

Implementation of Integrated Administrative Services (PATEN) Improving the Quality of Public Services in Wonoayu District, Sidoarjo Regency

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ABSTRACT

Objective: This study examines the implementation of e-government through the Integrated Sub-district Administrative Services (Pelayanan Administrasi Terpadu Kecamatan/PATEN) system, which delivers services in a single location from application submission to document completion. **Method:** Employing a qualitative descriptive approach, data were collected through observation, documentation, and interviews with PATEN staff, the head of PATEN in Wonoayu Subdistrict, and members of the public utilizing the services. The purposive sampling method was applied, and data analysis followed the Miles and Huberman model, involving collection, reduction, analysis, and conclusion. **Results:** The findings reveal that while the PATEN system has streamlined administrative processes, challenges remain in providing adequate waiting facilities and human resources that fully meet community needs. **Novelty:** This research contributes to the discourse on e-government by offering empirical evidence on PATEN's practical implementation at the sub-district level, highlighting both its strengths in service integration and its limitations in resource allocation, thereby providing insights for enhancing local governance and improving citizen satisfaction.

INTRODUCTION

As an autonomous region, the local government has a great deal of freedom to regulate and manage the needs of the community, ensure good public services, and continue to improve them. There is a growing awareness that the community has the right to be served and that the government must meet their needs. Issues for governments today, especially local governments, is to provide specialized services, high practical morality, competitive excellence, and the ability to maintain bureaucratic ethics in fulfilling their duties and functions, as well as providing services to the community. To maximize results services to the public, therefore government delegates some public service interests at each local level. Delegating the powers of all local regents and some mayors is a solution to the problem of public service maintenance. In an effort to provide the best for the community, government delegates certain public service responsibilities at each local level. Delegating authority to all local regents and some mayors is a solution to address public service issues. Based on Building public trust in public services, according to Law No. 25 of 2009 on public services, is an activity that must be carried out in accordance with the expectations and needs of all residents and citizens regarding the improvement of public services. As a benchmark for implementing good governance to achieve professional, transparent, efficient, and effective services in the community.

Therefore, this region is expected taking steps to improve public services, and as a result government holds the position as a service organization that provides 'services'.

In an effort to provide the best and most comprehensive public services, the government has delegated some of its public service responsibilities to the regional level. Delegation of authority from regents and mayors to sub-district heads in the regions each region is considered to be one of the solutions to address the problems in public services. Implementation is an effort to develop electronic-based governance to improve the quality of public services. The Integrated Subdistrict Administration Service (PATEN) greatly facilitates the licensing and non-licensing processes in subdistricts.

One way of providing public services at the sub-district level is through the use of integrated administrative services level, where all stages of service delivery from the submission of applications to the issuance of documents are conducted at a single location and are now also digital-based, such as e-ID cards. In 2010, the Sidoarjo Regency Government officially implemented Ministry of Home Affairs Regulation No. 4 of 2010 regulates integrated administrative services at the subdistrict level (PATEN) in eighteen subdistricts in Sidoarjo. Regency. The Sidoarjo Regency Government is committed to bringing bureaucratic more environmentally friendly services by delegating the regent's authority to district heads for certain matters, where the matters in question are those related to services, permits, and non-permit matters [1].

As can be seen in the table below, Wonoayu Subdistrict receives licensing and non-licensing services through PATEN, such as:

Table 1. Licensing and non-licensing services through PATEN in Wonoayu Subdistrict, Sidoarjo Regency, 2022

Licensing	Non-licensing
Issuance of business licenses	Legalization services
Micro, small, or IUMK, etc.	Letters (introductions, explanations, etc.)
License issuance (establishing building)	Service for e-KTP, KK, certificate of death, birth certificate
	Letter endorsement
	Domicile statement
	Certificate of moving in/out

Source: Wonoayu Subdistrict 2022

Based on Table 1.1, the Wonoayu district is currently being implemented online and offline, Although it does not always run smoothly, there are some obstacles. obstacles to the implementation of patents in the Woloayu district. The government, particularly the district management services, is an area that needs improvement from the perspective of public services. As a result, the public can easily and quickly submit the necessary management documents. Wonoayu District is one of the districts that began implementing the Integrated Management Service (Paten) in 2011, and the state

government provides public services to residents by offering integrated management guidance for sub-competencies. Regarding the 2010 National District Integrated Management Services (Paten) Guidelines, we explain that District Integrated Management implementation of public services through sub-decentralization limited to services implementation level to issue documents at a single location.

