



STRATEGY OF PUBLIC SERVICE IMPROVEMENT WITH GO DIGITAL-BASED AT DEPARTMENT OF POPULATION AND CIVIL REGISTRATION IN WAJO REGENCY

Yuniarni, Astriana Suandi, Ichsan Kasnul Faraby, Besse Herlina, Nurcaya

Program Studi Administrasi Publik Universitas Puangrimaggalatung

(Naskah diterima: 1 April 2025, disetujui: 28 April 2025)

Abstract

This study aims to discuss the Strategy for Improving Go Digital Based Services as well as supporting and inhibiting factors in the implementation of go digitalbased services at the Department of Population and Civil Registration in Wajo Regency. The type of research used is qualitative descriptive research. The research was located at the the Department of Population and Civil Registration in Wajo Regency. The technique of determining informants uses purposive sampling. Data collection techniques consist of interviews, observation and documentation. Data validity testing techniques using triangulation techniques. The results of research on the go-digital service improvement strategy at the Department of Population and Civil Registration in Wajo Regency show that the process of implementing the Go-Digital based service improvement strategy has been running effectively and efficiently. Supporting factors in implementing the strategy are supporting facilities and infrastructure, especially computers for each operator, operators who are quick to respond when there are changes in the flow of digital-based services from the center and the existence of complaint services that cause the Population and Civil Registration Office to continue to improve and innovate so that the services provided are better. While the inhibiting factor is in the form of many people who do not have android phones or computers to be able to access digital-based services, server networks from the center that sometimes experience interference or areas where people live that have not been reached by the network so as to hamper this digital-based service.

Keywords; strategy; service improvement; go digital

Abstrak

Penelitian ini bertujuan untuk membahas mengenai strategi peningkatan pelayanan berbasis go digital serta faktor-faktor pendukung dan penghambat dalam penerapan pelayanan berbasis go digital di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Wajo. Jenis penelitian yang digunakan adalah penelitian deskriptif kualitatif. Penelitian berlokasi di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Wajo. Teknik penentuan informan menggunakan *purposive sampling*. Teknik pengumpulan data terdiri dari wawancara, observasi dan dokumentasi. Teknik penguji keabsahan data dengan menggunakan teknik triangulasi. Hasil penelitian mengenai strategi peningkatan pelayanan berbasis go digital di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Wajo menunjukkan bahwa proses pelaksanaan strategi peningkatan pelayanan berbasis Go Digital telah berjalan secara efektif dan efisien. Faktor pendukung dalam penerapan strategi adalah sarana dan prasarana yang menunjang terutama komputer untuk tiap operator, operator yang cepat tanggap ketika ada perubahan alur pelayanan berbasis digital dari pusat serta adanya layanan pengaduan yang menyebabkan Dinas Kependudukan dan Pencatatan Sipil terus berbenah dan berinovasi agar



pelayanan yang diberikan lebih baik. Sedangkan faktor penghambat berupa masyarakat masih banyak yang tidak memiliki handphone android ataupun komputer untuk dapat mengakses pelayanan berbasis digital, jaringan server dari pusat yang kadang mengalami gangguan ataupun wilayah tempat tinggal masyarakat yang belum terjangkau jaringan sehingga menghambat pelayanan berbasis digital ini.

Kata kunci; strategi; peningkatan pelayanan; go digital

I. INTRODUCTION

COVID-19 is a global disaster that has affected nearly every country in the world. The emergence of the COVID-19 pandemic since late December 2019 has had a significant impact on public service systems, from economic and social aspects to education and daily life. Since its announcement in Indonesia, the government has taken steps to mitigate and address the global COVID-19 pandemic. One of the critical public services impacted by the COVID-19 pandemic is the Population and Civil Registration Service. The Go-Digital Civil Registration Service (Dukcapil) initiative marked the beginning of a transformation in population services, specifically through digitizing services to accelerate the completion of population document processing. This Go-Digital Civil Registration Service was further strengthened by the issuance of Minister of Home Affairs Regulation Number 7 of 2019 concerning Online Population Administration.

