal, indicated by a queue of seven people with only one service counter available. The community prefers Mondays due to the lack of staff and village heads on other days, hindering the service process. Based on the SOP documents from the Rejosari Barat Village Office, the services provided are less effective and efficient. For example, processing a Family Card as per the SOP should take seven days, but in reality, it takes 15-20 days, as per community complaints. This discrepancy between the SOP and actual services highlights inefficiencies.

The quality of human resources at the Rejosari Barat Village Office is inadequate, as demonstrated by low staff performance capabilities. Interviews on Wednesday, October 13, 2021, from 09:00 to 10:30 WIB, revealed that out of two service staff, one had difficulty

using advanced technology, impeding service delivery. This issue arises because one of the service staff only holds a high school diploma, lacking the competence to operate technology effectively. Complaints can be made through the KIM (Community Information Group) managed by village staff and including all residents. More complaints are received through this media compared to direct complaints or suggestion boxes, which only had one complaint in the past year, reflecting the technology-driven communication preference. During a pre-survey on Monday, March 29, 2021, from 10:00 to 11:00 WIB at the Rejosari Barat Village Office, it was found that there is a lack of information on service requirements provided by village staff. Additionally, an observation on Thursday, April 1, 2021, from 09:00 to 09:30 WIB, revealed inadequate facilities and infrastructure, such as seating for waiting community members, with only four chairs available despite having five to eight visitors simultaneously. Ideally, the village office should provide ten waiting chairs.

The above phenomena highlight the need to examine the Rejosari Barat Village Office's primary functions and roles in providing services, where officials are expected to be closer to the community as the serviced and empowered party. This situation has motivated the author to research and study "Population Administration Services: Realizing Quality Service."

METHODS

This study employs a descriptive research design with a qualitative approach to examine the quality issues of public service in population administration, particularly Family Card (KK) services, the challenges faced in delivering these services, and the community's satisfaction with KK services at the Rejosari Barat Village Office. According to Moleong (2016:6), qualitative research aims to understand phenomena experienced by research subjects, such as behavior, perceptions, motivations, actions, etc., holistically and descriptively

in the form of words and language within a specific natural context using various natural methods.

Data for the study is collected through observation, interviews, and documentation. The data sources include both primary and secondary data. Primary data is obtained from informants using purposive sampling and snowball sampling techniques. There are 14 informants in this study, including the Head of the Public Service Section, Population Service Officers, and 10 community members who use the KK service. Secondary data comprises the service SOP, community complaints data, and other official documentation.

Credibility testing is essential in qualitative research to ensure the validity of the collected data. This study employs extended observation and triangulation, including source and technique triangulation, to ascertain the accuracy of the research data. Data analysis aims to collect, qualify, and conclude the research data. This study uses the Miles and Huberman or Interactive Model Analysis. The three components of the interactive model analysis are data reduction, which simplifies the data; data presentation, which organizes the reduced data; and conclusion drawing, which involves deriving new findings that have not previously existed.

RESULTS AND DISCUSSION

The Rejosari Barat Village Office is a local government institution responsible for delivering public services at the village level. The provision of these services is mandated by Regional Regulation No. 7 of 2015. Therefore, government institutions like the Rejosari Barat Village Office are expected to provide services that are straightforward, quick, and of high quality, meeting community expectations. The Rejosari Barat Village Office, located at Jalan Melati, Dukuh Gedongan, Desa Rejosari Barat, Kecamatan Tersono, Kabupaten Batang, serves as a local government entity at the village level in Batang Regency.

The Rejosari Barat Village Office caters to the public administration needs of a single village comprising six hamlets: Dukuh Gedongan, Dukuh Limbangan, Dukuh Pejaten, Dukuh Miluwung, Dukuh Gondosuli, and Dukuh Kebonpetung. The village has a population of 2,756 people, with 1,368 males and 1,388 females, distributed across 919 family cards. The total area of Rejosari Barat Village is 221.214 hectares, bordered by Amongrogo Village to the north, Rejosari Timur Village to the east, Sendang Village to the south, and Ngaliyan Village to the west.