In 2010, officials from the Sidoarjo District Government implemented the 2010 Internal Affairs Regulation on District Integrated Management Services (Paten) in 18 districts in Sidoarjo District [1]. The PATEN sub-sector includes services that assist with population management and civil registration: new identification records, data changes, and processing and printing of family maps. The districts that have implemented PATEN in Sidoarjo Regency can be seen in Table 2 below.

Table 2. Subdistricts that have implementation PATEN in Sidoarjo Regency in 2010-2011

No.	Subdistrict Name	Have Implemented PATENT / Not yet
1.	Balongbendo District	Already
2.	Buduran District	Already
3.	District Candi	Already
4.	Gedangan District	Already
5.	Jabon District	Already
6.	Krembung District	Already
7.	Krian District	Already
8.	Prambon District	Already
9.	Porong District	Already
10.	Sedati District	Already
11.	Sidoarjo District	Already
12.	Sukodono District	Already
13.	District Taman	Already
14.	Tanggulangin District	Already
15.	District Tarik	Already
16.	Tulangan District	Already
17.	District Waru	Already
18.	Wonoayu District	Already

Source: Author's observation, 2025

Based on Table 4 above, Sidoarjo Regency has long implemented PATEN in all 18 subdistricts, Government administration, especially at the subdistrict level, faces several obstacles that hinder the implementation of PATEN, which means that the process does not always run smoothly level, are an area that must be improved in terms of service to the community, so that the community can quickly and easily submit the necessary paperwork.

Table 3. Subdistricts that have implemented PATEN in East Java 2019-2021

Year	Total sub-districts in East Java Province	Sub-districts that have implemented PATEN
2019	666 District	608 District
2020	666 District	666 District
2021	666 District	666 District

Source : Author's Result based on journal kemdikbud.co.id, 2021

From Table 3, in 2019, there were 608 subdistricts Every subdistrict in East Java Province has implemented PATEN in 2020 and 2021 PATEN despite many problems that arose The Standard Operating Procedures (SOP) for services, designed to be as simple as possible, offer hope that PATEN can become an innovation capable of providing services quickly and accurately. However, in reality, there are still conflicts in meeting general needs.

In this study entitled "Implementation of Integrated Administrative Services (Paten) to Improve the Quality of Public Services in Wonoayu District, Sidoarjo Regency," the researcher focused on the implementation indicators George C. Edward III stated that, namely (1) Communication, which emphasizes the importance of clear and effective communication in policy implementation. This includes conveying accurate information about the policy's objectives, targets, and goals. Poor communication can lead to misunderstandings and obstacles in policy implementation. (2) Resources, which refers to the need for adequate resources to implement policies, including human resources, budgets, facilities, and information. A lack of resources can hinder or even thwart policy implementation. (3) Disposition, which refers to the attitudes and behaviors of policy implementers. If implementers have a positive and supportive attitude toward the policy, implementation will run more smoothly. Conversely, negative attitudes or resistance from implementers can be a major obstacle. (4) Bureaucratic Structure, which refers to the place where the policy will be implemented, also plays an important role. A clear structure, effective division of tasks, and documented work procedures will help facilitate implementation [2].

Previous research by Bakunzibake (2019) examined the implementation of e-government in Rwanda through a one-stop service, showing how this system plays an important role in improving the efficiency, transparency, and accountability of public services. These findings form the basis of the argument that one-stop service models such as PATEN have similar objectives and challenges in the local government environment [3].

Second, research conducted by Nurhakim in 2014 emphasizes the importance of implementing e-government to achieve transparency and accountability in modern government systems, as well as the need for innovation in fast and efficient public service management in order to satisfy the public [4].

Third, research conducted by *Minister of Home Affairs Number 4/2010*, which has been widely reviewed in various studies related to the importance of integrated administrative services as an efforts to make services more accessible to the public, improve service quality, and accelerate the licensing and administrative processes at the sub-district level. In every qualitative study on the implementation of public service policies, the Miles and Huberman data analysis method is also frequently used, referring to the data preparation, data reduction, and conclusion drawing phases conclusions. These studies provide a strong theoretical framework for understanding the effectiveness and challenges of PATEN implementation in the local government environment, while also serving as the main foundation for this article in analyzing improvements in public service quality through integrated administrative services [5].