Before the pandemic, the Wajo Regency Population and Civil Registration Service implemented a direct service concept, requiring the public to come directly to the Wajo Regency Population and Civil Registration Service Office with necessary documents to receive services. During the pandemic, the Wajo Regency Population and Civil Registration Office shifted its in-person services to online services through the Telegram app.

Regarding digital-based services, the author's observations indicate that digital-based services require facilities and infrastructure, particularly computers for operators to support effective and efficient service delivery. This includes operators who are technologically savvy to expedite the issuance of population documents. Services at the Wajo Regency Population and Civil Registration Office are highly dependent on the network. The implementation of this policy is also influenced by factors that can hinder the service process, including some residents who are not yet technologically savvy, who do not fully understand the digital-based service flow, and some who lack the tools, such as mobile phones, laptops, or computers, to access these services.

Based on the background of the problem outlined above, the focus of this research is the strategy for improving digital-based public services and the factors that support and

hinder this service improvement strategy at the Wajo Regency Population and Civil Registration Office.

Administration, in the narrow sense, is the systematic compilation and recording of data and information with the aim of providing information and facilitating its retrieval as a whole and in relation to one another. In other words, it is called clerical work, office work. As Munawardi (2007:36) states, "Administration means administration that encompasses every neat and systematic arrangement and written determination of facts with the aim of obtaining a comprehensive view and the reciprocal relationship between one fact and another."

According to Siagian (2006:13), administration is defined as the entire process of cooperation between two or more people based on a certain rationality to achieve predetermined goals. There are two things contained in the above definition: first, administration as an art is a process whose beginning is known but its end is unknown. Second, administration has certain elements: the presence of two or more people, the presence of a goal to be achieved, the presence of tasks or duties to be performed, and the presence of equipment and supplies to carry out those tasks. Equipment and supplies also include time, place, material equipment, and other resources. Third, administration as a collaborative process is nothing new, having emerged alongside the rise of human civilization. Strictly speaking, administration as an art is a social phenomenon.

According to Dwight Waldo in Syafri (2012:20), public administration is the organization and management of human and material resources (equipment) to achieve government/state goals. Woodrow Wilson in Syafri (2012:21) states that public administration is the business or practice of government affairs because the government's goal is to carry out public work efficiently and, as far as possible, in accordance with the tastes/desires of the people. Meanwhile, according to Nigro and Nigro in Syafri (2012:20), public administration is a collaborative effort within a state organization, encompassing the executive, judicial, and legislative branches, thus constituting part of the political process related to the private sector in providing services to the public.

Meanwhile, Henry in Pasolong (2010:8) states that: "Public Administration is a complex combination of theory and practice, with the aim of promoting an understanding of government in its relationship with the governed, and also encouraging public policy to be more responsive to social needs." Public administration seeks to institutionalize management practices to align with the values of effectiveness, efficiency, and better fulfillment of societal

needs. Meanwhile, Waldo in Pasolong (2010:8) defines "Public administration as the management and organization of people and equipment to achieve government goals."

According to Dwiyanto (2012:14), public service tends to be a concept frequently used by many parties, both practitioners and scientists, with varying meanings. Historically, public service was initially understood simply as a service provided by the government. All goods and services provided by the government were then referred to as public services. According to Sinambela et al. (2010:5), public service is defined as providing services (servicing) the needs of individuals or communities who have an interest in the organization in accordance with established basic rules and procedures. Furthermore, according to Law No. 25 of 2009 concerning Public Services, public service is an activity or series of activities aimed at fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and administrative services provided by public service providers.

Meanwhile, Minister of Administrative and Bureaucratic Reform Decree Number 63 of 2003 defines "Public Service" as all service activities carried out by public service providers as an effort to meet the needs of service recipients and to implement statutory provisions.

