



Management Strategy in Public Services at the Civil Registry Office

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Abstract

This study aims to analyse management strategies in public service at the Dukcapil Office of Penajam Paser Utara Regency. The focus of this research is to evaluate the strategies implemented to enhance the quality and efficiency of public services related to population registration, civil registration, and data management. Understanding these strategies is expected to provide valuable recommendations for improving services in the future. The research employs a qualitative approach, conducting in-depth interviews with key informants including the Head of Data Utilization and Service Innovation, the Head of Population Registration, the Head of Civil Registration, the Head of Population Administration Information Management, and members of the general public. Data were collected through interviews and direct observation. Data analysis was performed using interactive model techniques, allowing for comprehensive insight and understanding of the applied management strategies. The results reveal that the Dukcapil Office of Penajam Paser Utara Regency has implemented a comprehensive management strategy in public service. Thorough planning, including the integration of technology and online systems, facilitates highly efficient population registration and civil registration processes. Effective organization ensures that human resources and technology are well-managed to achieve service goals. Guidance through training and simulations ensures that staff perform their duties competently. Control is exercised by monitoring and evaluating systems and staff performance to maintain service quality. These strategies have enhanced the quality and efficiency of public services, providing greater convenience and trust to the public in the administration of population and civil registration in Penajam Paser Utara Regency.

Introduction

The Population and Civil Registration Office (Dukcapil) is one of the government institutions that has an important responsibility in carrying out population administration in Indonesia (Fadhil & Ilham, 2019). Its main tasks cover various aspects, ranging from recording births, deaths, marriages, to other administration related to a person's population status. As an institution that has a central role in this process, the Dukcapil Office is at the forefront in providing administrative services needed by the community (Hadiyati et al., 2020). The Population and Civil Registration Office (Dukcapil) has a very vital role in providing population administration services to the community. Penajam Paser Utara Regency as one of the regions in Indonesia also has a Dukcapil Office which is tasked with providing services to local residents. The services provided by the Dukcapil Office cover various things, such as making ID cards, birth certificates, death certificates, and various other population administration services (Soraya & Astuti, 2019).

Efficient and quality services from the Dukcapil Office have a huge impact on the daily lives of the community (Fadhil & Ilham, 2019). Official documents issued by the Dukcapil Office,

such as birth certificates, death certificates, and marriage certificates, are the foundation needed in various activities, from education, employment, to access to health services. Without these documents, individuals may have difficulty accessing their basic rights or even carrying out their daily activities legally. In the context of public services, the Dukcapil Office is not only a provider of official documents, but also an institution that must provide responsive and friendly services to the needs of the community (Iswati et al., 2023). Openness, transparency, and efficiency in the administrative process are key to ensuring that every citizen can easily and quickly obtain the necessary documents (Sangki et al., 2017).

Therefore, it is important for the Dukcapil Office to continue to improve the quality of their services through the implementation of appropriate management strategies. Thus, the public services provided will be more efficient, responsive, and of high quality, so that the public can feel supported and well served by the government institution responsible for this population administration. An effective management strategy is the main foundation in improving the quality of public services at all levels of government (Rahim & Radjab, 2017). In an effort to implement effective management, several components that need to be considered by the Penajam Paser Utara Regency Dukcapil Office, First, human resource management is very important, where the government must ensure that employees working in public service institutions have the appropriate qualifications, are motivated, and committed to providing the best service to the community (Rodiyah & Agustina, 2020).

In the context of Public Services at the Penajam Paser Utara Regency Dukcapil Office, it also pays attention to aspects of human resource management (HR). This is important because HR is the most important asset in the implementation of public services (Apriliana & Nawangsari, 2021). Several things that the Penajam Paser Utara Regency Dukcapil Office pays attention to regarding HR management include 1) Recruitment and Selection. The Penajam Paser Utara Regency Dukcapil Office has carried out a careful employee recruitment and selection process to ensure that prospective employees have the qualifications that match the demands of work in public service institutions. This includes an assessment of the technical skills and soft skills needed to provide quality services to the community. 2) Training and Development. After being recruited, the next step is to provide continuous training and development to employees so that employees can improve their skills in accordance with changing public service needs and technological developments. Training includes understanding the latest regulations, communication skills, time management, and so on. 3) Motivation and Rewards. The Penajam Paser Utara Regency Dukcapil Office has created a work environment that supports and motivates employees to provide the best service to the community. This is done through recognition of good performance, incentives, awards, and creating a fair and transparent reward system for employees. 4) Commitment to Public Service.