RESEARCH METHOD

This study uses a qualitative descriptive approach. The research focuses on the implementation of e-government through integrated administrative services in Wonoayu District, Sidoarjo Regency. Interviews, observations, and documentation are the data collection methods. Observations were conducted through systematic observation to identify social phenomena, followed by documentation. This technique was used to assess the implementation of e-government through the integration of administrative services at the sub-district level. Data collection techniques involved the interviewer posing a series of direct questions to informants, including the Wonoayu sub-district head, the PATEN section head, PATEN staff, and community members.

By using supporting media such as notebooks, interview guidelines, cameras, and recorders to facilitate the documentation and interview process conducted to obtain information regarding its implementation of e-government through the use of an integrated administration system in Wonoayu Subdistrict, Sidoarjo Regency. The documents used by the researcher in this study include photos, images, and data obtained during observations and interviews with informants to ensure the results are valid and reliable, supported by photos, images, and data in *the research process*. This study uses qualitative descriptive analysis to analyze data, which includes systematically searching for and organizing data.

The data used is technical data. This study used purposive sampling, which involves selecting samples based on an assessment of the characteristics of the samples needed and in accordance with the objectives of this study [4]. Meanwhile, the data analysis technique for the research results is based on the data analysis model from Miles and Huberman (2007:16). Miles and Huberman divide the data analysis process into three steps, namely 1) Data reduction is the process of selecting, focusing, abstracting, and transforming data. obtained from field research. 2) Data presentation, which involves organizing information in a structured manner to facilitate the drawing of conclusions. Initially, the presentation of qualitative data was in the form of narrative text, but with its development, qualitative data is now often presented using graphs, charts, or

matrices. 3) Drawing conclusions, which is the activity of summarizing data in accordance with the predetermined problem formulation.

RESULTS AND DISCUSSION

Results

1. District Integrated Administrative Service (PATENT)

a. Definition Of PATEN

Ministry of Home Affairs Regulation No. 4 of 2010 concerning guidelines for Integrated Subdistrict Administration Services (PATEN) sets standards. PATEN is the provision of public services at the subdistrict level that allows all processes, from application submission to document issuance, to be carried out in one place. This single location refers to a single service counter or window. The ideal PATEN system to use is one-stop service system where, starting from the submission of service requests by the public, the entire process and retrieval of service documents are fully handled by staff in integrated administrative service room of the sub-district (service division subdivision) under the coordination of the head of the service sub-division and the sub-district secretary (without assistance from the service section). The one-stop service system positions the public to only interact with service counter officers assigned to the sub-district level. The objective of PATEN is to make sub-districts the center of community services and the center of PTSP services at the regency/city level for sub-districts that are difficult to reach due to geographical conditions. conditions, it is more effective and efficient to provide services through the sub-district. To make subdistricts centers of community service, regents or mayors must grant certain licensing and non-licensing authorities to subdistrict heads in accordance with scale and criteria. This ensures that the main objective of regional autonomy, namely to empower local governments to bring services closer to the community, is achieved. "Service" is the origin of the term "service", which means [6].

To help provide everything needed by others for the act of serving. Essentially, Everyone needs service, and it can even be said that service is inseparable from human life. According to Ministerial Decree No. 63 of 2003, service is a form of service activity carried out by government agencies, whether at the central or regional level, state-owned enterprises (SOEs), or regional-owned enterprises (ROEs), in the form of goods or services, aimed at fulfilling the needs of the community in accordance with applicable laws and regulations [7].

The Integrated District Administration Service (PATEN) has been implemented in eighteen districts in Sidoarjo Regency. The Sidoarjo Regency Government is committed to bringing bureaucratic services closer to the community by delegating the regent's authority to district heads for certain matters, particularly those related to services, permits, and non-permit matters. Additionally, to expedite these services, all services at subdistrict offices have been integrated into a unified subdistrict service center, known as the subdistrict PATEN center. Among these services are those related to population

administration and civil registration, including the issuance of new identity cards, data updates, and the processing and printing of family cards [8].

In this study, the author also used several literature reviews as follows. Public services, according to Law No. 25 of 2009, cover a wide range of activities. Service fulfillments in accordance with the law granted to citizens in the form of goods, services, or administrative services carried out by public service officials. Population administration services, as stipulated in Sidoarjo Regent Regulation No. 11 of 2021 on Population Administration and Civil Registration Services encompass the process of organizing and regulating population data, including population registration, civil registration, and the management of population administration information systems. This process focuses on public services and the development of other sectors (Regulation of the Regent of Sidoarjo No. 11 of 2021 on Population Administration and Civil Registration Services, 2021) [9].