The principles of public service, according to Minister of Administrative and Bureaucratic Reform Decree Number 63 of 2003, are as follows:

- a. Transparency: Open, easy, and accessible to all parties in need, provided in an adequate and understandable manner.
- b. Accountability: Responsible for services in accordance with statutory provisions.
- c. Conditional: appropriate to the conditions and capabilities of the service provider and recipient, while adhering to the principles of efficiency and effectiveness.
- d. Participatory: encouraging community participation in the provision of public services by taking into account the aspirations, needs, and expectations of the community.
- e. Equal rights: non-discrimination, meaning no distinction is made based on ethnicity, race, religion, social class, gender, or economic status.
- f. Balance of Rights and Obligations: providers and recipients of public services must fulfill their respective rights and obligations.

Strategy is developed by decision-makers to determine the appropriate steps to take to solve the problems they face. The strategies developed must be implemented once the problems are resolved. This allows implementation to serve as a benchmark for the strategy. Strategy is essential for every individual, organization, business, and government to take

planned and directed actions to achieve their goals. Salusu (2006) comprehensively defines strategy as follows:

- a. Strategy is a consistent, unified, and integral pattern of decisions.
- b. Determining and presenting the organization's objectives in terms of long-term goals, action programs, and resource allocation priorities.
- c. Selecting the areas in which the organization will operate or will operate.
- d. Striving to achieve sustainable advantages by responding appropriately to opportunities and threats from the organization's external environment, as well as to its strengths and weaknesses.
- e. Involving all levels of the organization's hierarchy.

According to Umar (2001), strategy is a process of determining plans by top leaders focused on the organization's long-term goals, accompanied by the development of methods or efforts to achieve these goals. Meanwhile, according to Tjiptono (2008), strategy is an overall approach related to the ideas, planning, and execution of an activity over a specific period of time. A good strategy can coordinate work teams that adhere to the principles of rational implementation of ideas, efficiency in funding, and have tactics to achieve goals effectively.

Meanwhile, according to Nawawi (2015:18), the term "government" refers to public institutions or agencies that function to strive to achieve state goals. The government is a special element with the highest position and can direct other elements.

According to Tjiptono (2000:132), a strategy for improving service quality must include the following:

1. Customer/community service attributes. Service delivery must be timely, accurate, and with attention and friendliness.
2. Approaches to improving service quality. This is a crucial aspect in creating customer satisfaction. This is primarily due to cost, time, and the impact of customer service.
3. Management implementation must define the scope of service quality and customer service levels as part of organizational policy.

According to Akdon (2017), information technology (IT) is the work tools and software needed by an organization to achieve its goals. Therefore, in managing their various resources, organizations today utilize information technology infrastructure through the use of various technologies operated and managed by humans, including public sector organizations that serve complex public needs.

Information technology's impact on public services within government is related to e-government (electronic government), which is an effort to develop governance through the use of electronic media to improve the quality of public services.

By optimizing the use of information and communication technology, a management system and work activities are established within the government environment. E-government is an effort to disseminate electronic-based forms of government. According to Indrajit (2005), e-government can improve internal management and enhance public services. With E-Government, we can simplify, cheapen, speed up, lighten and beautify life and accelerate the acceleration of ICT development between regions, regionally and nationally.

II. RESEARCH METHODS

The research location will be conducted at the Wajo Regency Population and Civil Registration Office. This research is a qualitative descriptive study, namely a research method used to describe facts and information in the field whose data is in the form of descriptions of research objects, namely words, images and numbers that are not generated through statistical processing.

The focus of the research is the concentration of concentration on the objectives of the research to be carried out so that it must be stated explicitly to facilitate observation. The focus of this research is the strategy for improving service quality through the implementation of Go-Digital and the supporting and inhibiting factors in Go-Digital-based services at the Wajo Regency Population and Civil Registration Office. The strategic concepts in this research are: a). Service Attributes (1) Facilities and Infrastructure, namely facilities are everything that can be used as a tool in achieving goals and objectives, while infrastructure is everything that is the main support for the implementation of a process. (2) Service Delivery is the activity to communicate, convey and provide information to all levels of society regarding the services to be provided. b). The approach to improving service quality involves indicators implemented by the Wajo Regency Population and Civil Registration Office and the public in the service process, including cost, time, and service impact. c) Management implementation: The Wajo Regency Population and Civil Registration Office must determine the scope of service quality and customer service levels as part of organizational policy through selection, training, and community satisfaction.