The Penajam Paser Utara Regency Dukcapil Office has ensured that every employee has a high commitment to public service. This commitment is achieved through the development of a service-oriented organizational culture, where every employee understands the importance of their role in serving the community well. 5) Performance Evaluation. A performance evaluation system has been implemented by the Penajam Paser Utara Regency Dukcapil Office to monitor and evaluate employee performance achievements periodically. This evaluation activity has helped the Penajam Paser Utara Regency Dukcapil Office identify areas that need improvement and provide constructive feedback to employees. By prioritizing HR management in the public service management strategy, the Penajam Paser Utara Regency Dukcapil Office can ensure that the organization has a qualified, skilled, and committed team to provide the best service to the community. This is an important step in increasing public trust in the quality of the Penajam Paser Utara Regency Dukcapil Office's services.

Second, the use of information technology is key to accelerating the administrative process, increasing data accuracy, and providing easier access for the community (Mardhatillah & Yessy, 2022). In the context of the Public Service Management Strategy implemented by the Penajam Paser Utara Regency Dukcapil Office, the use of information technology is an important key. Several points that explain how information technology is used in the public service management strategy at the Penajam Paser Utara Regency Dukcapil Office 1) Automation of Administrative Processes. Information technology is used to automate many administrative processes at the Dukcapil office, starting from recording population data, issuing population documents such as KTP (Resident Identity Card), KK (Family Card), birth certificates, death certificates, and so on (Ripa'i, 2018).

Thus, the administrative process can be faster and more efficient. 2) Improving Data Accuracy. The use of information technology helps improve the accuracy of data stored in the system. With an integrated database system, population information can be managed in a more structured and easily monitored manner (Mukhsin, 2020). This reduces the risk of errors or data duplication. 3) Increasing Accessibility for the Community. Through the use of information technology, the Penajam Paser Utara Regency Dukcapil Office can provide easier access for the community to apply for population documents or perform various population-related services online. This allows the community to access these services without having to come directly to the Penajam Paser Utara Regency Dukcapil Office, thereby speeding up the process and reducing the time required. 4) Service Innovation. By utilizing information technology, the Penajam Paser Utara Regency Dukcapil Office can continue to innovate in providing services to the community. For example, by developing a mobile application to facilitate the submission of population documents, or utilizing biometric technology for a faster and more accurate population identification process. By integrating information technology into the public service management strategy, the Penajam Paser Utara Regency Dukcapil Office can provide more efficient, fast, accurate, and easily accessible services to the community. This also helps increase public satisfaction and trust in public service institutions.

Third, careful planning is the foundation for developing a successful management strategy. A participatory planning process will ensure that community needs are well understood and prioritized (Manghayu, 2018). In the context of the Public Service Management Strategy implemented by the Penajam Paser Utara Regency Dukcapil Office, careful planning is a very important foundation. A participatory planning process can ensure that community needs are well understood and prioritized. Several points explain how participatory planning is integrated into the public service management strategy at the Dukcapil Office. 1) Public Consultation. Before formulating a strategy or work plan, the Penajam Paser Utara Regency Dukcapil Office conducts extensive public consultations to gather input and feedback from the community regarding their needs related to population services. This activity is carried out through open meetings, surveys, or discussion forums with various stakeholders. 2) Needs Analysis.

Based on input from the community, the Penajam Paser Utara Regency Dukcapil Office conducts an in-depth analysis of the various needs identified. This analysis includes an understanding of the population, the types of population services that are most needed, and the challenges or obstacles faced in providing these services. 3) Priority Determination. After understanding the needs of the community, the Dukcapil office of Penajam Paser Utara Regency works together with the local government and other stakeholders to determine priorities in providing population services. These priorities include increasing access to services, improving the quality of services, or developing new services that are in accordance with the development of community needs. 4) Strategic Plan Development. Based on the results of public consultation, needs analysis, and priority determination, the Dukcapil office of

Penajam Paser Utara Regency prepares a strategic plan that includes goals, objectives, and concrete steps to improve population services. This plan is based on accurate data and takes into account available resources. 5) Implementation and Evaluation. After the strategic plan is prepared, the Dukcapil office carries out activities in accordance with the established plan. During implementation, continuous evaluation is carried out to monitor progress, identify emerging problems, and make strategic changes if necessary. By implementing a participatory planning process, the Dukcapil office of Penajam Paser Utara Regency ensures that the public service management strategy developed better meets the needs and expectations of the community. This also helps build better relationships between public service institutions and the community, thereby increasing the effectiveness and sustainability of the services provided.