The Rejosari Barat Village Office employs 11 staff members. The Rejosari Barat Village Office is staffed by a dedicated team, starting with the Head of Village, Mr. Widiyono, who holds a high school education. The Village Secretary and Civil Registry Officer,

Mr. Handoko, brings a Bachelor’s degree in Communications to his role. The office also includes two section heads: the Finance Section is led by Mr. Sodikin, and the Planning Section by Mr. Haruno, both of whom have a high school education. Additionally, there are three heads of division: the Head of Governance Division, Mr. Abdul Rokhman; the Head of Welfare Division, Mr. Untung; and the Head of General Services Division, Ms. Martha Christiana, who holds a D3 degree. The Population Service Officer, Mr. Abdul Rokhim, also has a high school education. This team works collaboratively to manage and deliver public services effectively to the community. As a local government institution at the village level, the Rejosari Barat Village Office provides a variety of public services. These services are often referred to as the Practical Service System (Sistem Pelayanan Praktis). The types of public services provided by the Rejosari Barat Village Office are listed in the Table 1.

The Rejosari Barat Village Office is a local government institution that provides public services. The public service delivery at the Rejosari Barat Village Office utilizes the Practical Service System (SPP), which serves the community online. SPP facilitates population services, including the Family Card (KK) service. This online administrative service application has been implemented at the Rejosari Barat Village Office since 2020. The office adopted SPP after receiving recognition and awards for its excellent service, free from collusion, corruption, and nepotism, from the Department of Population and Civil Registration. SPP can only be used by service officers at the Rejosari Barat Village Office, meaning that all services are managed by these officers. Community members only need to visit the office to submit required documents and collect the final service products.

Table 1. Types of Services

No.	Service Type	Services Provided
1.	Population Services	Family Card (KK) Identity Card (KTP) Transfer Letter Child Identity Card (KIA) Certificate of Domicile
2.	Civil Registration	Birth Certificate Death Certificate Marriage Certificate Divorce Certificate Change of Citizenship Registration Status Certificate Business/Building Permit Heir Certificate Education Certificate Certificate of Indigence Travel Permit Loss Report Name Change Registration

Source: Processed secondary data, 2023

Quality of Family Card (KK) Services Based on Indicators

Simplicity

Simplicity in service is essential, as every simple service activity is operated easily, orderly, and integrally. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, simplicity is defined regarding the procedures or steps to perform services provided by the service provider quickly, without complications, and easily understood by service users. Service procedures here mean the service procedures for both providers and recipients of services, including complaints.

Public services at the Rejosari Barat Village Office have already implemented simplicity indicators according to their operational definitions. The service procedures applied at the Rejosari Barat Village Office are the basis for assessing service quality on the simplicity indicator. When the community carries out the service, the officer will first inform them about the procedures they must follow. The service procedures provided are very simple, one of which is the procedure for the family card service, where the community comes to the Rejosari Barat Village Office with complete requirements, then queues according to the order of arrival and proceeds to the service counter to submit the requirements and fill out the family card application form. The next stage involves the service officers processing the application to the higher government institutions handling the family card issuance, known as practical services. Once the family card is ready, the service officer will inform the concerned community member. Service procedures are crucial and impact public service processes and customer satisfaction. Erni (2019) argues that service quality will be maximized if public service providers can contribute to simplicity.

Clarity and Certainty

The clarity and certainty indicator emphasizes whether the public service process

provided by service officers meets the expectations of the community. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, service providers must include components of clarity and certainty in their services, such as clear procedures, clear and definite service requirements, employee responsibilities, clear and definite service fees, and clear service completion times.

Public services at the Rejosari Barat Village Office have implemented the clarity and certainty indicators in providing services to the community. The service procedures provided by the Rejosari Barat Village Office are simple, easily understood by the community, and not convoluted. However, in population services such as family card services at the Rejosari Barat Village Office, there are still community members unaware of the required documents, which hinders the service process. The service officers at the Rejosari Barat Village Office have fully taken responsibility for providing good services to the community. The Rejosari Barat Village Office does not charge any service fees as per the SOP. The service completion time is crucial for the success of public services provided at the Rejosari Barat Village Office. The slow service completion time for family cards is due to the unresponsiveness of the officers in processing the applications.