Based on observations, the research subjects, the sources of information or informants were the Head of the Wajo Regency Population Office, the Head of the Population Administration Information Management Division, a computer operator, and two community

members who served as service users and recipients.

Data collection techniques included interviews, observation, and documentation. According to Miles and Huberman (in Sugiyono, 2020: 132-134), qualitative data analysis techniques are interactive and ongoing until complete, resulting in data saturation. Data analysis activities include data collection, data reduction, data display, and conclusion drawing/verification.

III. RESEARCH RESULTS

The research was conducted at the Wajo Regency Population and Civil Registration Office. The COVID-19 pandemic, which restricted activities and prohibited large gatherings, led to restrictions on public gatherings. Similar to other service offices forced to limit services, the Wajo Regency Population and Civil Registration Office launched online population administration services for Family Cards, Birth Certificates, and other documents.

The Population and Civil Registration Office has implemented innovation and strategies in public services during the COVID-19 pandemic by implementing the technology-based service "Dukcapil Go Digital." One of the services offered is registration via Telegram using a number provided by the Wajo Regency Population and Civil Registration Office. Applicants will receive a link via Telegram, which will then proceed with the online registration process.

This Telegram service allows applicants to register online from home using the Telegram app and then send photos of their documents upon receiving a queue number. An operator at the office will then process the applicant's documents. If any documents are incomplete, the operator will quickly chat with the applicant to request completion, or perhaps because there are additional forms to fill out. During the online registration process, applicants can also choose to print at home or at the Population and Civil Registration Office. The Wajo Regency Population and Civil Registration Office has continued to innovate and digitize population administration services during the pandemic by launching the Print-at-Home Adminduk Service. The Directorate General of Civil Registration (Dukcapil) of the Ministry of Home Affairs has developed a system using electronic signatures, allowing all population documents (except e-KTP and KIA) to be printed on white HVS paper. Documents printed on 80-gram HVS paper are guaranteed to have the same legal force as previous population documents printed on security paper. This change is regulated in Articles 12 and 21 of Home Affairs Ministerial Regulation No. 109 of 2019 concerning Forms and Books Used in Population Administration.

To determine how successful strategies are in improving service, researchers used Tjiptono's theory, which discusses the attributes of service improvement strategies. These attributes include service attributes (facilities and infrastructure and service delivery), approaches to improving service quality (service process, time and cost), and management implementation (selection and training, and customer satisfaction).

Regarding service attributes, service attributes can be seen in the facilities and infrastructure and service delivery. Facilities and infrastructure are the most important considerations before implementing the Go Digital service at the Wajo Regency Population and Civil Registration Office. This is to ensure that implementation runs as expected. Regarding facilities and infrastructure at the Wajo Regency Population and Civil Registration Office, the Go Digital service strategy has been implemented quite well. Referring to the facilities and infrastructure at the Wajo Regency Population and Civil Registration Office, computers have been provided to access the Population Administration Information System (SIAK) application to provide population services, as a support for service communication through the Telegram application and Wi-Fi facilities available at the Wajo Regency Population and Civil Registration Office so that services can run efficiently, effectively and responsively. Supporting the well-running service process, the Wajo Regency Population and Civil Registration Office conveyed the form and changes in services from the beginning of Covid-19, namely digital or online based which can be accessed through the Telegram application. Furthermore, service delivery is an activity carried out by the Population and Civil Registration Office in conveying and providing information to the public regarding this Go-Digital-based service. In fact, this indicator has been met by the Wajo Regency Population and Civil Registration Office by utilizing online media to conduct socialization regarding digital-based service procedures. This delivery is carried out through the official website of the Wajo Regency Population and Civil Registration Service, pamphlets, billboards, the official Facebook account of the Wajo Population and Civil Registration Service, the social media accounts of employees and operators and also through delivery to the public who come directly to the Wajo Regency Population and Civil Registration Service.