The Wonoayu District is located in a very strategic position. The Wonoayu District consists of 23 (twenty-three) villages. The Wonoayu Subdistrict has a total area of approximately 2,844.574 hectares, comprising highlands and lowlands with elevations ranging from 500 to 1,500 meters above sea level (ASL), and an average temperature between 18°C and 32°C. The boundaries of Wonoayu Subdistrict are as follows: to the north, it borders Sukodono Subdistrict; to the east, it borders Sidoarjo Subdistrict; to the south, it borders Tulangan Subdistrict; and to the west, it borders Krian Subdistrict. In the field of education, Wonoayu already has educational facilities ranging from playgroups, kindergartens, to high schools. In the field of health, there are several facilities, including inpatient health centers and auxiliary health centers spread throughout the villages. The majority of the population of Wonoayu Subdistrict are farmers and cultivators [10].

b. Objective PATEN

PATEN was established to improve the quality of public services. Services and bringing public services closer to the people. This service improvement is particularly evident in terms of service time and cost. Services can be provided more quickly and easily through the implementation of PATEN. More measurable service. faster than ever before implementation PATENT. Previously, residents took care of certain documents or advice. visiting The district office must wait for the documents and recommendations to be completed, which may take anywhere from one hour, hours, up to several days, as governor or official staff were not present. However, The community is guaranteed fast and measurable service in accordance with service standards through PATEN. Care standards specify that the completion time for a particular public service is predetermined, Whether it's fifteen minutes, thirty minutes, or an hour, accompanied by the necessary documents, the staff responsible for handling the request, and any applicable service fees. If the authorized staff member is not present, their duties are delegated to another designated staff member, ensuring that service to the public remains consistent and reliable [11].

The goal of bringing services closer to the community means that the community can receive public services that are closer both in terms of distance and time. The location of the sub-district is clearly closer and relatively easier for the community to access compared to the (capital) of the regency/city, and the time required is also significantly reduced. Therefore, public services that have been carried out by institutions at the regency/city level according to the scale and criteria of the sub-district should be given to subdistricts through power sharing. [12]

2. Communication

Communication in e-government application through the use of an integrated administration system in Wonoayu Subdistrict, Sidoarjo Regency, is divided into several categories, such as transmission, which is the delivery of information between policy makers and implementers in order to achieve the desired objectives. The media used are social media such as the official website or notice boards in the Wonoayu sub-district office. In addition to social media, visual media such as banners and posters about services are also used. The clarity of information or announcements made by staff is considered sufficient in both implementation and communication. Consistency is maintained as staff strive to provide information about PATEN, such as the requirements for documents that must be submitted when processing services. [13]

Communication challenges between the government and the community depend on the level of community engagement. Younger residents have cell phones and are familiar with IT, but older residents are unable to find information. With the implementation of the PATEN program, the community I know has become supportive because it not only provides direct outreach but also indirectly clarifies information, such as sharing requirements on social media, so that the community no longer needs to ask questions or visit the office. Some people still inquire about the requirements for processing matters at PATEN directly because they do not have social media accounts. Many others have already obtained information from social media, which has made it easier for the community to understand the document requirements needed for their matters at PATEN. Regarding the clarity of information dissemination, before the establishment from Integrated Management Services at the People at the sub-district level are often confused by the existing procedures. However, now with the Integrated Administrative Services at the Sub-district Level, the services provided are very clear, and the procedures for obtaining services are also very clear. One of the posters for ID card services clearly outlines all the requirements. [14]

The above statement is supported by secondary data from social media such as Facebook and Instagram created by the Wonoayu sub-district and notice boards at the Wonoayu sub-district office for the Wonoayu community. Below is image 1 of the Wonoayu sub-district notice board.



Figure 1. Wonoayu Subdistrict announcement board.
Source: Research results, 2025.



Figure 2. Official website of Wonoayu Subdistrict
Source: Research results, 2025.

"With the PATEN outreach program, the community I know has become supportive because it's not just direct outreach; there's also indirect outreach that provides clear information, such as posting requirements on social media so that people no longer need to ask questions or come to the office. Some people also ask about the requirements for applying at PATEN directly because they already know the information through social media. Many people have also obtained information from the notice board posted at the front, which makes it easier for the public to understand the document requirements needed to process their applications at PATEN, ma'am." (Interview with Mr. Handoko Irawan, the PATEN BKD official in Wonoayu sub-district on June 17, 2025, at 12:30 PM WIB)

This can be seen in Figure 2 below, which shows the service process for handling matters at PATEN in Wonoayu Subdistrict, Sidoarjo Regency, as follows:

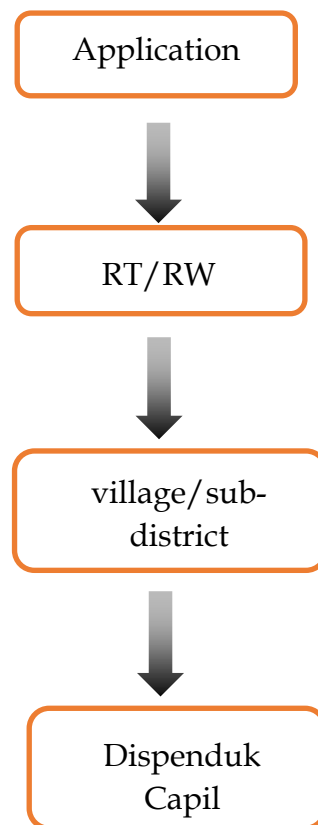


Figure 3. E-KTP Service Flow at PATEN Wonoayu Sub-District
Source: Sidoarjo Regency Government, 2021

Based on findings from interviews conducted, the following are is a statement from Mr. Handoko Irawan, the BKD Paten in Wonoayu sub-district. Based on field observations and interview results, it can be concluded that in terms of communication indicators, information has been clearly conveyed from the Wonoayu sub-district to the residents, particularly the PATEN coordinators at the village office. This is to facilitate the handling of services in the sub-district. PATEN staff also consistently convey information about PATEN. Some residents who use PATEN themselves acknowledge that the information provided is consistent, but its implementation also depends on the full awareness of all residents, considering that all types of services provided are centralized in one location: the PATEN office or room in each sub-district of Sidoarjo Regency. This has slightly altered the appearance of the sub-district, which previously consisted of confusing rooms for residents seeking to handle various matters.

Previous research in Wonoayu Subdistrict shows that clear and effective communication is very important in the smooth implementation of PATEN, that the use of social media, notice boards, and direct socialization helps accelerate the dissemination of information to the community so that service procedures can be well understood. This study confirms that effective communication in Wonoayu Subdistrict is supported by the use of social media and bulletin boards, making it easier for the public to understand the requirements and procedures of the PATEN service. According to Edward III's theory the success of policy implementation is greatly influenced by clear and effective

communication, particularly in conveying information about the objectives, targets, and procedures of the policy to both implementers and service recipients. Poor communication can lead to misunderstandings and create obstacles to implementation. Interview results indicate that both direct and indirect outreach through digital media has improved community understanding and supported the smooth implementation of PATEN.

3. Resource

One of the human resource issues has several indicators. There are still many obstacles from unmet resources that can affect patent implementation. The next issue is the lack of supporting infrastructure from the internet network, where disruptions and PCs often suffer from system errors, and the lack of seating in the patent waiting room. Responses to various public complaints related to the integrated management services of subdistricts that are not maximized due to these obstacles affect the long-term process. Therefore, the research title encourages the implementation of research work related to “the implementation of electronic government through the Integrated Management Service District (Paten) of Sidoarjo Regency Wolken.” [15]

The availability of human resources related to services is already in place. The number of employees is sufficient to improve the skills of each employee, and there are also regular training sessions usually organized by the civil service agency. Employees who will be trained are then sent to learn about new applications and services so that they can optimally serve the community. Innovations by district officials to improve service quality have been implemented in the past year, and this year there are three initiatives: visiting the homes of residents with mental health issues, visiting the homes of the elderly, and assisting those with physical disabilities. The implementation of these initiatives aligns with the established Standard Operating Procedures (SOPs), and the organizational structure supporting these services is outlined in the regulations set by the Regent. [16]

The resources for implementing integrated administrative services in Wonoayu Subdistrict, Sidoarjo Regency, are divided into several categories, namely human resources, budget, facilities, and authority. Human resources play a role as policy implementers who contribute to determining success.