The clarity and certainty indicators highlight the need for clear and certain information regarding service requirements and completion times. This issue is evidenced by service users struggling with the requirements for family card applications due to a lack of information dissemination. The Rejosari Barat Village Office, as a local government institution, must provide clear and accurate information to satisfy service users. Clear and certain services lead to higher service quality, and clarity and certainty are vital for enhancing service quality. Syurandhari (2016) emphasizes the importance of clarity and certainty in service delivery, suggesting that it reflects the ability of employees to provide prompt, accurate, and satisfying services.

Security

Creating public services in government institutions requires security in the service implementation process to make service users feel safe. The security indicator, according to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, implies that the service process results should ensure security, comfort, and legal certainty for the community. Service employees are expected to have professional performance in providing services, as the service process outcomes determine security and improve service quality. Public services at the Rejosari Barat Village Office have maximized the security indicator, particularly in the family card issuance process. However, minor errors occur due to the officers' lack of diligence in processing community services. Public service quality assessments have met community expectations, but there are instances where officers make data entry or typing errors, such as in names, dates, months, or years of birth. In such cases, officers are responsible for reprocessing the family card. If a family card service result is incorrect, the community must reapply to ensure data validity. Service officers strive to provide secure service processes to balance public service quality. Hariyanto (2021) asserts that service processes and products must ensure security as expected by the community.

Transparency

Public services at the Rejosari Barat Village Office have not yet implemented the transparency indicator. Service employees have not been open about all information related to services. This is evidenced by many community members being unaware of the requirements for family card services due to a lack of socialization. The absence of socialization activities about family card service requirements and the unavailability of information boards regarding the requirements lead to low service quality. The researcher conducted observations, interviews, and documentation, concluding that the transparency indicator is not yet well-implemented at the Rejosari Barat

Village Office. Quality service is achievable if service providers are transparent about all information related to services. Gravera (2013) highlights that transparency significantly impacts service delivery, ensuring that all service information is communicated to the community.

Efficiency

Efficiency is defined as the input and output in providing services. A service is considered efficient if the service provider has prepared the inputs, such as time and service costs, easing the burden on service users. Bureaucracy must deliver efficient services in terms of cost and time. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, efficiency means the service provider limits repetitive requirements while ensuring the integration of requirements with the processed service products.

Public services at the Rejosari Barat Village Office have implemented efficiency indicators in providing services to the community. The integration of family card service requirements and service outcomes meets community expectations. If the community knows the requirements, they can easily complete the family card application, minimizing repeated submissions. In the modern era, service providers must be responsive to community expectations to enhance satisfaction and quality. Inefficient services at the Rejosari Barat Village Office would hinder the service process and lower public service quality. Employees strive to provide good services, such as simplifying service requirements to prevent repeated submissions and lengthy completion times. Ma'ruf (2021) argues that public service quality can be improved by encouraging employees to perform their duties efficiently.

Economical

Service provision is considered economical if it charges reasonable fees without burdening service users. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, service in-

stitutions must set fees considering the service value or goods to users without demanding high costs, adhering to the applicable SOP. Economical indicators significantly affect service quality; unreasonable fees lead to poor quality perceptions. Service employees must charge fees as per the SOP.

Public services at the Rejosari Barat Village Office have implemented the economical indicator by providing free family card services as per the SOP. The service is free, following regional regulations, except for external costs like stamps, which the community must purchase themselves. Free services enhance public service quality and can be considered economical. Service users will have higher satisfaction and trust in the service provider if fee guarantees are in place. Panjaitan (2019) states that service employees should guarantee service fees, ensuring users don't incur unnecessary costs. Musseng (2018) supports that service fees should be fair and not burden service users, crucial for evaluating employee performance and ensuring quality economical services.

Fairness

Organizations must provide services accessible to all community layers, ensuring equal service distribution and avoiding discriminatory practices. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, fairness means service providers strive to distribute services fairly and equitably. Public services at the Rejosari Barat Village Office have implemented the fairness indicator by applying a queuing system based on arrival order. Fair and equal service means every community member receives the same service for family card applications. Employees must prioritize according to arrival time, ensuring equal treatment. Fairness is a responsibility for employees to ensure community satisfaction. Hasibuan (2005) states that good service is fair, prompt, and ethical, providing equal welfare to all community members.