Regarding the approach to improving service quality, including the service process itself, the Wajo Regency Population and Civil Registration Office, in its digital-based service strategy, is in accordance with laws and regulations, reinforced by the issuance of Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 7 of 2019 concerning

Online Population Administration Services. Therefore, with this strategy, especially during the pandemic until now, it has run smoothly, effectively, efficiently, transparently, and accountably. Go Digital-based services are fast and easy because they no longer need to queue at the Wajo Regency Population and Civil Registration Office. This can reduce costs because people no longer have to incur transportation costs for those who live far away to the Population and Civil Registration Office. It also saves printing costs because population documents no longer have to be printed at the office because they can be printed at home. In terms of time, residents can process population documents from home, saving time by eliminating the need to pick up a cover letter from the village/sub-district office. They can simply upload files to the Wajo Regency Population and Civil Registration Office's Telegram service, which will then be processed by an operator. All population document services can be processed online, except for data element changes, e-KTP recording and printing, Child Identity Card (KIA) printing, and Digital Population Identity (IKD) registration.

Similarly, management implementation is crucial to ensure public satisfaction with public services. Selection and training related to Standard Operating Procedures (SOPs) are standard practices implemented by the Wajo Regency Population and Civil Registration Office. Employees selected as computer operators are familiar with digital-based service procedures. This training covers the use of the Population Administration Information System (SIAK), an application for population document data processing, and other supporting applications routinely used at the Wajo Regency Population and Civil Registration Office. Operators' ability to provide digital services is a key factor in ensuring effective and efficient service delivery. Regular evaluations are conducted to maximize service performance. In public services, customer satisfaction refers to the satisfaction of the public. This is how satisfied the public is with public services at the Wajo Regency Population and Civil Registration Office. Given that the government's function is to serve the public, the benchmark for successful public service delivery is the level of public satisfaction. Recipient satisfaction is considered successful if the service meets their needs and expectations. The Wajo Regency Population and Civil Registration Office strives daily to provide the best possible service to the public, innovating to develop an online service system to simplify the process of managing population documents. One such effort is the provision of a service complaint center, allowing people experiencing difficulties processing population documents to contact the service. This complaint center can be accessed through a link on Telegram.

These strategies and programs facilitate the management of population data and documents, allowing them to be accessed anywhere, anytime, and even save time. This makes services more effective and efficient and anticipates the coronavirus outbreak at the start of the pandemic. Furthermore, this strategy is expected to improve the quality of service at the Wajo Regency Population and Civil Registration Office, accelerate mandatory document acquisition for Wajo Regency residents, and ensure excellent service.

Supporting factors for digital-based services include adequate facilities and infrastructure, including the provision of computers for each operator to handle population document processing and provide information to the public, supported by regular maintenance, which positively impacts service delivery. Information technology management resources, including competent employees and operators, are also available to utilize technology to improve digital services. Furthermore, information technology facilitates public access to necessary information anytime and anywhere without having to visit a service office. Because it is digital, this minimizes costs and saves time for those processing population documents. A complaint service section, provided via a Telegram link, facilitates quick reporting of any issues encountered during online services.

A hindering factor in the implementation of the Go Digital Dukcapil service is the inadequate internet network in some areas of Wajo Regency, and the lack of access to information technology devices such as Android phones and computers. Because this system is digital, it can only be accessed using a mobile phone or computer. Furthermore, frequent technical issues, such as power outages and network issues, both on the central population data server and on the devices used to access services, hamper the population document processing process. Furthermore, there is a lack of direct public awareness regarding the implementation of this digital-based service, resulting in some people remaining unaware. This lack of public awareness concerns the online population administration service system, which hinders the public's ability to effectively utilize technology to provide all kinds of information.

Based on the obstacles encountered in implementing Go Digital-based service improvements, the Wajo Regency Population and Civil Registration Office continues to improve and innovate to enhance service quality. The Wajo Regency Population and Civil Registration Office continues to implement its "jemput bola" (outreach) service program to improve service quality. This outreach system aims to expedite population administration document processing by visiting communities and providing services directly on-site. This

outreach service is provided by a team that travels to all sub-districts and villages, hospitals, and directly to people's homes, especially those with illnesses, the elderly, people with mental illnesses, and disabilities (vulnerable populations), as well as to prisons for those who have not yet registered for their e-KTP.