Fourth, continuous evaluation and improvement are important steps in an effective management cycle. Through periodic evaluation, public service institutions can identify successes, challenges, and opportunities for improvement, thus enabling continuous change and innovation to improve service effectiveness and efficiency (Prabowo et al., 2022). In the context of the Public Service Management Strategy implemented by the Penajam Paser Utara Regency Dukcapil Office, continuous evaluation and improvement are important steps in an effective management cycle. Several points that explain how continuous evaluation and improvement are integrated into the public service management strategy at the Penajam Paser Utara Regency Dukcapil Office 1) Performance Evaluation. The Penajam Paser Utara Regency Dukcapil Office periodically evaluates the performance of the services provided. This evaluation covers various aspects, such as service processing time, data accuracy, public satisfaction, and efficiency of resource use.

Through this evaluation, the Penajam Paser Utara Regency Dukcapil Office can identify areas that need to be improved or improved. 2) Feedback from the Community. In addition to conducting internal evaluations, the Penajam Paser Utara Regency Dukcapil Office also actively collects feedback from the public regarding their experiences in using population services. This feedback can be obtained through satisfaction surveys, open meetings with the public, or through online platforms provided for submitting suggestions and complaints. 3) Analysis of Challenges and Opportunities. Based on the results of the performance evaluation and feedback from the public, the Penajam Paser Utara Regency Dukcapil Office conducts an in-depth analysis of the challenges faced and opportunities in the provision of population services. This helps in identifying factors that influence the effectiveness and efficiency of services. 4) Improvement and Innovation.

After identifying challenges and opportunities, the Penajam Paser Utara Regency Dukcapil Office makes improvements and innovations in the provision of population services. Improvements can be in the form of process refinements, improving service quality, or developing more sophisticated information technology. Innovation is also needed to respond to changes in the needs and demands of the community dynamically. 5) Monitoring and Control. During the improvement and innovation process, the Penajam Paser Utara Regency Dukcapil Office always monitors and controls to ensure that the changes made are in accordance with the plan and achieve the expected results. This involves monitoring the established performance indicators and taking corrective action if necessary. By integrating continuous evaluation and improvement into the public service management strategy, the Dukcapil office of Penajam Paser Utara Regency can improve the effectiveness and efficiency of population services in a sustainable manner. This also helps ensure that the services provided are always relevant to the needs and expectations of the community, thereby increasing public trust and satisfaction with public service institutions.

By considering these aspects, the government can develop a solid and adaptive management strategy to face the complex challenges of providing quality services to the community. In the context of the Dukcapil Office of Penajam Paser Utara Regency, management strategy is an important instrument to guide the direction and activities of the office. The Dukcapil Office is responsible for population administration in the Penajam Paser Utara Regency area, including registration of births, deaths, marriages, and other population administration services. Thus, management strategy is key to ensuring that the Dukcapil Office can carry out its duties effectively and efficiently.

With a good management strategy, the Dukcapil Office can formulate an appropriate action plan to optimize their performance in providing public services to the community. This includes human resource management, budget allocation, utilization of information technology, and development of efficient work systems. Through a targeted management strategy, the Dukcapil Office can maintain the relevance and sustainability of their operations in the long term.

In addition, management strategy also helps the Dukcapil Office adapt to changes in the external environment, such as new government regulations, technological developments, and community demands. By having a clear strategic plan, the Dukcapil Office of Penajam Paser Utara Regency can respond to these changes quickly and appropriately, so that it can continue to provide quality and relevant public services to the people of Penajam Paser Utara Regency. Thus, management strategy is an important foundation for the Dukcapil Office in carrying out its role as the organizer of population administration in Penajam Paser Utara Regency. Previous research on management strategies in public services, both at the national and local levels, has provided valuable insights in this context.

A number of studies have been conducted to identify factors that influence the effectiveness of management strategies in public services, both in government institutions and in the private sector. Devi & Meirinawati (2022), for example, studied the management of service strategies at the investment and one-stop integrated service office of Trenggalek Regency. The results are that the focus of the program strategy is licensing services, both administrative and non-licensing, with an emphasis on online services and outreach efforts to the community. However, there is a tendency for the public to prefer using direct services at DPMPSTP. In addition, the available resource management strategy has provided adequate support for ongoing programs. One of the main supporting factors is the availability of online services provided. Furthermore, Iswati et al. (2023) studied the Quality Management Strategy to Improve the Quality of Public Services. This study concluded that the success of implementing this strategy was proven significantly through increased participation, improved processes, and improved quality of education.

The benefits include increased awareness of quality, development of a quality culture, and stakeholder satisfaction, while the constraints include implementation challenges, resource constraints, and the need for more detailed evaluation and monitoring. Furthermore, in the local context, Saharuddin et al. (2023) conducted a study on the Analysis of Management Strategies in Providing Public Services in Buluminung Village, Penajam District, Penajam Paser Utara Regency. The research findings show that in Buluminung Village, Penajam, Penajam Paser Utara Regency, the implementation of Public Service Management Strategies involves steps such as providing facilities and infrastructure such as internet and computer equipment for employees, providing adequate space, organizing training and workshops, and establishing effective communication with related agencies to improve financial management. This study

can serve as a guide for Buluminung Village in improving the quality of services to the community.

Several of these studies have provided insight into the challenges, obstacles, and successes in implementing management strategies in public services. These previous studies are important as a basis for formulating management strategies that are appropriate to the context and needs of the Dukcapil Office of Penajam Paser Utara Regency. Therefore, this study will consider the findings of previous studies to develop recommendations for more effective management strategies in improving the quality of public services at the Dukcapil Office of Penajam Paser Utara Regency. Thus, this study will be an important contribution in the ongoing effort to improve the quality of public services at the local level, with a focus on the Dukcapil Office of Penajam Paser Utara Regency.

Methods

This research uses a qualitative method. Research on management strategies in public services at the Dukcapil Office of Penajam Paser Utara Regency, researchers play a very important role, because they are the main instrument. As the main instrument, researchers have a role that includes data collection, analysis, and interpretation of the collected information. Therefore, researchers must have in-depth skills and knowledge about management strategies in public services at the Dukcapil Office of Penajam Paser Utara Regency. In addition to the role of researchers, there are supporting tools such as interview guidelines or observation techniques used to collect additional data or provide support. However, researchers remain at the center of the entire research process. In the context of this research, the researcher will be a Full participant. Where the researcher will be directly involved in the activities and interactions at the Penajam Paser Utara Regency Dukcapil Office, deeply understanding its social, cultural, and administrative dynamics. The presence of the researcher and the purpose of the research must be conveyed transparently.

Such as revealing the identity and purpose of the research so as to build trust, minimize distrust, and ensure that the data collected is accurate and relevant. This research was conducted at the Dukcapil Office of Penajam Paser Utara Regency, East Kalimantan Province, Indonesia. This office is located at Jl. Province KM. 9 Nipah-Nipah, Penajam District, Penajam Paser Utara Regency - East Kalimantan. The purpose of this interview is to gain an in-depth understanding of the management strategies implemented, the challenges faced, and their perceptions of service quality. Meanwhile, direct observation will be conducted to observe the service process and interactions between officers and the community directly, so that it is possible to understand the practices carried out in the field. In this study will be obtained through documentation studies. This includes formal documents such as policies, operational guidelines, performance reports, and statistical data available from the Dukcapil Office. In addition, other relevant documents such as case studies, previous research, and related literature will also be used to support further analysis and understanding of the context and issues related to management strategies in public services at the Dukcapil Office of Penajam Paser Utara Regency. By utilizing these two types of sources, it is hoped that the study can present a comprehensive and in-depth picture of the topic being studied.

Result and Discussion

Management Strategy in Public Services at the Dukcapil Office of Penajam Paser Utara Regency

From the research results, it can be seen that there are four main strategies implemented by Dukcapil Penajam Paser Utara Regency in public services. The four strategies are as follows:

Ensuring Data Accuracy and Security

In ensuring data accuracy and security, the strategy used by Dukcapil Penajam Paser Utara Regency is to utilize technology. As explained by the Head of Data Utilization and Service Innovation of Dukcapil Penajam Paser Utara Regency.

“By making all archiving and data based on digital technology (Interview with the Head of Data Utilization and Civil Registry Service Innovation, Penajam Paser Utara Regency, August 5, 2024).”

Meanwhile, the Head of Population Registration Services for North Penajam Paser Regency explained that

“In the process of population registration, Dukcapil has integrated a technology system that facilitates the recording of population data in real time. This system is designed to minimize data input errors and ensure that registered data can be accessed quickly and accurately by related officers. (Interview with Head of Division Head of Population Registration Services, Dukcapil, North Penajam Paser Regency, August 7, 2024).”

Furthermore, the Head of Civil Registration Services for North Penajam Paser Regency stated that:

“security in civil registration, such as birth, marriage, and death certificates is very important, for that Dukcapil uses technology. The technology used involves data encryption to protect sensitive information from unauthorized access. In addition, the data verification process is carried out in layers to ensure the accuracy and validity of the recorded information (Interview with Head of Division Head of Civil Registration Services, Dukcapil, Penajam Paser Utara Regency, August 6, 2024).”

Ensuring the accuracy and security of data ultimately impacts public trust. This was explained by an informant from the community who stated that:

“The service received is very fast and efficient. The community feels more confident in the security of their data because of the transparent and easily accessible digital system for administrative purposes (Interview with the Community of Penajam Paser Utara Regency, August 3, 2024).”

The results of the study above can be said that in ensuring data accuracy and security, Dukcapil Penajam Paser Utara Regency adopts digital technology as the main strategy. The Head of Data Utilization and Service Innovation explained that all archiving and data management are now based on digital technology. This approach allows for higher efficiency in data management and minimizes the risk of loss or damage to physical documents. The use of this technology also facilitates centralized data access and management, which supports improving the quality of public services in Penajam Paser Utara Regency. In the population registration process, technology also plays an important role. The Head of Population Registration Services explained that the technology integration system allows real-time data recording, which minimizes input errors and speeds up data access by officers. This system is designed so that population information can be accessed quickly and accurately, thus supporting a more efficient administration process. With the implementation of this system, public services related to population registration become more responsive to the needs of the community.

Data security is the main focus in civil registration services at Dukcapil Penajam Paser Utara Regency. According to the Head of Civil Registration Services, encryption technology is applied to protect sensitive data such as birth, marriage, and death certificates from

unauthorized access. In addition, the data verification process is carried out with several layers to ensure the accuracy and validity of the recorded information. This effort ensures that the data stored is safe and reliable, thereby reducing the risk of manipulation or misuse of information.

The use of technology to ensure data accuracy and security has had a positive impact on public trust. One informant from the public stated that the service received was very fast and efficient. They feel safer with their data because of the transparent and easily accessible digital system for administrative purposes. This trust shows that the strategy implemented by Dukcapil has succeeded in improving the quality of public services and public convenience.

Overall, the application of technology in data management at Dukcapil Penajam Paser Utara Regency has proven effective in improving accuracy, security, and public trust. The use of digital systems not only speeds up the administrative process but also provides assurance of the protection of people's personal data. This success shows that technological innovation is key to advancing responsive and reliable public services.

Service innovation

Another strategy used by Dukcapil Penajam Paser Utara Regency is to innovate services. Head of Data Utilization and Service Innovation of Dukcapil Penajam Paser Utara Regency stated:

“Online Services for Population Administration and Civil Registration based on the website (serambinusantara.penajamkab.go.id) (Interview with the Head of Data Utilization and Civil Registration Service Innovation Division, Penajam Paser Utara Regency, August 5, 2024).”

In addition, the Head of Civil Registration Services for North Penajam Paser Regency explained that

“Civil registration services can now be accessed online through the website serambinusantara.penajamkab.go.id. This innovation allows the public to apply for birth, death, marriage certificates, and other important documents without having to come directly to the Dukcapil office, thereby increasing efficiency and reducing waiting times. (Interview with the Head of Civil Registration Services, Penajam Paser Utara Regency, August 6, 2024).”

Head of Population Administration Information Management for North Penajam Paser Regency, added that

“with the existence of web-based services, the information management process becomes more integrated and easily accessible to officers. Data entered through this online service is directly connected to the central database, which facilitates real-time monitoring and processing of information (Interview with the Head of Population Administration Information Management Division of Penajam Paser Utara Regency on August 6, 2024)”

Furthermore, the Service User Community stated that

“this online service innovation is very helpful, especially for those who live in areas far from the Dukcapil office. The community feels more comfortable because the process is more transparent, and they can monitor the status of their application directly through the website (Interview with the Community of Penajam Paser Utara Regency on August 3, 2024).”

Dukcapil Penajam Paser Utara Regency has implemented service innovation through website-based online services as part of a strategy to improve public services. Head of Data Utilization and Dukcapil Service Innovation explained that the serambinusantara.penajamkab.go.id website has been used to support population administration and civil registration. This innovation is designed to provide easy access for the public to obtain services, without having to come directly to the office. This step is part of a digitalization effort that aims to improve the efficiency and quality of services to the public.

In addition to facilitating access, this online service also brings significant changes to the civil registration process. The Head of Civil Registration Services explained that people can now apply for birth, death, marriage certificates, and other documents online. This innovation not only increases efficiency by reducing waiting time, but also provides convenience for people who no longer need to visit the Dukcapil office. This is an effective solution in accelerating services and reducing the administrative burden for Dukcapil officers.

Furthermore, the Head of Population Administration Information Management added that this web-based service also simplifies the integration and management of information. Data entered through online services is directly connected to the central database, allowing for real-time monitoring and processing of information. With this system, Dukcapil officers can access data more quickly and accurately, which ultimately supports more effective decision-making. This innovation also improves data security by ensuring that the information received and managed is guaranteed to be authentic.

The public responded positively to this online service innovation. Service users from remote areas stated that this service was very helpful, especially for those who live far from the Dukcapil office. They felt that the process was more transparent and could monitor the status of their application directly through the website. The existence of this online service provides a sense of security and comfort for the public, because they can access the service anytime and from anywhere, without being bound by working hours or physical distance.

Overall, the online service innovation implemented by Dukcapil Penajam Paser Utara Regency has brought significant changes in the way people access population administration services. The use of web-based technology not only increases efficiency and transparency, but also expands the reach of services to remote areas. The success of this innovation shows the importance of adopting technology in improving the quality of public services and meeting community needs more responsively and effectively.

Data Integration Between Dukcapil and Other Agencies

Another strategy used by Dukcapil Penajam Paser Utara Regency is to integrate Data between Dukcapil and Other Agencies. Head of Data Utilization and Service Innovation of Dukcapil Penajam Paser Utara Regency stated:

“Dukcapil Penajam Paser Utara Regency integrates with other agencies such as health, education, and taxation, in supporting public services. The integration process is carried out by making a Cooperation Agreement which is then submitted to the Directorate General of Dukcapil to be granted access rights/permits to related agencies (Interview with the Head of Data Utilization and Service Innovation Division of Dukcapil Penajam Paser Utara Regency, August 5, 2024).”

Head of Population Registration Services for North Penajam Paser Regency, explained that

“data integration between Dukcapil and other agencies, such as the health and education sectors, simplifies the population administration process. For example, population data integrated with the Health Service allows for more accurate monitoring of public health, while integration with the education sector helps in the school registration process and student data verification”. (Interview with the Head of Population Registration Services, Penajam Paser Utara Regency, August 7, 2024).”

Meanwhile, the Head of Civil Registration Services for Penajam Paser Utara Regency added that

“through integration with agencies such as taxation, the data verification process for tax purposes becomes more efficient. This integration also supports transparency and data accuracy in civil registration, thereby minimizing errors and increasing public trust in the services provided”. (Results of the interview with the Head of Civil Registration Services, Penajam Paser Utara Regency, August 6, 2024).”

The Service User Community stated that

“this data integration is very helpful, especially in terms of service speed. The public feels the ease in managing various documents related to other agencies without having to submit the same documents repeatedly, because everything is integrated in one system. (Results of interviews with the Penajam Paser Utara Regency Community on August 3, 2024).”

Dukcapil Penajam Paser Utara Regency has adopted a data integration strategy with other agencies as an effort to improve the efficiency of public services. The Head of Data Utilization and Service Innovation explained that integration is carried out with important sectors such as health, education, and taxation. This integration process begins with the creation of a Cooperation Agreement, which is then submitted to the Directorate General of Dukcapil to obtain access rights. This step aims to create synergy between agencies, so that the data managed can support each other in efforts to provide better services to the community.

This data integration brings many benefits, one of which is in the population administration process. The Head of Population Registration Services explained that integration with the health sector allows for more accurate monitoring of public health conditions. In addition, integration with the education sector helps simplify the school registration process and student data verification. With this integration, the administration process becomes simpler and faster, because the required data is already available and connected between agencies, without the need to repeat the same data.

The Head of Civil Registration Services added that integration with tax agencies also has a positive impact. The data verification process for tax purposes becomes more efficient, which in turn supports transparency and accuracy in civil registration. This integration also helps minimize errors in data processing, thereby increasing public trust in the services provided by Dukcapil. This trust is important in ensuring that the public feels comfortable and confident in using the available public services.

The public responded well to the implementation of this data integration. One service user stated that data integration was very helpful in speeding up the service process. The public no longer had to submit the same documents repeatedly when dealing with various agencies, because all data was integrated into one system. This convenience not only saves time, but also

reduces the administrative burden on the public. This data integration makes public services more responsive and user-friendly.

Overall, the data integration strategy between Dukcapil and other agencies in Penajam Paser Utara Regency has proven effective in improving the efficiency and quality of public services. This integration not only simplifies the administrative process, but also supports transparency, accuracy, and public trust in the services provided. With synergy between agencies, Dukcapil is able to provide more integrated and comprehensive services, which ultimately bring great benefits to the community.

Human resource training and capacity development

Another strategy that is no less important and used by Dukcapil Penajam Paser Utara Regency is to provide training and capacity building for human resources. Head of Data Utilization and Service Innovation for Dukcapil Penajam Paser Utara Regency stated:

“Dukcapil Penajam Paser Utara Regency Training and trials have been carried out on the innovation, before being launched (Interview with the Head of Data Utilization and Service Innovation Division of Dukcapil Penajam Paser Utara Regency, August 5, 2024).”

Meanwhile, the Head of Population Registration Services for North Penajam Paser Regency explained that

“the training conducted is not only focused on the use of new technology, but also on improving communication skills and public service. This aims to enable officers to provide more responsive and quality services. (Results of Interview with the Head of Population Registration Services, Penajam Paser Utara Regency, August 7, 2024).”

Furthermore, the Head of Civil Registration Services for North Penajam Paser Regency added that

“trials and simulations of new services are conducted internally to ensure that all officers understand and can operate the new system well before the service is launched to the public. The training also includes an introduction to data security procedures to protect sensitive information from potential data leaks. (Results of an interview with the Head of Civil Registration Services, Penajam Paser Utara Regency, August 6, 2024).”

Head of Population Administration Information Management for North Penajam Paser Regency revealed that

“development of human resource capacity in the field of information technology is a priority, considering that the system used in Dukcapil is highly dependent on digital technology. Therefore, intensive training is carried out to ensure that each officer can adapt to changes and demands of technology that continue to develop. (Results of an interview with the Head of Population Administration Information Management Division of Penajam Paser Utara Regency on August 6, 2024).”

This condition is in line with the author's observations that the Dukcapil of Penajam Paser Utara Regency has conducted training and development of human resource capacity.

Planning is the initial step in management that aims to determine the goals and strategies to be achieved (Cardoso et al., 2018). In the context of population registration services, Dukcapil Penajam Paser Utara Regency has planned to integrate technology into the population registration system. This planning includes the development of a technology system that

facilitates *real-time data recording*, with the aim of minimizing errors and speeding up the service process. With careful planning, Dukcapil ensures that every step taken will provide results that are in accordance with the needs of the community and increase service efficiency (Sari, 2023).

Planning is key to improving civil registration services at Dukcapil Penajam Paser Utara Regency. In this case, planning includes developing a system to protect sensitive data such as birth, marriage, and death certificates. By setting goals to improve data security and service efficiency, Dukcapil ensures that the civil registration process runs smoothly and safely. This planning includes steps to implement technology that can maintain data accuracy and protect information from unauthorized access (Jawaid, 2023).

Dukcapil Penajam Paser Utara Regency has planned to provide online birth and death registration services, so that people do not need to come directly to the office. This planning aims to increase efficiency, reduce waiting times, and make it easier for people to access registration services. With proper planning, Dukcapil ensure that these services are accessible to the entire community, including those living in remote areas.

Organization in population registration services involves the arrangement of human resources and technology to achieve planned goals. Dukcapil Penajam Paser Utara Regency organizes a team that is skilled in operating the technology system used in population registration. This organization also includes a clear and structured division of tasks, so that each officer can focus on their respective tasks. Thus, human resources have an important role in supporting organizational performance (Cania, 2014). Existing human resources must be organized well, so that they can function adequately. With effective organization, Dukcapil ensures that the population registration process can run smoothly and the data produced is accurate.

Organization plays an important role in ensuring that the data security system functions properly (Kwon & Johnson, 2024). The Dukcapil of Penajam Paser Utara Regency organizes a team that specifically handles data security, including the operation of a layered encryption and verification system. This organization also includes the assignment of competent officers to handle sensitive data, so as to minimize the risk of data leakage. With an orderly organizational structure, Dukcapil can ensure that civil registration services run in accordance with the established security standards (Assyari et al., 2023).

Dukcapil Penajam Paser Utara Regency organizes this service by providing online access that is directly connected to the central database. This organization also includes assigning officers to monitor and manage data entered through the online system, ensuring that the recorded data is accurate and can be accessed quickly. With good organization, birth and death registration services can run more efficiently and responsively (Lotfy, 2022) .

In population registration services, Dukcapil Penajam Paser Utara Regency provides direction to officers to ensure that they understand and are able to operate the technology system used. This direction also includes training on communication skills, so that officers can provide friendly and efficient services to the community (Fedorenko et al., 2023). With effective direction, Dukcapil ensures that each officer can carry out their duties properly.

In civil registration services, briefings are given to officers responsible for data security and the verification process. Dukcapil Penajam Paser Utara Regency ensures that officers understand the importance of maintaining data confidentiality and integrity. This briefing also includes training in the use of encryption systems and layered verification procedures. With proper briefings, Dukcapil can ensure that the civil registration process runs safely and

efficiently, and meets established standards. This is important to maintain public trust in the services provided.

In the birth and death registration service, the briefing focuses on ensuring that officers can operate the online system correctly and efficiently. The Dukcapil of Penajam Paser Utara Regency provides briefing through training and simulations to prepare officers before the service is launched to the public. This briefing also includes an introduction to data security procedures that must be followed to protect sensitive information. With comprehensive briefing, officers can provide fast, accurate, and safe birth and death registration services for the community.

Control is a process of monitoring and evaluation to ensure that implementation goes according to plan (Guardado & Light, 2020). In population registration services, Dukcapil Penajam Paser Utara Regency implements control by monitoring the performance of the technology system used. Evaluations are carried out periodically to detect and correct errors or obstacles that may occur. This control also includes monitoring the performance of officers, ensuring that they provide services in accordance with established standards (Brennan et al., 2019). With effective control, Dukcapil can ensure that population registration services remain efficient and accurate.

Dukcapil Penajam Paser Utara Regency conducts routine controls to ensure that recorded data is secure and protected from unauthorized access. This control also includes an evaluation of the effectiveness of the verification procedures applied, ensuring that the recorded information is accurate and valid. With strict controls, Dukcapil can maintain the integrity of civil registration data and maintain public trust in the services provided.

In the birth and death registration service, control is carried out by monitoring the online system used for registration (Egumbo, 2022). The Dukcapil of Penajam Paser Utara Regency ensures that the system runs well and the incoming data is integrated with the central database. Control also includes an evaluation of the procedures used by officers, ensuring that each step is in accordance with the established operational standards (van Wijk, 2006). In addition, to achieve optimal and satisfactory work results, it is necessary for an employee to have competence when carrying out their duties. Employee performance can increase significantly if they have the appropriate competence. In the context of competitive competition, organizational progress and sustainability can be achieved through the support of employees who have expertise and competence in their respective fields. With the quality of human resources, Dukcapil can ensure that birth and death registration services run efficiently, safely, and provide maximum benefits to the community.

Conclusion

The conclusion of this study shows that Dukcapil Penajam Paser Utara Regency has implemented a comprehensive management strategy in public services. Careful planning, including the integration of technology and online systems, facilitates population registration and civil registration with high efficiency. Effective organization ensures that human resources and technology are well managed to achieve service goals. Guidance to officers through training and simulations ensures that they are able to carry out tasks with high competence. Control is carried out by monitoring and evaluating the system and officer performance to maintain service quality. These strategies have improved the quality and efficiency of public services, providing convenience and more trust to the community in the population administration and civil registration process in Penajam Paser Utara Regency.

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