

Quality of Administrative Services Through the E-Pak Ladi Program in Cangkringmalang Village, Pasuruan Regency

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ABSTRACT

Objective This study aims to determine the quality of administrative services through the E-Pak Ladi program in Cangkringmalang Village, Pasuruan Regency. The research focuses on evaluating five dimensions of public service quality: tangibles, reliability, responsiveness, assurance, and empathy, in the context of implementing digital administrative services at the village level. **Method:** The method used in this study was descriptive with a qualitative approach. Data collection techniques included direct observation, in-depth interviews with the community and village officials, and documentation of the implementation of the E-Pak Ladi program. This study aims to comprehensively describe the actual conditions on the ground and explore various obstacles and successes in service implementation. **Results** The results of the study indicate that the quality of service through the E-Pak Ladi program varies across dimensions. The tangible dimension declined because the comfort indicator for the location had not been met, even though other physical aspects were available. The reliability dimension met community expectations and the service was considered reliable. Responsiveness was considered quite good, especially in responding to citizen complaints and grievances. In the assurance dimension, the community was satisfied because the service was provided with a clear time guarantee. Meanwhile, the empathy dimension performed well with intensive communication between village officials and the community. **Novelty:** The novelty of this research lies in its specific focus on the implementation of digital population administration services at the village level, a practice rarely studied in depth. Furthermore, using the latest local data from 2022–2024, this study successfully identified practical challenges and applicable solutions that can be implemented by village governments. This research is expected to serve as a reference for developing digital public services in other rural areas in Indonesia.

INTRODUCTION

Progress in the field of information and communication technology in recent years can be seen from the increasingly widespread internet network throughout the world. [1]. Internet users in the world have experienced a very significant increase[2]. The internet is growing rapidly because it makes it easier for people to communicate and share information quickly and is easy for anyone to use[3]. Public demand for more transparent and responsible government has encouraged the government to start using internet technology as a medium that is currently developing very rapidly[4]. The government has made every effort to improve the quality of public services, one of which is by implementing innovations in digital services. With technological advances, public services are no longer hampered by paperwork and long queues. This convenience not only reduces time and costs for the public but also supports the government in improving service quality. Fast, accurate, up-to-date, and integrated information is a primary need driving the use of information technology. To grow and succeed, an organization must

keep pace with technological advancements by utilizing internet-based data processing. The implementation of electronic services aims to create an honest, effective, efficient, and transparent government system, thereby providing high-quality public services that are trustworthy to the public[5]. Service quality itself is interpreted as an assessment of the extent to which an organization succeeds in achieving its goals[6]. When an institution is able to achieve its specified targets, it indicates that the institution is functioning well[7]. By implementing technology-based services, it is hoped that clean and quality services will be created without any deviations in their implementation, so that they can meet the previously set goals to achieve the desired quality[8].

Law of the Republic of Indonesia Number 25 of 2009 concerning public services serves as the basis for laws related to public services. Article 1 Paragraph 1 of Law of the Republic of Indonesia Number 25 of 2009 explains that public services are activities or a series of activities to fulfill service needs in accordance with legal provisions for every citizen and resident for goods, services, and/or administrative services provided by public service providers[9]. Public service is a step in which an institution carries out activities aimed at fulfilling the needs of citizens in order to achieve certain targets[10]. In Law Number 23 of 2006 concerning population administration, what is meant is a series of regulatory and management activities in issuing documents and population data through population registration, civil registration, population information management, and utilization of the results for the development of public services and other sectors[11]. Population administration services are one example of the various types and forms of public services provided by local governments[12]. There are various types of population administration services, including making KTP, Family Card, Birth Certificate, Death Certificate, Moving Letter and others[13]. In addition, Presidential Regulation Number 95 of 2018 concerning the Civil Registration Service (SPBE) encourages a digital shift in public services, including population administration, requiring digitization in government systems to improve the quality of public services. Through this policy, various innovations in population administration services continue to be developed, such as the E-Pak Ladi program launched in Pasuruan Regency. This program allows the public to access population services quickly and easily without having to go directly to the Population and Civil Registration Office. With a clear legal basis, the implementation of digital-based population administration is expected to improve the quality of public services and strengthen the integration of population data at the national level[14].

The E-Pak Ladi Kiosk represents a significant breakthrough in public service institutions in Pasuruan Regency. With a mission to bring population administration services closer to residents, especially those living in rural areas, the e-Pak Ladi Kiosk is expected to improve access and quality of population administration services. The E-Pak Ladi Kiosk initiative has also been included in Pasuruan Regent Regulation Number 11 of 2021 concerning population administration and civil registration services. Implementation of the E-Pak Ladi Kiosk Program began in October 2020[15]. Through this kiosk, the service process becomes faster and more efficient, thereby improving the quality of life of the community. The E-Pak Ladi Kiosk program uses a new method to