Furthermore, since the inception of this digital-based service, the Wajo Regency Population and Civil Registration Office has consistently conducted outreach programs in all sub-districts. Technical Guidance (BIMTEK) is also provided to all operators in the 14 sub-districts and several villages in Wajo Regency. This is expected to enable the Population and Civil Registration Office to serve those unfamiliar with digital services, those who are technologically illiterate, or those without IT devices such as Android phones and computers, ensuring they receive quality service and obtain the necessary population documents.

IV. CONCLUSION

Based on the results of the research and discussion that has been conducted, it can be concluded that the process of implementing the Go Digital-based service improvement strategy at the Wajo Regency Population and Civil Registration Office has been running effectively and efficiently and the implementation process and stages reviewed from the research aspect are quite good. Supporting factors in the implementation of the strategy are supporting facilities and infrastructure, especially computers for each operator so that population document services and providing information to the public are supported by regular maintenance, operators who are quick to respond to changes in the digital-based service flow from the center and the existence of a complaint service. Meanwhile, inhibiting factors include the still large number of people who are technologically illiterate, especially the elderly, there are still many who do not have Android phones or computers to be able to access digital-based services, the server network from the center that sometimes experiences disruptions or residential areas where people have not been reached by the network so that this digital-based service is hampered. This is what causes the Wajo Regency Population and Civil Registration Office to continue implementing innovative outreach services and population document services in all sub-districts and several villages in Wajo Regency.

REFERENCES

Afifuddin. 2010. Pengantar Administrasi Pembangunan. Bandung: CV Alfabeta.

Akdon. 2017. Strategic Management For Educational Management. Alfabeta.

Indrajit, R. E. 2005. *Electronic Government In Action : Ragam Kasus Implementasi Sukses Diberbagai Belahan Dunia*. Andi.

Keputusan Menteri Pendayagunaan Aparatur Negara No. 63/KEP/M.PAN/2003, Tentang Pedoman Umum Penyelenggaraan Pelayanan Publik.

Munawardhi Reksohadiprawiro. 2007. *Administrasi Perkantoran*. Pekanbaru: Unri Perss.

Nawawi, Hadari. 2003. *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*. Yogyakarta: Gadjah Mada University Press.

Pasolong, Harbani. 2010. *Teori Administrasi Publik*, Bandung : Alfabeta.

Peraturan Menteri Dalam Negeri Nomor 7 tahun 2019 tentang Administrasi Kependudukan Secara Daring atau Online.

Salusu, J. 2006. *Pengambilan Keputusan Strategik*. PT. Gramedia Pustaka Utama.

Siagian, Sondang P. 2006. *Filsafat Administrasi*. Jakarta : CV. Haji Mas Agung.

Sinambela, Lijan Poltak. 2010. *Reformasi Pelayanan Publik; Teori, Kebijakan dan Implementasi*. Jakarta: PT. Bumi Aksara.

Sugiyono, P. D. 2020. *Metode Penelitian Kualitatif Untuk Penelitian Yang Bersifat: Eksploratif, Enterpretif Dan Konstruktif*. Edited By Y. Suryandari. Bandung: ALFABETA.

Syafri Wirman, 2012, *Studi Tentang Administrasi Publik*. Jakarta : Erlangga.

Tjiptono, Fandy. 2000. *Manajemen Jasa..* Yogyakarta. Andi Yogyakarta.

Tjiptono, Fandy. 2008. *Strategi Pemasaran Edisi III*. CV. Andi Offset.

Umar, H. (2001). *Strategic Management In Action, Konsep, Teori, Dan Teknik Menganalisis Manajemen Trategic Strataegic Business Unit Berdasarkan Konsep Michael R. Porter, Fred R. David Dan Wheelan-Hunger*. PT. Gramedia Pustaka Utama.

Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik