

## Implementation of E-Government Policy in Population Administration Services (A Study in Mojolangu Sub-District, Lowokwaru District, Malang City)

Ani Ade Putri<sup>1\*</sup>, Taher Alhabsy<sup>2</sup>, Alie Zainal Abidin<sup>3</sup>  
Sekolah Tinggi Ilmu Administrasi (STIA)

**Corresponding Author:** Ani Ade Putri [putriade88@gmail.com](mailto:putriade88@gmail.com)

---

### ARTICLE INFO

*Keywords:* : E-Government, Policy Implementation, Population Administration, Public Service

*Received :* 07, December

*Revised :* 24, December

*Accepted:* 29, January

©2026 Putri, Alhabsy, Abidin: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study aims to analyze the implementation of e-Government policy in population administration services at Mojolangu Sub-district, Malang City. The focus of the research includes the regulatory framework underlying the policy, the implementation of electronic-based population administration services, as well as the supporting and inhibiting factors affecting its implementation. This study employs a qualitative approach with an explanatory research design. Data were collected through in-depth interviews, direct observation, and documentation, while data analysis was conducted using the interactive analysis model of Miles and Huberman. The findings indicate that normatively, the implementation of e-Government policy in population administration services is supported by a strong regulatory framework, particularly Law Number 24 of 2013 on Population Administration and its implementing regulations. On the other hand, supporting factors such as the commitment of sub-district officials, the presence of registration officers, and institutional support from the Malang City Population and Civil Registration Office contribute positively to service delivery. This study concludes that e-Government implementation requires strengthening human resource capacity, enhancing technological infrastructure, and conducting continuous public outreach.

## **INTRODUCTION**

The rapid development of information technology in today's digital era has encouraged various sectors, including government institutions, to transform toward more modern, transparent, and efficient governance. One tangible manifestation of this transformation is the implementation of e-government (electronic-based government), which aims to improve the quality of public services through the utilization of information and communication technology (ICT). E-government is not merely a symbol of bureaucratic progress, but also a strategic instrument for realizing a government that is transparent, accountable, and responsive to the needs of society.

The advancement of information technology has prompted governments to enhance the quality of public services through the adoption of e-government. One form of e-government implementation at the local level is population administration services, such as the issuance of electronic identity cards (e-KTP), Child Identity Cards (KIA), family cards, birth certificates, death certificates, and others. In Indonesia, the implementation of e-government has become a national focus since the issuance of Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development. This policy emphasizes that every government institution, both at the central and regional levels, is required to develop electronic-based public services in order to improve the effectiveness, efficiency, and accessibility of services for the public. Within the context of local government, one of the most strategic sectors that directly interacts with citizens is population administration services (Adminduk).

The implementation of population administration policies primarily aims to establish an accurate and integrated Single Population Database throughout Indonesia, supported by the assignment of a Population Identification Number (Nomor Induk Kependudukan/NIK) as a lifelong single identity for every citizen, as stipulated in Law Number 24 of 2013. The success of this policy is highly dependent on advanced technological features, such as biometric data, which function as mandatory identity verification mechanisms for both public service providers and private institutions (such as banks and the Social Security Agency/BPJS). However, at the operational level, the implementation process is often hindered by classical administrative problems, particularly chronic shortages of e-KTP card blanks, forcing the Directorate General of Population and Civil Registration (Dukcapil) to issue temporary Certificates of Identity (Surat Keterangan/Suket) as substitutes for identity cards. This situation ultimately hampers the overall goals of modernization and efficiency in population administration services.

Population administration services include the issuance of Electronic Identity Cards (e-KTP), Family Cards (KK), Child Identity Cards (KIA), birth certificates, and death certificates. These services constitute fundamental rights of every citizen and serve as the foundation for various other public services, such as education, healthcare, banking, and social assistance. Through Law Number 24 of 2013 on Population Administration, the government emphasizes the importance of establishing an accurate, up-to-date, and nationally integrated Single Population Database. Every citizen is assigned a Population Identification

Number (NIK) as a lifelong single identity, which functions as a key element within the digital-based public service system.

Currently, services related to e-KTP, KIA, birth certificates, death certificates, and family cards should already be electronically based. This means that citizens are expected to be able to process these administrative matters at the lowest level of government, namely the urban village (kelurahan), in order to obtain services effectively and efficiently. The proximity of service locations and shorter processing times are intended to reduce time, effort, and costs for the public.

The legal basis governing the processing time for population administration services in Malang City is derived from national regulations and further elaborated in local policies. In general, the primary reference is Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 on Population Administration, which promotes the acceleration of service delivery. Specifically in Malang City, the completion time for e-KTP issuance is stipulated in the Service Standards of the Malang City Office of Population and Civil Registration (Dispendukcapil), which state the target completion time as "the same day (immediate issuance)." This is further supported by local implementing regulations, such as the Mayor's Regulation (Peraturan Walikota), which details the procedures for population administration services within the Malang City Government.

Article 79A of Law Number 24 of 2013 explicitly states that "the processing and issuance of Population Documents shall be free of charge." The population documents referred to include Family Cards (KK), Electronic Identity Cards (e-KTP), birth certificates, and death certificates. In the public service standard documents of the Malang City Dispendukcapil (such as the 2019 and 2022 Service Standards), the cost/tariff column for the issuance of e-KTP is clearly stated as FREE OF CHARGE.

However, empirical conditions within the community indicate that the implementation of e-government has not yet reached its optimal level. Many citizens still lack an adequate understanding of how e-government services operate. As a result, when processing e-KTPs, birth certificates, or family cards, it is not uncommon for people to be unaware that these services can already be provided at the kelurahan level. In addition, insufficient dissemination of information has led many citizens to continue visiting the Office of Population and Civil Registration directly to process these documents.

The placement of staff at the kelurahan level is carried out through the appointment of Registration Officers who assist the Village Head/Lurah and the relevant agencies in delivering population administration services. Law Number 24 of 2013 (Article 12) stipulates that Registration Officers are appointed and dismissed by the Regent/Mayor and are prioritized from among civil servants. This provision is further regulated under the Regulation of the Minister of Home Affairs Number 119 of 2017 concerning the Appointment, Dismissal, and Main Duties of Civil Registration Officials and Registration Officers. Registration Officers are stationed in villages/kelurahan (Article 18 paragraph 1), are preferably members of the State Civil Apparatus (ASN) (Article 18 paragraph 2),

and are functionally accountable to the Head of the Population and Civil Registration Office while operationally accountable to the Village Head/Lurah.

Nevertheless, despite the strong normative framework and legal infrastructure, the implementation of e-government in population administration services at the local level continues to face various challenges. Field realities indicate that the digitalization of services has not been fully optimized. Classical obstacles such as shortages of e-KTP card blanks, network system disruptions, limited computer equipment, and low levels of digital literacy among the public persist. These conditions cause some citizens to prefer visiting the Population and Civil Registration Office (Dispendukcapil) directly rather than utilizing services at the kelurahan level, even though services such as e-KTP, KIA, KK, and birth/death certificates should, in principle, be completed at the kelurahan to ensure greater efficiency in terms of time, cost, and effort.

## **THEORETICAL REVIEW**

The following are previous studies conducted by researchers as a comparison and empirical basis for this study.

1. Implementation of E-Government as a Public Service Innovation in Indonesia (Farida, A. Lestari, 2021)  
This study focuses on the implementation of e-government in Indonesia as an innovation in public services, aiming to achieve transparent, accountable, efficient, and participatory governance. The results indicate that e-government implementation can enhance the effectiveness and efficiency of public services by utilizing information technology to accelerate public access to government services. Additionally, e-government strengthens good governance principles through increased bureaucratic transparency and accountability. However, its success heavily depends on political will, human resource readiness, and support from infrastructure and budget, while the main challenges include bureaucratic cultural resistance and technological capability gaps across regions.
2. Implementation of E-Government in ID Card Services at the Population and Civil Registration Office of Padang City (Shellya Salsabila, Aidinil Zetra, Roni Ekha Putera, 2021)  
This study focuses on the implementation of e-government in ID card services at the Population and Civil Registration Office of Padang City as an effort to improve the effectiveness and quality of public services based on information technology. The findings show that e-government implementation in the Disdukcapil of Padang City has not been effective, due to various obstacles such as server and network disruptions, insufficient socialization to the public, slow response from staff to online services, and low discipline and capability of employees in operating electronic systems. As a result, service completion often exceeds standards and public satisfaction is suboptimal, requiring improvements in human resources, infrastructure, and strengthening bureaucratic commitment to achieve transparent, efficient, and accountable public services.

3. Implementation of the Population Administration Information System (SIAK) in E-KTP Issuance at the Population and Civil Registration Office of Sambas Regency (Kiky Wahyuni, Hardilina, Deni Dermawan, 2021)  
This study focuses on the implementation process of the Population Administration Information System (SIAK) in issuing e-KTPs at the Population and Civil Registration Office of Sambas Regency to assess the extent to which the policy has been implemented according to regulations and to identify challenges faced. The results show that SIAK implementation has not been optimal. Regarding organization, human resources are limited and the number of staff is not proportional to the number of applicants. In terms of interpretation, policy implementers have good understanding, but the public still lacks comprehension of the policy's content and objectives due to minimal socialization. In terms of application, service delivery does not fully comply with standard operating procedures (SOP), as e-KTP completion, which should take five working days, often takes months. Overall, the study concludes that the effectiveness of SIAK implementation in Sambas Regency needs improvement through additional staff, increased socialization, and stricter adherence to SOPs.
4. Implementation of E-Government Through Population Document Services on the "Permen Manis" Website at the Population and Civil Registration Office of Bandar Lampung City, 2021 (Adelia Nadia Shafira, Rudiana, Idil Akbar, 2023)  
This study examines the implementation of e-government through electronic population document services on the "Permen Manis" website at the Population and Civil Registration Office of Bandar Lampung City. Based on Prof. Dr. Indrajit's e-Government success elements theory, the results indicate that e-government implementation has performed fairly well in terms of support and value, marked by regulations, socialization, and improved service efficiency. However, capacity remains a primary challenge due to limitations in human resources, infrastructure, and financial support, resulting in suboptimal website performance. Overall, the "Permen Manis" service is considered beneficial and user-friendly, but improvements are needed in HR quality, facilities, and system security to achieve more effective and sustainable e-government implementation.
5. Technological Innovation in Public Administration Transformation: Case Study of E-Government Implementation in Indonesia (Arief Prayitno, 2023)  
This study focuses on the role of information and communication technology (ICT) innovation in transforming public administration in Indonesia through e-government implementation. The findings reveal that e-government enhances efficiency, transparency, and public participation in services through digitalization, process automation, and easier access to information. ICT innovation also supports improved government accountability and openness, although challenges such as digital divide, resistance to change, regulatory limitations, and uneven

public participation remain. Overall, the study confirms that technological innovation is a key factor in transforming public administration toward more effective and responsive governance in Indonesia.

6. Implementation of the Population Administration Information System (SIAK) Policy to Improve Public Services at the Population and Civil Registration Office of Jember Regency (Denita Windasari Juwita, Asmuni, 2024)

This study focuses on the implementation of SIAK policy in enhancing public services at the Population and Civil Registration Office of Jember Regency. The results indicate that SIAK implementation has been fairly effective, with good communication, organized bureaucratic structure, and high employee commitment. However, challenges remain, such as limited human resources, inadequate infrastructure, and network constraints. Improvements have been made through staff training, infrastructure enhancement, and digital service innovations to achieve more efficient and high-quality population administration services.

7. Implementation of E-Government Policy in Ternate City (Mohammad Ridha Bafagih and Evi Satsipi, 2025)

This study analyzes e-government policy implementation in Ternate City using George C. Edward III's policy implementation theory, focusing on communication, resources, implementers' disposition, and bureaucratic structure. Results indicate that e-government implementation in Ternate is still in its early stages and not yet optimal. Several digital applications, such as SIAK, SIPT, SIMAD, and SIMPATI, have been introduced but are not fully integrated across all agencies. Main obstacles include limited technological infrastructure, low human resource competence, insufficient budget, and lack of inter-agency coordination. The study concludes that successful e-government implementation requires enhanced HR capacity, strengthened digital infrastructure, and continuous evaluation to ensure effective and efficient electronic governance.

8. Implementation of Public Service Policy Based on E-Government Through the Digital Population Identity Application (IKD) (Study at Karangploso District Office, Malang Regency, 2025) (Egidius Randy Mau, Ignatius Adiwidjaja, and Agung Suprojo)

This study examines the implementation of e-government-based public service policy through the Digital Population Identity (IKD) application in Karangploso District, Malang Regency, aiming to assess implementation effectiveness and identify supporting and inhibiting factors. The results show that IKD implementation runs fairly well; communication among policymakers, implementers, and the public is effective, human resources and infrastructure are adequate, implementers are responsive and service-oriented, and bureaucratic structures are well-organized. However, obstacles such as power outages, limited public devices, high application capacity, and lack of supporting facilities, such as mother- and child-friendly spaces, remain.

9. Implementation of Online-Based Population Data Management Through the Population Administration Information System (SIAK) Program in Klamono District, Sorong Regency (Asafita Patricia Klasjok Salossa, Arie Purnomo, and Awal Fikri, 2025)  
 This study discusses how Klamono District in Sorong Regency implements SIAK to enhance digital-based public services. Using qualitative methods, the researchers found that SIAK implementation is well-received by the community, accelerates population document services, and reduces public costs. However, challenges such as network limitations, low digital literacy, and office space constraints still exist. The study concludes that SIAK positively impacts local governance in remote areas, although infrastructure strengthening and capacity building for officials are needed.
10. Implementation of E-Government-Based Public Services Through the Wargaku Application (Pasya Ramadhani Delina, Marsya Lismaya, Novita Anggraini Putri, Utomo Nova Arianto, and Muhammad Agus Muljanto, 2025)  
 This study analyzes e-government implementation through the Wargaku application in Surabaya City as a digital public service platform. Using George C. Edwards III's policy implementation theory, the study finds that the application's success is influenced by effective communication, adequate resources, positive implementer attitudes, and clear bureaucratic structures. The results indicate that Wargaku effectively enhances transparency, accountability, and public service efficiency, although challenges remain regarding digital literacy and internet access.

A summary of these empirical studies is presented in the table below.

**Table 2.1 Summary of Empirical Studies**

No	Name	Theory, Research Method, Focus	Research Findings
1.	Farida, Annisa Lestari (2021)	Public Service Innovation Theory and Good Governance Concept. Qualitative Research. Focus: Analyze e-government implementation in Indonesia as an innovation in public services to achieve transparent, accountable, and efficient governance.	E-government strengthens online interaction between government and society, creating more efficient, effective, and transparent public services. Key success factors: political will, HR readiness, budget support. Main obstacles: bureaucratic culture resistance, infrastructure limitations.
2.	Shellya Salsabila, Aidinil Zetra, Roni Ekha Putera (2021)	Combination of public administration and policy theories. Qualitative Research. Focus: E-	<ul style="list-style-type: none"> <li>• Online services are already available but have not been running effectively.</li> </ul>

		government implementation in ID card services at Padang City Disdukcapil.	<ul style="list-style-type: none"> <li>• Obstacles: <ul style="list-style-type: none"> <li>❖ Servers and networks frequently experience problems.</li> <li>❖ Slow responses to public inquiries.</li> <li>❖ Service completion times do not meet the standard (often longer than 3 days, sometimes even months).</li> <li>❖ Staff lack proficiency in using the online system.</li> <li>❖ Low staff discipline and professionalism.</li> <li>❖ Minimal socialization → the public has limited understanding.</li> </ul> </li> <li>• The Padang City Disdukcapil website has not been fully optimized compared to other regions (e.g., Padang Panjang).</li> </ul>
3.	Kiky Wahyuni, Hardilina, Deni Dermawan (2021)	Public Policy Implementation Theory (Charles O. Jones). Qualitative Research. Focus: Implementation of the Population Administration Information System (SIAK) in e-KTP issuance at Sambas Regency Disdukcapil.	<ul style="list-style-type: none"> <li>• <b>Organization:</b> Human resources are limited (only 5 staff for hundreds of applicants per day); facilities are adequate, but printing equipment is limited.</li> <li>• <b>Interpretation:</b> Disdukcapil staff understand the policy content, but the public has limited understanding. Socialization is still minimal and mostly conducted through social media.</li> <li>• <b>Application:</b> Implementation does not fully comply with SOP. The SOP stipulates that e-KTP should be completed within 5 working days, but in practice, it can take several months.</li> </ul>
4.	Adelia Nadia Shafira, Rudiana, Idil Akbar (2023)	E-Government Success Elements Theory (Prof. Dr. Indrajit). Qualitative Research. Focus: E-government application in	<ul style="list-style-type: none"> <li>• <b>Support:</b> Regional regulations (Mayor Regulation No. 6/2018), support from the Ministry of Home Affairs (BIMTEK, online applications), and socialization</li> </ul>

		<p>population document services via “Permen Manis” website, Bandar Lampung City.</p>	<p>have been conducted, although not yet optimal.</p> <ul style="list-style-type: none"> <li>• <b>Capacity:</b> Human resources are less competent and limited; financial resources are insufficient; infrastructure (network, servers, computers) is not yet optimal.</li> <li>• <b>Value:</b> Provides tangible benefits: time efficiency, flexibility, and reduced queues at service counters. Public satisfaction level: 83.36 (Good category).</li> </ul>
5.	Arief Prayitno (2023)	<p>The study uses Digital Transformation and Modern Public Administration Theory. Qualitative research. Focus: To analyze the role of information and communication technology (ICT) innovation in transforming public administration in Indonesia through the implementation of e-government, and to identify the main challenges such as digital divide, resistance to change, and regulatory issues encountered during the transformation process.</p>	<ul style="list-style-type: none"> <li>• ICT innovation plays a crucial role in transforming public administration through service digitalization, enhanced transparency, and increased public participation.</li> <li>• E-government supports efficiency and cost savings through process automation, digital data management, and improved accessibility of public services.</li> <li>• Main challenges: digital divide, resistance to change, legal and regulatory issues, and lack of inclusive public participation.</li> <li>• Regulations such as the Electronic Information and Transactions Law (Law No. 11 of 2008) and the Regional Government Law (Law No. 23 of 2014) provide the legal foundation to strengthen e-government implementation in Indonesia.</li> </ul>
6.	Denita Windasari Juwita, Asmuni (2024)	<p>The study applies George C. Edward III’s Policy Implementation Theory as the analytical framework to assess the success of public policy implementation, specifically the Population Administration Information System (SIAK) policy. Qualitative research. Focus: The implementation of</p>	<p>The researchers applied Edward III’s policy implementation theory to analyze the implementation of the SIAK policy through four indicators: communication, resources, disposition, and bureaucratic structure, as well as to examine supporting factors, inhibiting factors, and efforts to improve public services. The implementation of the SIAK policy in Jember Regency has been</p>

		<p>the Population Administration Information System (SIAK) policy in improving public services at the Office of Population and Civil Registration in Jember Regency.</p>	<p>fairly effective, particularly in terms of communication, disposition, and bureaucratic structure. However, challenges remain in the resource aspect (human resources and facilities) and system network reliability. Improvement efforts have been undertaken through employee training, infrastructure strengthening, and increased public participation.</p>
7.	<p>Mohammad Ridha Bafagih dan Evi Satispi (2025)</p>	<p>According to <b>George C. Edward III</b>, the success of public policy implementation is determined by four main variables:</p> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Resources</li> <li>3. Disposition (Implementers' Attitudes)</li> <li>4. Bureaucratic Structure</li> </ol> <p>Qualitative research. Focus: Examining the implementation of e-government policy in Ternate City, with particular attention to implementation barriers, human resource readiness, and the effectiveness of the Electronic-Based Government System (SPBE) policy.</p>	<p>The implementation of e-government in Ternate City has begun; however, it continues to face various challenges. Several digital applications, such as <b>SIAK, SIPT, SIMAD, and SIMPATI</b>, have been introduced, but their adoption has not been evenly distributed across all government agencies. The main obstacles include:</p> <ol style="list-style-type: none"> <li>1. Limited technological infrastructure</li> <li>2. Lack of competent human resources</li> <li>3. Budget constraints</li> <li>4. Low levels of digital literacy among the public</li> <li>5. Suboptimal data security</li> </ol> <p>The government has undertaken socialization efforts and utilized social media to enhance public information transparency; however, system integration among agencies remains weak. The study concludes that e-government implementation in Ternate City is still at an early stage of development and requires cross-sectoral synergy to ensure the effective implementation of the Electronic-Based Government System (SPBE) policy.</p>
8.	<p>Egidius Randy Mau, Ignatius Adiwidjaja, dan Agung Suprojo (2025)</p>	<p>The study applies George C. Edwards III's policy implementation theory, which emphasizes four main variables influencing the</p>	<p>The implementation of e-government-based public service policy through the Digital Population Identity (IKD) application in Karangploso District has been</p>

		<p>success of policy implementation:</p> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Resources</li> <li>3. Disposition (Implementers' Attitudes)</li> <li>4. Bureaucratic Structure</li> </ol> <p>Qualitative research. Focus: The implementation of e-government-based public service policy through the Digital Population Identity (IKD) application in Karangploso District, Malang Regency, aiming to assess its effectiveness, supporting factors, and implementation barriers.</p>	<p>running well. Communication among policymakers, implementers, and the public has been effective through coordination meetings, socialization activities, and the use of social media. Resources are supportive, with competent human resources, budget allocation from the Regional Revenue and Expenditure Budget (APBD), and adequate facilities and infrastructure. The disposition of service officers is very good – friendly, responsive, and guided by the principle of “<i>Serving with Heart.</i>”</p> <p>The bureaucratic structure is clearly defined through standard operating procedures (SOPs), effective task distribution, and collaboration with the Population and Civil Registration Office (Disdukcapil). However, several obstacles remain, including power outages, large application capacity requirements, limited access to devices among the public, shortages of ID card blanks, and the absence of mother- and child-friendly service spaces.</p>
9	Asafita Patricia Klasjok Salossa, Arie Purnomo, dan Awal Fikri (2025)	<p>The study applies George C. Edwards III's policy implementation theory, which emphasizes four main variables influencing the success of policy implementation:</p> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Resources</li> <li>3. Disposition (Implementers' Attitudes)</li> <li>4. Bureaucratic Structure</li> </ol> <p>Qualitative research. Focus: The study focuses on analyzing the implementation of the Population Administration Information System (SIAK)</p>	<p>a. Government Policy: The Klamono District Government collaborates with the Population and Civil Registration Office (Disdukcapil) of Sorong Regency through the “Kios Kampung” program to bring SIAK services closer to the community.</p> <p>b. Implementers: Operators at the <i>Aminduk Kios Kampung</i> operate the SIAK system integrated with the central system using a VSAT network. Services include the issuance of ID cards (KTP), Family Cards (KK), Child Identity Cards (KIA), birth certificates, marriage certificates, and other population documents.</p> <p>c. Benefits: The community benefits from easier access to population administration services without</p>

		<p>program as a form of e-government in population administration services in Klamono District, Sorong Regency, covering policy aspects, implementers, benefits, and implementation constraints.</p>	<p>having to visit the Disdukcapil office in Sorong Regency, resulting in time and cost savings and improved efficiency of public services. d. Constraints: The main constraints include limited internet network infrastructure, low public understanding of digital services, and operational disruptions due to customary land rights conflicts affecting the district office location.</p>
10.	<p>Pasya Ramadhani Delina, Marsya Lismaya, Novita Anggraini Putri, Utomo Nova Arianto, dan Muhammad Agus Muljanto (2025)</p>	<p>The study applies George C. Edwards III's (1980) policy implementation theory, which emphasizes four key variables: communication, resources, disposition, and bureaucratic structure. Qualitative research. Focus: An analysis of the implementation of e-government-based public services through the Wargaku Application in Surabaya City.</p>	<p>The implementation of e-government-based public services through the Wargaku application in Surabaya City has been effective and responsive. The Surabaya City Government has successfully established strong communication with the public through extensive socialization and integrated inter-agency coordination. The availability of human resources and technological infrastructure is considered adequate, although challenges remain in the form of limited digital literacy among some citizens. The attitude of government officials has been positive and adaptive toward digital innovation, supported by strong policies and budgetary allocation. A clear bureaucratic structure, supported by standard operating procedures (SOPs) and defined service time limits, has enabled fast, transparent, and accountable complaint handling. Overall, the Wargaku application has improved the quality of public services, shortened bureaucratic processes, and encouraged greater public participation in digital-based governance.</p>

Therefore, the focus of this study is on the implementation of e-government at the Mojolangu Urban Village (Kelurahan Mojolangu) in accordance with existing regulations and the ideal governance framework, namely at the lowest level of government (urban village). This study differs from previous research, which has largely concentrated on e-government implementation at the city-level offices rather than at the kelurahan level.

## **METHODOLOGY**

- This study employs a qualitative explanatory method, which is used to explain relationships among phenomena in a deep and contextual manner through an understanding of meanings, processes, and social interactions underlying these relationships.
- Research Approach: This study adopts a qualitative approach.
- Type of Research – Explanatory Case Study: The explanatory case study design is selected because the researcher seeks to gain an in-depth understanding of the phenomenon of e-government implementation from multiple perspectives. This understanding is derived from primary data obtained through direct observation of phenomena at the research site, namely Kelurahan Mojolangu, Lowokwaru District, Malang City.
- This research applies a qualitative approach using an explanatory case study method (McNabb, 2002: 83), which illustrates the research framework with the objective of describing the implementation of e-government in population administration services.
- In this context, population administration services (Adminduk) at Kelurahan Mojolangu serve as the research locus. All activities related to population administration will be examined through in-depth interviews, documentation, and observation in order to obtain the data required for the completion of this thesis.

## **RESULTS AND DISCUSSION**

The implementation of e-Government in population administration services at Kelurahan Mojolangu is fundamentally supported by a strong regulatory framework. The primary legal basis is Law Number 24 of 2013 on Population Administration, which stipulates that population document services must be delivered professionally, based on information technology, and free of charge. This provision is further reinforced by Regulation of the Minister of Home Affairs Number 19 of 2018 on Improving the Quality of Population Administration Services, which promotes service acceleration, convenience, and integration, including the utilization of the Population Administration Information System (SIAM).

At the local level, the Malang City Government has followed up on these national regulations through Malang Mayor Regulation Number 40 of 2021 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Population and Civil Registration Office. This regulation clearly defines the authority of the Population and Civil Registration Office

(Disdukcapil) as the implementing agency, as well as the role of kelurahan as the frontline unit in delivering population administration services to the community.

The research findings indicate that from a normative-juridical perspective, the implementation of population administration services at Kelurahan Mojolangu is in compliance with applicable regulations, in terms of service procedures, administrative requirements, and the principle of free-of-charge services. However, at the level of practical implementation, there remains a gap between regulatory provisions and practices in the field. This gap is particularly evident in service timeliness, which has not fully met the “same-day service” standard established in the service standards of the Malang City Disdukcapil. Technical factors such as the limited availability of e-KTP blank cards from the central government and disruptions in network systems constitute the main causes of the incomplete implementation of these regulations.

The standards and policy objectives of e-Government in population administration services have been clearly stipulated in both national regulations and local policies. These standards include services that are fast, simple, transparent, and free of charge, with the primary objectives of increasing public satisfaction and establishing accurate and integrated population databases.

Based on the research findings, the policy objectives of e-Government at Kelurahan Mojolangu have begun to be achieved, particularly in terms of improving public access to population administration services and the utilization of information systems. Nevertheless, the optimal achievement of service standards continues to face various technical and non-technical challenges.

Thus, it can be concluded that the implementation of e-Government policy in population administration services at Kelurahan Mojolangu has generally proceeded in accordance with established policy directions. However, continuous improvements are still required in aspects such as communication, resource strengthening, capacity building of personnel, bureaucratic simplification, and optimization of service standards in order to ensure that policy objectives are fully achieved.

According to Van Meter and Van Horn’s policy implementation theory, the success of policy implementation is influenced by the clarity of standards and objectives. In Mojolangu, the “same-day service” target has been formally established; however, its realization in practice is often inconsistent due to technical and administrative constraints. This indicates that while policy standards are clearly defined, they have not yet been consistently achieved.

### **1. Community Perspectives in Kelurahan Mojolangu as Service Users**

Based on interview results, community members perceive that services provided at the kelurahan level are quite helpful because they are geographically closer and save time. However, they also express complaints regarding frequent delays in document processing, network disruptions, and insufficient socialization concerning electronic-based service procedures. The attitude of service officers is generally perceived as friendly and committed; nevertheless, limitations in facilities and infrastructure cause service delivery to fall short of public expectations.

From a cost perspective, most community members are aware that population administration services are free of charge. However, some residents, particularly first-time applicants, still experience confusion regarding service procedures. Several respondents reported having to return to complete administrative requirements due to a lack of understanding of the required documents and the service flow for population administration and civil registration. This situation is exacerbated by limited access to online information, the absence of clear contact information for service officers, and low literacy levels among certain service users. The main criticism expressed by the community concerns the need for more intensive socialization and improvements in facilities and infrastructure to ensure that services are truly effective.

## 2. Supporting and Inhibiting Factors

The analysis of supporting and inhibiting factors in the implementation of population administration services is conducted through the following aspects:

1. Analysis of the Causes of Success and Failure
2. Analysis of the Efficiency of Resource Utilization
3. Analysis of Programs or Activities Supporting or Hindering the Achievement of Performance Targets (Performance Agreements)
4. Analysis of Internal and External Factors Affecting Performance Achievement and Future Performance Recommendations through SWOT Analysis

The SWOT analysis of the Malang City Population and Civil Registration Office is as follows:

- Strengths: Technological advancements that support the acceleration of population administration services for the community.
- Weaknesses: Public perceptions that population document processing is complicated; potential risks of criminal acts involving the misuse of access rights to population databases, including data manipulation and falsification of population administration documents.
- Opportunities: The utilization of technological advancements for developing applications that facilitate easier access to population administration services for the community.
- Threats: Technological progress that may give rise to criminal activities by irresponsible parties, particularly related to the activation of Digital Population Identity (IKD) accounts.

Efforts to achieve the established goals and targets can be realized through the development of optimal strategies. For the objective of improving orderly population administration, two main strategies have been defined: enhancing public services through mobile service programs (*Jemput Bola*), the Si-Apel application, Self-Service Population Administration Kiosks (*Anjungan Dukcapil Mandiri/ADM*), and services at Public Service Malls, as well as conducting socialization programs on population administration and civil registration to increase public awareness of the importance of population administration.

The objective of developing a fast, simple, and integrated public service system is implemented through strategies that optimize the use of the Population Administration Information System (SIAK) and Digital Population Identity (IKD) to enable integrated utilization of population data. Meanwhile, the objective of improving the performance **of local government service units** is pursued through strategies that optimize the availability of human resources (HR), supported by adequate facilities and infrastructure, to enhance the performance of the Malang City Population and Civil Registration Office.

The overall policy direction of the Population and Civil Registration Office emphasizes the provision of high-quality public services. These efforts aim to ensure that population administration and civil registration services become easier, faster, free of charge, and can be completed within one day or on the same day.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results and discussion presented in **Chapter IV** regarding the implementation of e-government in population administration services at Kelurahan Mojolangu, Lowokwaru District, Malang City, several conclusions can be drawn.

Based on these conclusions, the following recommendations are proposed:

### **1. For the Malang City Government and the Population and Civil Registration Office (Disdukcapil)**

The Malang City Government and the Population and Civil Registration Office need to enhance their support for urban villages, particularly through strengthening information technology infrastructure, improving internet network capacity, and providing continuous technical training for kelurahan officials.

### **2. For Kelurahan Mojolangu**

Kelurahan Mojolangu is expected to increase the intensity of socialization to the community regarding e-government-based population administration services, utilizing social media, community forums, and information boards at the kelurahan office. In addition, efforts should be made to improve the competencies of kelurahan officials so that they become more adaptive to developments in public service technologies.

### **3. For the Community**

Community members are encouraged to be more proactive in utilizing e-government-based population administration services provided by the government and to enhance their digital literacy so that service processes can be carried out more effectively and efficiently.

## **Recommendations**

1. Human Resource Strengthening:  
Implement periodic technical training programs for kelurahan officers and provide operational mentoring during transitional periods.
2. Improvement of Facilities and Infrastructure:

3. Procure essential equipment such as computers, printers, and scanners; allocate budgets for routine maintenance; and ensure the availability of adequate e-KTP blank stock.
4. Network Stability:  
Establish cooperation with internet service providers to secure priority connections and provide backup networks or offline fallback systems for critical service processes.
5. Public Socialization and Literacy:  
Conduct integrated information campaigns through social media, notice boards, and neighborhood (RT/RW) meetings; develop community training modules; and provide assistance services during online application processes.
6. Institutional Coordination:  
Establish regular coordination forums between kelurahan offices and Disdukcapil; develop inter-agency standard operating procedures (SOPs); and implement performance monitoring mechanisms based on key indicators such as processing time and user satisfaction.
7. Transparency and Accountability:  
Publicize service procedures, processing time standards, and complaint mechanisms at the kelurahan office and through digital platforms.

#### **FURTHER STUDY**

Future studies are recommended to expand the scope of research by, for example, comparing the implementation of e-government in population administration services across multiple urban villages or other regions. In addition, employing quantitative approaches or mixed-methods designs is suggested in order to obtain more comprehensive research findings.

## REFERENCES

- Anderson, J. E. (2003). *Public policymaking: An introduction* (5th ed.). Houghton Mifflin Company. Boston.
- Bafagih, Mohammad Ridha dan Satispi, Evi. 2025. *Implementasi Kebijakan Penyelenggaraan E-Government di Kota Ternate*. Jurnal Syntax Imperatif: Jurnal Ilmu Sosial dan Pendidikan, Vol. 6, No. 3, hlm. 895–905.
- Cairney, P. (2019). *Understanding public policy: Theories and issues* (2nd ed.). Red Globe Press. London.
- Creswell, J. W. (2016). *Research design: Pendekatan kualitatif, kuantitatif, dan mixed methods*. Pustaka Pelajar. Yogyakarta.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319–340.
- Delina, Pasya Ramadhani., Lismaya, Marsya., Putri, Novita Anggraini., Arianto, Utomo Nova., & Muljanto, Muhammad Agus. (2025). *Implementasi Pelayanan Publik Berbasis E-Government Melalui Aplikasi Wargaku*. Jurnal ISO: Jurnal Ilmu Sosial, Politik dan Humaniora, Vol. 5, No. 1, hlm. 1–13.
- Dunleavy, P., & Margetts, H. (2017). *Digital era governance: IT corporations, the state, and e-government* (Revised ed.). Oxford University Press. Oxford.
- Dye, Thomas R. (2013), *Understanding Public Policy* (14<sup>th</sup> ed.), Pearson Education, Inc. New York.
- Edwards, G. C. III. (1980). *Implementing public policy*. Congressional Quarterly Press. Washington, D.C.
- Egidius Randy Mau, Ignatius Adiwidjaja, & Agung Suprojo. (2025). *Implementasi Kebijakan Pelayanan Publik Berbasis Electronical Government Melalui Aplikasi Identitas Kependudukan Digital (IKD) (Studi di Kantor Kecamatan Karangploso Kabupaten Malang)*. JADMENT: Journal of Administration & Development, Vol. 2, No. 1, halaman 203–209.

- Farida, I., & Lestari, A. (2021). *Implementation of E-Government as a Public Service Innovation in Indonesia*. RUDN Journal of Public Administration, 8(1), 72–79.
- Indrajit, R. E. (2002). *E-Government: Strategi pembangunan dan pengembangan sistem pelayanan publik berbasis teknologi digital*. Andi Offset. Yogyakarta.
- Juwita, D. W., & Asmuni. (2024). Implementasi kebijakan sistem informasi administrasi kependudukan (SIAK) dalam meningkatkan pelayanan publik pada Dinas Kependudukan dan Pencatatan Sipil di Kabupaten Jember. *Majalah Ilmiah Cahaya Ilmu*, 6(1), 53–66.
- Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: Managing the digital firm* (15th ed.). Pearson Education. Harlow.
- Layne, K., & Lee, J. (2001). Developing a conceptual framework for e-government implementation. *Government Information Quarterly*, 18(2), 122–134.
- Mazmanian, Daniel A. & Sabatier, Paul A. (1983). *Implementation and Public Policy*. Scott, Foresman and Company. Glenview.
- McNabb, D. E. (2002). *Research methods in public administration and nonprofit management*. M. E. Sharpe. Armonk, New York.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2018). *Qualitative Data Analysis: A Methods Sourcebook* (4th ed.). SAGE Publication. Thousand Oaks.
- Murni, M., Noor, M., & Irawan, B. (2024). Enhancing Basic Education Quality through the Implementation of the Regional Medium-Term Development Plan in Oil-Rich Areas. *Journal of Contemporary Governance and Public Policy*, 5(2), 171-192. <https://doi.org/10.46507/jcgpp.v5i2.642>
- O'Brien, J. A., & Marakas, G. M. (2007). *Management information systems* (9th ed.). McGraw-Hill/Irwin. New York.
- Prayitno, Arief. 2023. *Technological Innovation in Public Administration Transformation: Case Study of e-Government Implementation in Indonesia*. *Journal of Governance*, Vol. 8, No. 4, hlm. 628–642.
- Salsabila, S., Zetra, A., & Putera, R. E. (2021). Penerapan e-government dalam pelayanan KTP pada Dinas Kependudukan dan Pencatatan Sipil Kota Padang. *Jurnal Ilmu Administrasi Negara (AsiAN)*, 9(2), 314–324.

- Salossa, Asafita Patricia Klasjok., Purnomo, Arie., & Fikri, Awal. (2025). *Implementasi Pengelolaan Data Penduduk Berbasis Online Melalui Program Sistem Informasi Administrasi Kependudukan (SIAK) di Distrik Klamono Kabupaten Sorong*. Jurnal Maladum, Vol. 3, No. 1, Mei 2025, hal. 14–28.
- Shafira, D. N., Rudiana, & Akbar, I. (2023). Penerapan e-government melalui penyelenggaraan pelayanan pembuatan dokumen kependudukan pada situs web “Permen Manis” di Dinas Kependudukan dan Pencatatan Sipil Kota Bandar Lampung. *Jurnal Administrasi Pemerintahan (Janitra)*, 3, 130–143.
- Simon, H. A. (1947). *Administrative behavior: A study of decision-making processes in administrative organization*. The Free Press. New York.
- Sørensen, E., & Torfing, J. (2020). *Interactive governance: Advancing the paradigm*. Oxford University Press. New York
- Sugiyono. (2017). *Metode penelitian Pendidikan : pendekatan kuantitatif, kualitatif, dan R&D*. Alfabeta. Bandung
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta. Bandung
- Sugiyono. (2019). *Metode Penelitian Kualitatif, Kuantitatif, dan R&D*. Alfabeta. Bandung.
- Van Meter, Donald S. & Van Horn, Carl E. (1975). *The Policy Implementation Process: A Conceptual Framework*. Administration & Society. Sage Publications. Thousand Oaks.
- Wahyuni, K., Hardilina, & Dermawan, D. (2021). Implementasi sistem informasi administrasi kependudukan (SIAK) pada pembuatan e-KTP di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sambas. *Publika: Jurnal Ilmu Administrasi Publik*, 9(2), 1311–1327.
- World Bank. (2001). *E.Government: The Next Wave to Development*. The World Bank Group. Washington, D.C.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering quality service: Balancing customer perceptions and expectations*. The Free Press. New York.