provide access to administrative services to the community, eliminating the need for them to travel far to the Pasuruan Regency Population and Civil Registration Office or the District Office to process population documents. With this program, the Pasuruan Regency Population and Civil Registration Office has successfully overcome the location problem arising from the distance between residents and service locations. The E-Pak Ladi kiosk in Cangkringmalang village offers various population administration services, such as Family Cards (KK), Resident Identity Cards (KTP), birth certificates, death certificates, transfer letters, Child Identity Cards (KIA), and others. With this program, it makes it easier for people to process documents where if people want to process a KK it only takes two days, while for a transfer letter it only takes one day, for KTP processing it takes 2-5 days depending on the availability of E-KTP forms, but for KIA processing it takes a longer time, namely one week. In processing documents in Cangkringmalang Village, residents must make a cover letter from the local RT/RW and then can be directly submitted to the population administration service section along with other complete documents, then the documents can be submitted to the E-Pakladi operator section. People who come to the village to process population documents in one day can reach 3-7 people, where this increases every month. Based on data obtained from the Pasuruan Regency Population and Civil Registration Service, the number of residents who have population documents in Pasuruan Regency has increased since the E-Pak Ladi system.

Table 1. Recapitulation of Service Users of the E-Pak Ladi Kiosk, Cangkringmalang Village Government

No	Year	Types of Service Use							
		Birth certificate	Death Certificate	KIA	KTP	KK	Transfer Letter	Marriage certificate	Moving Letter Arrived
1.	2022	207	128	65	539	632	52	-	-
2.	2023	169	141	342	407	778	43	-	-
3.	2024	93	108	84	235	459	61	-	-

Source: Processed from Cangkringmalang Village Government (2025)

Based on the table above, in 2022, the use of birth certificate services in Cangkringmalang sub-district, Pasuruan Regency was 207 people, in 2023 it was 169 people, and in 2024 it was 93 people. The use of death certificate services in 2022 was 128 people, in 2024 it was 141 people, and in 2024 it was 108 people. In 2022, the use of KIA services was 65 people, in 2023 it was 342 people, and in 2024 it was 84 people. The use of KTP services in 2022 was 539 people, in 2023 it was 407 people, and in 2024 it was 235 people. The number of people using the Family Card (KK) application service in 2022 was 632, followed by 778 in 2023, and 459 in 2024. The number of people using the transfer document processing service was 52 in 2022, 43 in 2023, and 61 in 2024. For

marriage certificates not officially registered at the civil registry office, according to the E-Pakladi operator in the sub-district, the management of the transfer letter service is included in the KK administration. Based on the above data, from 2022 to 2024, the use of birth certificates, death certificates, KIA, KTP and KK services experienced a decline. This was because people had completed population documents in the previous year. Meanwhile, the use of the transfer letter service experienced an increase. Based on the survey results, the increase in service usage was due to several factors, one of which was the existence of Kio-e PAKLADI which could facilitate the community so that population administration services could be carried out at the sub-district office without the need to go to the sub-district anymore.

In previous research related to the E-Pak Ladi Kiosk program according to [16] The implementation of the E-Pak Ladi Kiosk program has not met its targets, with only about fifty percent achieved. This is due to a lack of direct supervision from the agency responsible for the E-Pak Ladi Kiosk program services in the village/sub-district area[17]. The lack of clarity regarding the requirements required for processing population documents makes people feel confused[18]. However, in practice, the number of people using the E-Pak Ladi Kiosk to process population documents continues to increase every year. Furthermore, according to initial interviews at the Cangkringmalang Village Office, the E-Pak Ladi Kiosk program also faces several obstacles such as network problems, system errors, and issues originating from applicants, which hinder the E-Pak Ladi Kiosk program service in Cangkringmalang Village. Furthermore, based on direct observation, the implementation of the E-Pak Ladi Program in Cangkringmalang Village is running well. Before the E-Pak Ladi program was implemented, people who wanted to process personal or family documents had to go to the sub-district office in person[19]. With this program, residents no longer need to visit the sub-district office; they can simply visit the village office or town hall to process their personal documents. Previous research on the E-Pak Ladi kiosk program in Cangkring Malang Village, Pasuruan Regency, also highlighted the program's success in disseminating population administration services, although improvements in outreach and facilities are still needed[20].

The observations identified several issues and other obstacles in public services related to population administration and civil registration in Cangkringmalang Village. This included the fact that many residents seeking population documents still lacked the necessary requirements. This was evident in the large number of individuals who lacked all the necessary documents for a Family Card (KK) or Electronic Identity Card (e-KTP).

This incompleteness of the requirements occurs because people often forget to bring the necessary documents. This problem indirectly hinders the issuance of Family Cards (KK) and e-KTPs. Consequently, the processing time for these cards increases. This also impacts public satisfaction with the service they receive. Furthermore, the number of staff manning the e-Pak Ladi Kiosk in Cangkringmalang Village is still very limited, with only one person performing the task.

Based on the research issues above, the author is interested in identifying the results of the study with the title Quality of Administrative Services Through the E-Pak Ladi Program in Cangkringmalang Village, Pasuruan Regency using Berry & Zeithmal Theory. To measure the quality of service, it is important to refer to five main dimensions, 1) Physical evidence, namely supporting facilities in Cangkringmalang Village, 2) Reliability, namely the consistency of services in providing administrative documents, 3) Responsiveness, namely the speed of service in handling administrative requests, 4) assurance, namely the guarantee of personal security of users, and 5) Empathy, namely a friendly and caring attitude towards the needs of the community[22].

RESEARCH METHOD

The type of research used by the researcher is descriptive research with a qualitative approach. In this study, the researcher will describe and explore in depth the existing problems, followed by direct observation in the field. This research is located at the Cangkringmalang Village Hall Office located in Beji District, Pasuruan Regency, precisely at Jalan R. A. Kartini No. 02, Dusun Wage. Qualitative description is a research method used to analyze an object or phenomenon by explaining through descriptions that correspond to the facts that appear in the field clearly, where the author acts as the main tool in collecting information[23]. According to [24], The descriptive method is a method used to analyze data by describing or depicting the collected data as it is without intending to draw generally applicable conclusions[25].

In this study, the participants included the Village Head, Village Secretary, E-Pak Ladi Kiosk Operator, and the community who were the beneficiaries. This study aims to evaluate the quality of administrative services, with a specific focus on the E-Pak Ladi Kiosk program in Cangkringmalang Village, Pasuruan Regency, East Java. As secondary data sources, various supporting documents were taken from the Cangkringmalang Village Government and the Pasuruan Regency Population and Civil Registration Office, in the form of archives, village profiles, and articles relevant to this study. The data analysis technique was carried out using the Miles Huberman model, which consists of three stages: data reduction, data presentation, and drawing conclusions[26]. Data reduction is done by filtering and focusing on relevant data, data presentation is done by organizing data into narrative or tabular form, and conclusions are drawn by interpreting the findings that have been presented based on the research context[27].

RESULTS AND DISCUSSION

Results

This study focuses on the quality of administrative services, referring to the theory explained in the introduction. Based on direct observation, the implementation of the e-Pak Ladi Program in Cangkringmalang Village has been running smoothly. Before this program, residents had to go to the sub-district office to process personal or family documents. With the e-Pak Ladi Program, residents no longer need to go to the sub-district office; they can simply go to the village office or village hall to process their

personal documents. To assess the quality of public services provided by the government, it is inevitable that the assessment of service quality can be seen from several aspects or dimensions of public service quality[21] Service quality can be measured using five dimensions, namely: tangible, reliability, responsiveness, assurance, and empathy. These five dimensions can be explained as follows:

1. Tangible Dimension (Physical Evidence)

Tangibles, Tangibles, or physical evidence, are the facilities provided to customers, such as the visible quality of service, the completeness of equipment, and the appearance of staff. According to Parasuraman, Zeithaml, and Berry, tangibles are evidence that can be seen directly and include various facilities and infrastructure supporting services, such as buildings, service locations, several computer units, telephones, sufficient identity recording equipment, large information boards, sufficient waiting chairs, simple service desks, and trash cans for organic and inorganic waste. In addition, factors such as environmental cleanliness, the comfort of the service area, and supporting spaces such as prayer rooms and toilets in some locations, the presence of a community aspiration box, and neatly dressed staff also influence the quality of service provided.

The results of the interview regarding the service waiting room facilities in Cangkringmalang District with Mrs. Icha, a member of the public who was making the document, said:

"From a physical standpoint and infrastructure perspective, our village office in Cangkringmalang is adequate to support the E-Pak Ladi service, but there are still some things that need to be improved to make the service more comfortable and efficient. The village hall, which houses the E-Pak Ladi service, is strategically located on Jalan R.A. Kartini, making it easily accessible to the public. The service area is also quite clean and bright, with fans, although not all of them are on, and toilets are kept fairly clean. Personally, I feel comfortable because the staff frequently clean the surrounding area. However, when it's busy, the waiting room feels cramped, and there aren't enough chairs to accommodate all the residents. I've noticed that supporting facilities such as computers, printers, and internet connections are readily available and well-functioned by the staff. For example, when I was processing my Family Card (Kartu Keluarga), the data input process was done directly on the computer and didn't take long. I also noticed that there are scanners and photocopiers that help speed up the document processing" (April 28, 2025).

This is in line with what was stated by Mirza as the E-pak ladi operator as follows: *"If we talk about the facilities and infrastructure of the Cangkringmalang Village office, especially those that support population administration services through the E-Pak Ladi program, there have actually been many improvements since the program was first implemented. The main facility, namely the service room, is quite representative, although we realize there are still several things that need to be improved. In the service room, there is a main service desk, several computers and printers used for inputting and printing population documents such as Family Cards (KK), National ID Cards (KTP), Birth Certificates, and others. These devices are connected directly to the web-based E-Pak Ladi application system that is connected to the Regency Dukcapil network. We also have simple scanners and photocopiers to support the community's document needs. A Mikrotik router unit and internet network (Wi-Fi) are used to ensure stable system connectivity,*

although sometimes heavy rain or power outages can disrupt our network. For data security, we also have local storage (servers) so that data can be temporarily stored before being sent to the center. Physically, the service building is equipped with waiting chairs for the community, although the number is still limited. During busy times, residents have to wait while standing, so we realize this comfort can still be improved. Improved. The waiting room has ventilation and fans, as well as an air conditioner. Toilets are available and clean, and there is also a prayer room in the rear area of the building. For service information, we have an information board, but the writing is currently a bit faded, so it needs to be updated. We also post digital information through the neighborhood association (RT) WhatsApp group and village social media to communicate service requirements or special schedules. Overall, although our facilities are not yet perfect, they are sufficient to support the sustainability of the E-Pak Ladi program. We continue to strive to make gradual improvements according to the village budget and support from the district government. Our hope for the future is of course to have a more spacious and comfortable service space, as well as more modern equipment so that services can be faster and more accurate. (interview 29 april 2025).

Based on the results of interviews with Mrs. Icha as a community member and Mr. Yudi as a village official, it can be concluded that the facilities and infrastructure of administrative services through the E-Pak Ladi program in Cangkringmalang Village have progressed and are sufficient to support the service process. The strategic service building, clean space, and the availability of facilities such as computers, printers, scanners, internet connections, and toilets are positive aspects perceived by both residents and officers. However, there are several obstacles that still need attention, such as the limited number of waiting room chairs during busy queues, fans that do not all work, and information boards that are starting to fade. Nevertheless, the village's efforts in providing digital tools such as WhatsApp groups and social media for information dissemination demonstrate innovation in public services. In the future, it is hoped that there will be an increase in room capacity and completeness of facilities so that the comfort and efficiency of services can continue to be improved.

The comfort of the place also plays a role in the service process. Service providers must consider the comfort of their users. A pleasant service location will make users feel comfortable and at ease. Conversely, an unpleasant location will make users feel uncomfortable and less inclined to stay.

Table 2. Physical Facilities at the village office

No	Physical Facilities	Information
1	Village Hall Building	The E-PAK LADI service location is located at Jl. R.A. Kartini No. 02, Dusun Wage
2	Computer/Laptop	Used to operate the E-PAK LADI application
3	Printer	To print documents such as Family Cards (KK), Birth Certificates, and Death Certificates
4	Mikrotik Router	Used for security and distribution of the E-PAK LADI VPN network

No	Physical Facilities	Information
5	Internet Connection (Wi-Fi)	Main support for the E-PAK LADI system
6	LADI E-PAK System (Application)	Web-based application used by village operators
7	Data Storage Device (Local Server/Proxy)	Used to store data before sending it to the central office
8	Service Desk & Chairs	For convenience in providing services to the public
9	Documentation Equipment (Scanner/Copier)	Assists in the process of scanning and copying documents

Source: Processed from Cangkringmalang Village Government (2025)

2. Reliability Aspect

One of the skills of the employees at the Cangkringmalang Village Office is using tools such as computers, scanners, printers, and others, and they are quite proficient in using all of these tools. According to Berry et al., the company's ability and reliability in providing reliable services, especially in terms of examining operator files on the E-Pak Ladi system is very thorough in examining the files submitted by the applicant. A birth certificate is a very important document that contains information about the name, as a guarantee for a child to obtain legal protection from the government. Therefore, caution is very necessary to minimize errors in the process of preparing this document. Errors in document checking almost never occur because the operator is very thorough and attentive to the documents submitted by the applicant [10].

The results of the interview with Ms. Mirza as the E-Pakladi operator are as follows:

"We in Cangkringmalang Village prioritize accuracy and consistency in providing administrative services to the community. As an E-Pak Ladi operator, I'm accustomed to processing various types of population documents, from ID cards (KTP), family cards (KK), birth certificates, death certificates, to transfer letters. We carry out this service process systematically and, as error-free as possible, use the E-Pak Ladi application system, which is integrated with the Regency's Civil Registration and Population (Dukcapil) system. Therefore, incoming applicant data is immediately recorded digitally. This greatly helps reduce the risk of data entry errors or file loss. Furthermore, almost all letter and document formats are standardized, so we simply fill them in according to the input provided by the residents. All processes are carried out according to SOPs established by the Dukcapil Office. We are also very thorough in checking the completeness of residents' documents. Usually, before data is entered into the system, I first ensure that the requirements are complete, such as photocopies of old family cards (KK), birth certificates, letters of introduction from the neighborhood association (RT/RW), and so on. If there are any missing items, I inform the applicant directly to avoid back and forth. In practice, if the files are complete, the process can usually be completed. Within 1–2 business days, except for electronic ID cards, which sometimes depend on the availability of forms from the central office. Thankfully, data input

errors are very rare. In fact, most errors usually originate from the applicant, such as misspelling their name or date of birth on the form. But we still assist with verification and reconfirmation. I also always ensure residents receive proof of registration or a receipt so the process is transparent and they can know when their documents will be completed. Many residents are satisfied because the service here is fast and reliable. In fact, I've heard them say several times that they no longer need to go to the sub-district office; they can simply go to the village hall and their documents are processed immediately. So, I can say that the reliability of the service here is quite good, although there is certainly room for improvement, especially in terms of adding staff, as I currently work alone as an operator." (Interview February 18, 2025).

Meanwhile, the results of my interview with Mr. Sodik as a resident of Cangkringmalang Village are as follows:

"In my opinion, the E-Pak Ladi service in Cangkringmalang Village is quite good. I once applied for my ID card and my child's birth certificate at the village hall, and the process went smoothly without any problems. The staff there, especially the data entry operator, were very skilled and thorough. They didn't just enter the data, but they also really checked the completeness and accuracy of the documents I brought. I almost made a mistake on the form, but fortunately the staff were thorough and immediately asked me again to confirm. So I feel confident that my data won't be misprinted or mixed up. I think that's very important, because population data like this is very sensitive and if it's wrong it can cause problems for residents. Furthermore, the staff are also quite consistent in providing service. For example, when I asked about procedures or processing times, their answers were clear and consistent with what was previously provided. So there was no changing or confusing information. When I applied for my Family Card (KK), the staff said the process would take one working day if all the documents were complete, and it turned out to be correct; the next day I was notified that my KK could be picked up. That made me feel that the service was excellent." here it is indeed trustworthy. Another thing I appreciate is that they are honest and open when there are problems, such as when the system is experiencing problems or there are long queues. They don't just make promises, but explain things well, so we as residents can be more patient and understand the situation. In terms of reliability, I feel that the E-Pak Ladi program has met expectations. The service runs according to procedure, the officers are competent, and the final results are also accurate. So, I personally feel quite satisfied and confident in the services provided by our village through this program (interview 29 april 2025). Based on interviews with Ms. Mirza, the E-Pak Ladi operator, and Mr. Sodik, a community user, it can be concluded that the reliability of population administration services through the E-Pak Ladi program in Cangkringmalang Village is relatively high. The service process is carried out systematically and in accordance with applicable SOPs, supported by a digital system that is directly integrated with the Regency Dukcapil. Service operators demonstrate thoroughness in verifying the completeness of documents and accuracy in the data input process, so that errors can be minimized. Residents are satisfied because the service is fast, transparent, and in accordance with the information previously provided. Communication between officers and the community is also open, honest, and able to build public trust. Although there are still obstacles such as a limited number of operators, overall the E-Pak Ladi program is recognized as reliable and worthy of trust by the community.



Figure 1. Village Operators' Capacity in Providing Services
(Source: Research Documentation 2025)

3. *Responsiveness (Daya Tanggap)*

Responsivitas Employees are crucial in public service because they provide direct evidence and action taken by an organization to respond to and understand the needs and expectations of the community. Responsiveness here can be defined as the response or alertness of officers in assisting those in need of services. This is in accordance with the theory developed by Berry et al. [28]. This right refers to the service provider's ability to assist customers quickly and effectively and respond to their requests or problems. This aspect is crucial for assessing how quickly and effectively the service system responds to user needs or complaints.[29].

To find out the public's opinion about the quick response of service officers at the Cangkringmalang Village Office, we interviewed a resident named Mrs. Ida who was there.

"If you ask about the responsiveness of the E-Pak Ladi service officers at the village office, I think it's very good. From my experience several times processing population documents, I feel the officers there are quick to respond and don't leave residents confused. They immediately greeted me and asked what I needed as soon as I arrived. When I asked about what documents I needed to bring to process the transfer letter, they explained patiently and in detail. I personally am one of those residents who sometimes get confused by the requirements, especially if I've never processed them before. But the officers didn't immediately get angry or rude, instead patiently explaining each document one by one, even writing it down on paper so I wouldn't forget. For me, that's a truly caring service. I've also been there when it was quite busy, because several residents were also processing their ID cards and family cards. Even though there were many people being served, the officers still tried to manage the queue well and didn't just rush through the process. They remained friendly, continued to explain things, and made sure everyone understood what to do. Even though I had to wait, I felt appreciated. There were times when the system had errors or the network was slow, but the officers didn't just sit there. They immediately informed residents of the disruption and advised them to wait or come back the next day. So, we as residents felt cared for, not ignored. Overall, I found the E-Pak Ladi officers in our village to be quite responsive,

communicative, and didn't leave residents feeling confused. For me, that's the most important thing about public service – when we as residents feel welcomed, helped, and facilitated. So, in terms of responsiveness, I really appreciate their work.” (interview February 27, 2025).

This was also expressed by Cangkringmalang village staff as follows:

"When it comes to responsiveness, we strive to provide service as quickly and responsively as possible. Because the majority of people who come here sometimes don't fully understand the procedures or administrative requirements, our job isn't just to serve, but also to provide patient and clear explanations. For example, many residents come without complete documents due to a lack of information. I immediately help explain what's missing, and if possible, I help reprint or photocopy them directly. We also often receive questions via WhatsApp from residents about how to process lost ID cards, children's birth certificates, or transfer letters, and I try to answer them as quickly as possible, even outside of business hours, because for me, service isn't just about 8 a.m. to 2 p.m. When there are technical issues like system errors or network disruptions, we don't just sit idly by. I usually explain to residents immediately that service will be slightly delayed, and if possible, I direct them to come back the next day. I also try to write down their contact numbers so I can let them know when documents are ready or there are any developments. In busy situations, service can sometimes be a bit slower, especially since I'm the one running the service, but I always try to remain friendly and responsive. If I see residents have been waiting a long time, I explain the situation, and they usually understand because they see that we continue to work hard to serve everyone fairly and quickly. What makes me happy is that many residents say that service at the village office is much better than before – faster, clearer, and more humane. Responsiveness in service, in my opinion, is not just about speed, but also about empathy and a readiness to help, and that's what I always hold dear when serving the community.” (interview February 27, 2025).

Based on interviews with Mrs. Ida, a member of the community and Cangkringmalang village officials, it can be concluded that the responsiveness of the E-Pak Ladi service officers at the Cangkringmalang Village Office is at a very satisfactory level. Officers are considered to be quick to respond to residents, communicative in explaining procedures, and patient with those who do not yet understand the administrative requirements. They also remain friendly and professional even when serving in busy conditions or facing technical difficulties. Officers actively provide explanations, assist with document needs, and even remain responsive through digital communications such as WhatsApp outside of business hours. Empathy, preparedness, and a desire to help the community are key points that build public trust in village services. This demonstrates that the public services provided prioritize not only speed but also the quality of human interaction.

Under these conditions, it's clear that the responsiveness of the service staff at the Cangkringmalang Village Office is quite good in responding to public complaints and grievances. When residents are confused about the necessary requirements, the staff are able to provide clear and easy-to-understand directions.

Table 3. Recapitulation of types of e-Pak Ladi service usage in 2024

No	Years (2024)	Service User Type					
		Birth certificate	Death certificate	KTA	KTP	KK	Transfer Letter
1	January	9	12	10	16	70	11
2	February	4	5	6	16	29	4
3	March	5	8	3	-	30	3
4	April	3	11	5	-	20	4
5	Mey	11	6	6	-	52	11
6	June	7	8	5	9	39	6
7	July	23	21	18	57	58	7
8	August	5	8	10	37	35	1
9	September	6	6	8	41	34	2
10	October	6	10	4	40	45	7
11	November	4	7	4	13	16	1
12	December	10	6	6	6	31	4

Source: Processed from Cangkringmalang Village Government

4. Assurance Aspect

Assurance, in this case, refers to the attitude of the employees at the Cangkringmalang Village Office in providing assurance or certainty when providing services to the public. This dimension encompasses assurance and certainty stemming from the friendly and polite attitude of the officers, effective communication skills, and their knowledge, thereby building trust among service users. Public services at the Cangkringmalang Village Office have implemented the Assurance dimension and its indicators. The first indicator is that officers guarantee that services will be delivered on time, and the public feels this indicator is working well because delays in service are rare. [30].

This is confirmed by the results of the researcher's interview with Ms. Mirza as the e-pak ladi operator as follows: "

In administrative services through E-Pak Ladi, guarantees or assurance are very important. The public certainly needs certainty, especially regarding how long documents will be completed, how secure their data is, and whether officers truly understand their duties. So we try our best to provide a sense of security and trust to the public in every service process. Every resident who comes, we serve in order and they will receive proof of registration or a document receipt. This is important so they know that their documents have officially entered the system, and also as a reference if at any time they need confirmation. We usually provide a direct time estimate, for example: Family Cards can be completed in one day, transfer letters also in one day, birth certificates in one day if there are no data corrections, while KTPs can take 2–7 days depending on the availability of forms from the district Dukcapil. In addition to punctuality, we also provide assurance in the form of open communication. For example, if there are technical problems or a resident's files are incomplete, we notify them immediately. We don't want residents to feel left out or left hanging. If there is a delay, I explain the reason and estimate when it will be completed.

This makes people feel appreciated and not confused. Then from the competence side.

"As an operator, I have also received basic training from the Civil Registration Office. I know how to operate the system, check documents, and understand the applicable regulations. So, if there are questions or special cases, I try not to give careless answers. If I really don't know, I prefer to consult with the office first rather than providing incorrect information to residents. We also maintain data security. The E-Pak Ladi system uses a VPN-like network, and all data is directly connected to the center. We do not store residents' personal data carelessly. Even the computers we use are specifically for administrative services and are not used for other matters. In essence, we guarantee this service through timeliness, clear processes, data security, and friendly, polite, and trustworthy officers. Because we realize that administrative services are not just about processing documents, but also about building public trust in the village government." (interview February 27, 2025).

Meanwhile, the results of the interview by Mrs. Nuriya as a local resident are as follows:

"From my personal experience, the E-Pak Ladi service in Cangkringmalang Village provides a sense of security and trust to residents. I feel that the officers at this village office truly carry out their duties professionally and can be trusted. One of the things I feel most is the certainty of the document completion time which is quite clear and reliable. For example, when I was processing my child's birth certificate, the officer said the process would take one working day if all the documents were complete. And sure enough, the next day I was contacted to say that the certificate was ready. Similarly, when I applied for an ID card for the purpose of moving domicile, the officer explained that the ID card is usually completed in 2 to 5 days depending on the availability of forms, and they actually informed me when it was ready to be picked up. I am happy because they do not make empty promises, but are truly responsible for what they say. The officers are also polite in their service, willing to listen and answer residents' questions in a friendly manner. We feel comfortable asking questions or raising problems. Even if there is a delay, they immediately tell us the reason, rather than secretly delaying without explanation. That's what I think makes their service trustworthy. Furthermore, all completed documents are provided with proof of receipt or information on their processing status. So, as citizens, we don't have to worry about our documents being lost or not yet processed, because we have clear evidence to hold. This provides a sense of assurance and transparency that is important in public services. I personally feel safe providing my personal data to be processed through E-Pak Ladi, because the system is online and integrated. The officers also seem to fully understand how to operate the E-Pak Ladi application. So, in terms of technical capabilities, I think they are quite competent and professional. Overall, I really feel this assurance aspect in the E-Pak Ladi service. I feel confident and comfortable entrusting my document processing to the officers in this village. The service is much better than before, when I had to go to the sub-district office and wait for a long time without any certainty. Village officers usually say the estimated processing time is, for example, 1 or 2 days, and sometimes it's true, but sometimes it's delayed depending on the situation. If the documents are complete and there are no obstacles, it can usually be completed on time, as promised. Even so, the officer still provided an explanation if there was a delay, and didn't leave it quietly like that. So at least there was responsibility even if it wasn't on time." (interview February 27, 2025).

Based on the results of interviews with two sources, Ms. Mirza as the E-Pak Ladi operator and Ms. Nuriya as the service user, it can be concluded that the assurance aspect in administrative services through the E-Pak Ladi program has been fulfilled quite well. This is evident from the certainty of document completion times, clarity of the service process, open communication, security of personal data, and the competent, friendly, and trustworthy attitude of officers. Both from the perspective of officers and the community, the services provided are able to build a sense of security and trust of residents in the village administration system, thus creating a positive, transparent, and professional public service experience.

Table 4. Recapitulation of guarantees for completion of the use of e Pak Ladi services

No	Document Types	Estimated Completion Time	Form of Guarantee	Person in Charge
1	Family Card (KK)	1 Business Day	Proof of Registration (Kitir)	Village Operator
2	Birth Certificate	1 Business Day	System Processing Status	Operator & Civil Registration Office
3	Death Certificate	1 Business Day	Printed Proof + TTE Approval	Operator & Civil Registration Office
4	Change of Domicile Certificate	1 Business Day	Printed Transfer Letter	Village Operator
5	New/Damaged e-KTP	1 Business Day	Receipt + Notification from Operator	Sub-district & Village Operator
6	Child Identity Card (KIA)	1–7 Business Days	Receipt + Notification	Sub-district & Village Operator

Source: processed from Cangkringmalang village government

5. Empathy Aspect

Empathy is related to the ability to communicate well, provide individual attention, and understand the needs of customers[31]. The ability of employees to provide clear explanations about the services offered by the company will have a positive impact on customer assessments[32]. Based on observations and discussions conducted, in-depth communication has been conducted at the Cangkringmalang Village Office with residents regarding the convenience of the E-Pak Ladi Service[33]. This communication isn't limited to formal outreach, but also utilizes various information and social media channels, such as WhatsApp status updates. Village governments naturally have varying abilities in understanding community expectations. Nevertheless, village officials continually strive to understand what residents want[34].

According to the community, the officers' willingness to provide service is quite good. From an interview with Mrs. Maimun, a member of the community, the following statement was made:

"In my opinion, one of the most noticeable aspects of E-Pak Ladi's service in Cangkringmalang village is the friendly and attentive attitude of the staff. They not only work technically, but also show empathy – they truly care and listen to the residents' needs. That's what makes us as a community feel valued. I once brought my elderly parents to take care of documents. At the time, they were a bit confused and didn't really understand the process. But thank God, the staff at the village office served them very patiently, even helping them write down some of the requested information because my parents were having some difficulty. I was deeply touched, as not all service providers have such patience and concern. Furthermore, I've also noticed that village officials actively communicate with residents. For example, they frequently provide information via the neighborhood association (RT) WhatsApp group or even through personal WhatsApp status updates about service schedules, document requirements, or system disruptions. This is incredibly helpful, especially for busy residents who don't have time to come in person just to ask questions. Communication doesn't just take place at the village office, but also through easily accessible media. I once encountered a problem while processing my Family Card (KK) when I was missing one document. The official didn't immediately send me home, but patiently explained what was missing and gave me time to complete it. He even offered to send the document via WhatsApp once it was complete, so I wouldn't have to go back and forth. This is a form of attention that I believe is very helpful for a small community like ours. With this kind of treatment, residents feel more comfortable and trust the existing service system. Officers not only demand that residents understand, but also strive to understand the circumstances of residents who may not all be digitally or administratively literate. They serve with heart, not just to complete tasks. The willingness of officers to serve the community is evident in the many responses from the community that indicate it is quite good (interview April 28, 2025).

The same thing was expressed by Mr. Yudi as the hamlet head who works at the Cangkringmalang village office: "Empathy is a crucial part of our service. In Cangkringmalang Village, our community comes from a diverse background. Some are tech-savvy, but many are still confused about procedures, especially the elderly and those with limited education. Therefore, we as officers must be able to understand each resident's situation, not just carry out administrative tasks. When a resident arrives and seems confused or doesn't understand what to do, I don't immediately tell them to go back or find the requirements themselves. I ask them questions slowly, help explain things one by one, and if necessary, I help them write down what they need to bring. If a resident can't read or write, we help them fill out the forms. Sometimes, there are also residents who come from far away from the village just to get their child's birth certificate. We always try to be attentive and not make them feel like they're being ordered around.

We also demonstrate empathy through good communication. For example, we don't just serve formally, but also greet them in a friendly manner, ask how they are, and listen to their concerns. Some residents even share their financial difficulties while processing documents. While social assistance isn't our primary responsibility, such small gestures make them feel valued as human beings, not just applicants. For residents who have difficulty coming due to illness or

advanced age, we've also implemented limited outreach initiatives, such as assisting with collecting completed documents and delivering them to their homes with the help of neighborhood association (RT/RW) officials. While these services aren't specifically outlined in our standard operating procedures (SOP), we do them out of a sense of responsibility and concern. We're also open to criticism. If a resident is dissatisfied or confused, we listen carefully and seek solutions, rather than blaming them. I believe empathy is about recognizing that public service isn't just about completing tasks, but also about building trust and human relationships. Thank God, many residents return with more confidence, and even recommend us to their neighbors and relatives because they feel comfortable. Interview April 29, 2025).



Figure 2. Empathy of officers in providing services
(Source: Researcher documentation 2025)

Discussion

The above facts are related to the theory Berry dkk hat the existence of these facilities demonstrates the efforts of the Cangkringmalang Village Office in fulfilling the physical evidence dimension of the service quality theory, which contributes to increasing public satisfaction with the services provided. In addition, the results of the researcher's observations at the Cangkringmalang Village Office did provide information regarding the requirements needed to process a document, but the information was not clearly visible and the writing had begun to fade. This means that the existence of this physical evidence shows that the quality of E-Pak Ladi's administrative services in Cangkringmalang Village is satisfactory, but there are still some that have not met the Tangibles aspect.

The facts found in the field show that E-Pak Ladi's services in Cangkringmalang Village have reflected the Reliability dimension in the theory of Parasuraman, Zeithaml, and Berry[21] This means the ability to provide accurate, reliable, and consistent service. The operators' thoroughness in checking files, their skill in using technological devices, and the punctuality of service delivery demonstrate that services in this village meet the basic principles of service reliability. Consequently, public trust in the service increases due to the certainty, accuracy, and professionalism of officers in carrying out their duties according to standard procedures.

The above facts are in accordance with the theory [28] Responsiveness refers to the willingness and ability of service providers to assist the community and provide prompt and accurate service. Therefore, residents of Cangkringmalang Village, Pasuruan

Regency, are very satisfied with the services they receive. This responsiveness is evident in the officers' promptness in providing information, helping the community understand procedures, and handling complaints quickly and empathetically, even outside of working hours. Officers not only respond quickly to residents' needs in person and online, but also strive to ensure that residents do not leave confused. This aligns with the theory that responsiveness reflects the willingness of service providers to assist customers and provide prompt and accurate service. Therefore, it can be concluded that E-Pak Ladi services in Cangkringmalang Village have demonstrated high levels of responsiveness, and this has contributed significantly to public satisfaction and trust in village public services.

From the facts above, population administration services in Cangkringmalang Village through the E-Pak Ladi program demonstrate the application of the Assurance principle in service quality, as stated by [21]. In their theory, Assurance means the ability of a service organization to foster trust, a sense of security, and public confidence through staff competence, courtesy in service, institutional credibility, and guarantees of service process security. From the results of interviews and the data presented, it is clear that employees provide clear time estimates, explain procedures transparently, maintain data security, and are able to handle questions and obstacles with a professional and empathetic attitude. With all these mechanisms, E-Pak Ladi has been able to fulfill the main elements in the Assurance dimension of providing trust through competence, creating a sense of security through evidence and transparency, and increasing service credibility through clear structures and accountability. Therefore, it can be concluded that the population administration services of Cangkringmalang Village through E-Pak Ladi have succeeded in implementing the Assurance concept[21].

Based on interviews with Mrs. Maimun as a resident and Mr. Kholis as the village head of Cangkringmalang village, it can be concluded that the willingness of officers to serve the community in the E-Pak Ladi program in Cangkringmalang Village demonstrates empathetic and responsive service quality. Officers not only carry out administrative tasks but also pay attention to the conditions and needs of residents individually, especially for vulnerable groups such as the elderly and residents with limited access to information. Friendly, patient attitudes, and a willingness to communicate actively through various channels such as WhatsApp are forms of inclusive and participatory service. Even initiatives such as outreach services and direct assistance in filling out documents demonstrate a concern that goes beyond ordinary service standards. This creates comfort, a sense of appreciation, and community trust in the village service system[7]. The above facts demonstrate that employees' willingness to provide information to those in need can help improve service delivery in the public's eyes. This aspect is crucial because it ensures services are not only effective but also considerate of users' needs and comfort. By displaying empathy, citizens will feel valued and cared for, thus increasing their satisfaction with the service[35].

CONCLUSION

Fundamental Finding : The implementation of the E-Pak Ladi program in Cangkringmalang Village demonstrates that digital-based administrative services have significantly improved efficiency and effectiveness, with overall positive performance across Zeithaml's five service quality dimensions – tangibles, reliability, responsiveness, assurance, and empathy. **Implication :** These findings imply that digital innovations in village administration can strengthen public trust, enhance transparency, and promote inclusive access to essential services when accompanied by appropriate infrastructure and staff readiness. **Limitation :** Nevertheless, the study is limited by its reliance on descriptive observations within a single village context, which may not fully capture the broader challenges of digital transformation in diverse rural settings, particularly in relation to varying levels of digital literacy. **Future Research :** Further studies should therefore explore comparative analyses across multiple villages, examine the long-term sustainability of digital service models, and assess strategies to strengthen digital inclusion for elderly and less technologically adept citizens.

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