Timeliness

Government institutions as service providers must prioritize time utilization for service processes. Timeliness is implemented according to consistent rules. According to the National Administration Institute (LAN) (1998) and Kepmenpan No. 81 of 1995, timeliness is defined by the service duration set by the service provider, adhering to the SOP. Public services at the Rejosari Barat Village Office have not yet implemented timely family card services well. Timeliness significantly impacts service quality. Service officers provide family card services within 15-20 days or even a month, contrary to the SOP, which requires a maximum of 7 days. Service officers must consistently provide timely services to ensure community satisfaction. Consistent service timing is crucial for good service quality. Indriaty (2016) emphasizes the importance of timeliness in service delivery for user satisfaction.

The public services at the Rejosari Barat Village Office have implemented quantitative criteria indicators in two categories, including the number of users of family card management services over the last three months from November 2021 to January 2022, which has seen an increase. The criterion for the duration of public service provision is adjusted according to the management process, with the estimated time for community members to manage their affairs at the service counter being around 20-30 minutes. This duration is considered standard, not too slow for employees in serving the community. However, there are some shortcomings in public services at the Rejosari Barat Village Office, particularly in the use of modern equipment. There are employees who lack proficiency in using modern technology, such as computers. This often hinders the service delivery process, as employees who do not understand how to use computers frequently ask for assistance from other employees while providing services and cannot enter data into the family card application, often resulting in typing errors. The

presence of employees who are not proficient in using computers leads to prolonged service delivery times and dissatisfaction among many community members when served by these employees.

Another criterion that has not met community expectations is the number of complaints from family card service users, which has increased. Complaints from the community are made through social media, such as WhatsApp groups and the Rejosari Barat Village Facebook page, managed by service employees and including all members of the Rejosari Barat Village community. These complaints mainly concern the slow proces-

sing of family cards, taking 15-20 days, whereas it should only take 7 days as stated in the SOP.

Service Quality Challenges and Suggested Efforts

The implementation of administrative services, especially family card services at the Rejosari Barat Village Office, based on research findings and discussions guided by observations, interviews, and documentation, reveals that there are still challenges in the service process. Researchers have suggested efforts that can be used as evaluations for each indicator. The Rejosari Barat Village Office is

Table 2. Service Quality Challenges and Recommended Efforts

No.	Indicator	Challenges	Recommended Efforts by Researchers
1.	Simplicity	The Simplicity indicator has been well implemented.	Maintain and enhance quality in this indicator to improve further.
2.	Clarity and Certainty	Lack of clarity and certainty regarding service requirements and completion times.	Install SOP banners with all relevant service information and adhere to the specified timelines in the SOP.
3.	Security	The Security indicator has been well implemented.	Maintain and enhance quality in this indicator to improve further.
4.	Transparency	Lack of awareness among service officers to provide information to the public.	Enhance transparency among service officers regarding all service-related information and install SOP banners.
5.	Efficiency	The Efficiency indicator has been well implemented.	Maintain and enhance quality in this indicator to improve further.
6.	Economy	The Economy indicator has been well implemented.	Maintain and enhance quality in this indicator to improve further.
7.	Even-handedness	The Even-handedness indicator has been well implemented.	Maintain and enhance quality in this indicator to improve further.
8.	Timeliness	Lack of assurance of timeliness and frequent delays in document issuance.	Conduct performance evaluations of service officers to adhere to specified timelines in the SOP.
9.	Quantitative Criteria	Low proficiency of service personnel in using modern technology and increasing complaints annually.	Enhance the proficiency of service personnel in using modern technology through training and responsive handling of community complaints.
10.	Lack of Facilities	Insufficient facilities and infrastructure for family card services at the Rejosari Barat Village Office.	Maximize facilities and infrastructure, and conduct regular reviews.

Source: Processed primary data, 2023

one of the village-level local government units that plays an important role in providing public services. The implications of the functions of the state apparatus by government agencies are provided through the provision of public services. The challenges encountered by the Rejosari Barat Village Office in the process of public service delivery affect the quality of service assessment. The challenges highlighted by the Rejosari Barat Village Office in improving the quality of public services in the field of population administration, especially family card services.

Based on the Table 2, it is evident that the issues affecting the quality of civil registration services, particularly the family card (KK) services, are not yet fully optimal. Challenges are identified in the indicators of Clarity and Certainty, Transparency, Timeliness, and Quantitative Criteria. Meanwhile, indicators such as Simplicity, Security, Efficiency, Economy, and Even-handedness do not pose significant challenges, as they are already considered optimal based on their respective indicators.

In the Clarity and Certainty indicator, two challenges have been identified: unclear service requirements and uncertain service completion times. The community still faces difficulties with KK service requirements due to the absence of clear SOP information boards and inadequate communication from service personnel regarding these requirements. Additionally, there is uncertainty about when the documents from the service will be provided to the concerned community members, leading to discrepancies between the SOP-stipulated service completion times and those experienced by the community.

The Transparency indicator also presents a challenge, as service officers at the Rejosari Barat Village Office do not consistently provide open communication about civil registration service-related information. The absence of SOP information boards complicates access to information for the community. Regarding the Timeliness indicator, there is an issue with ensuring timely service. The KK

service implementation at the Rejosari Barat Village Office does not adhere to the SOP-specified timelines, resulting in delays in service delivery. Service personnel are not responsive enough in processing KK services promptly, leading to prolonged waiting times.

To address these challenges in KK service implementation at the Rejosari Barat Village Office, proactive measures are necessary. For instance, installing SOP banners containing comprehensive service-related information and ensuring that service personnel strictly adhere to the specified timelines in the SOP would significantly improve service delivery alignment with community expectations. Efforts to improve transparency in service information are crucial to mitigate user dissatisfaction. Researchers observed instances where service users provided incorrect or incomplete service requirements and attempted to receive services outside of operating hours due to their lack of information. If left unaddressed, these issues could persist, undermining the effectiveness and efficiency of service delivery.

Furthermore, addressing the challenge of inadequate proficiency among personnel in using modern technology should involve regular training or courses. Researchers encountered one civil registration service officer who struggled with modern technology, significantly impeding service processes. Implementing regular training or courses could swiftly enhance the competencies needed.

Lastly, improving inadequate facilities and infrastructure involves enhancing essential facilities supporting service processes. Researchers noted insufficient infrastructure, such as a single computer for data storage and processing civil registration services, leading to delays when multiple officers need simultaneous access. Additionally, inadequate seating for waiting queues further inconveniences service users. Enhancing these facilities and infrastructure would significantly enhance service quality at the Rejosari Barat Village Office, providing satisfactory experiences for service users.

CONCLUSION

The conclusion drawn from this research is that the quality of civil registration services, particularly the Family Card (KK) services at the Rejosari Barat Village Office, is not yet satisfactory. Users of the Family Card (KK) services express dissatisfaction with the services provided by the personnel at the Rejosari Barat Village Office. This is evidenced by the lack of clarity and certainty regarding the criteria and requirements of the Family Card (KK) service products, as well as the untimely completion of services by the personnel. Furthermore, regarding the transparency indicator, service personnel at the Rejosari Barat Village Office have not been sufficiently open to all service users regarding all information related to Family Card (KK) services. Another issue is the lack of adherence to the stipulated timelines as per the Standard Operating Procedures (SOP). Additionally, in terms of the quantitative criteria indicator, the performance capability of civil registration service personnel in utilizing modern technology to deliver services is inadequate.

Based on these conclusions, the service personnel at the Rejosari Barat Village Office have not met the expectations of service users, which has resulted in unsatisfactory quality of civil registration services. Users of the Family Card (KK) services have expressed their complaints or grievances through social media and other direct means. However, there are some indicators that have supported the Family Card (KK) service processes at the Rejosari Barat Village Office, including the simplicity of procedures, satisfactory security of service outcomes, good efficiency, economical fee imposition, and equitable treatment of all service users by personnel.

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