For a policy to be considered effective, HR must be sufficient in both quantity and quality. This becomes a driving factor and a barrier in Integrated Subdistrict Administrative Services level, particularly in handling services at the sub-district level. In this context, human resources serve as a benchmark for the success of implementation if they are carried out by competent policy implementers who perform their duties appropriately. [17]

The budget for implementing PATEN in Wonoayu Subdistrict, Sidoarjo Regency, comes from the APBD. Budget Resources are very important in determining what sustainability application program, ensuring that the Integrated Subdistrict Administration Service program can run smoothly with the support of the APBD budget

in Wonoayu Subdistrict to achieve optimal success in integrated administration services. Authority is the power for policy implementers to make decisions to resolve issues and determine the direction of policies. The authority of PATEN implementers determines the success of a program.[18] Without authority, there is no strength in the eyes of the public. Therefore, this authority has an influence on implementation of PATEN, or Integrated Subdistrict Administrative Services, in subdistricts level. The following is an interview through Mr. Handoko, what BKD PATEN in Wonoayu District: "The consistency demonstrated by Wonoayu District in granting authority has been implemented well, but we cannot make decisions independently; they must be coordinated with all parties." (Interview with Mr. Handoko Irawan, the BKD using PATEN in Wonoayu District, on June 17, 2025, at 12:30 PM WIB) The result of the After conducting interviews, it can be concluded that by granting authority to the Wonoayu sub-district, PATEN can be implemented in the sub-district. Then, in each village, it is carried out by village staff and supported by the community.

In two previous studies conducted in the same context, it was found that the availability of sufficient human resources, adequate facilities such as waiting rooms, and budgetary support from the local government budget (APBD) are critical determinants of the effectiveness and efficiency of PATEN implementation. This study reinforces Edward III's perspective that the adequacy of resources is a key factor supporting the smooth implementation of public policies. According to Edward III's theory, indicators emphasize the importance of adequate resources, including human resources, budget, and supporting facilities.[19] Shortages in these areas can hinder or even prevent policy implementation. In the study in Wonoayu Subdistrict, it was found that additional human resources and improved facilities, such as comfortable waiting rooms, were needed. Program funding comes from the local budget (APBD), which optimally supports PATEN operations. This study shows that sufficient resource support is a determinant of performance and effectiveness of public services at the local level subdistrict level.

4. Disposition

Attitude or decision of policy implementation encompasses the maybe, desire, and tendency to realize the policies that have been enacted. If the implementer has a strong situation, therefore policies maybe certainly carried out properly, in line with target desired by the policy makers, which in this case is the government. Therefore, a strong disposition is very much needed when implementing policies. [20]

The disposition in implementation through integrated administrative services in Wonoayu Subdistrict, Sidoarjo Regency, is divided into several parts, such as the distribution of tasks comparable to respective function and as well as staff responsible for the implementation of PATEN in Wonoayu Subdistrict. The attitudes of policy implementers can either facilitate success or create obstacles in the implementation of a program. Therefore, it is essential for implementers to prioritize the common good and

maintain a positive attitude in executing the program. By prioritizing the common good rather than personal interests in implementing PATEN. [21]

This shows attributes closely related to policy or program implementers that implementers must have are honesty, commitment, and democracy. A loyal and faithful executor will always be successful. persevere despite problems faced by this program/policy. A person who believes in democracy attitude maybe improve what image begin implementers and regulations in the eyes from the target group members. This concept will reduce resistance from the community and foster trust and concern among target group toward the implementer and the program/policy. [22]

The following is an interview with Mr. Handoko, the PATEN BKD in Wonoayu Subdistrict. "PATEN is related to the people of Wonoayu who are currently using or in need of PATEN, so we try our best to provide good service in accordance with what the community needs. For example, if the community is changing their family card and there is a mistake in the name, we can process it as quickly as possible in accordance with the current system, which is all online. We will provide the link and requirements directly to the subdistrict office. If everything is in order, the process will be completed. If it takes longer, the results will be sent via post, so there's no need to make multiple trips." (Interview with Mr. Handoko Irawan, the PATEN Officer responsible for PATEN in Wonoayu Subdistrict, on June 17, 2025, at 12:30 PM WIB)

Incentives are provided by the sub-district to PATEN implementation staff to meet additional needs. However, the amount of the incentive received by staff varies each month. This is an effort to encourage the optimal implementation of PATEN. Civil servants, including office staff responsible for managing PATEN, receive incentives in the form of special allowances. From the interview results, it can be concluded that the implementer is none other than the Wonoayu sub-district government, which, in carrying out its duties, is committed to always striving to provide excellent service in accordance with the PATEN policy itself. This means that the implementation of PATEN must align with what has been established by the PATEN regulations, so the implementer carries it out. Their duties must be carried out with honesty, reliability, and other such qualities. Incentives serve as a supporting factor in the success of the application Integrated Subdistrict Administrative Existing services Wonoayu Existing services. [23]

The three previous studies conducted in Wonoayu Subdistrict showed that the positive attitude, high commitment, and dedication of PATEN implementers had contribute significantly to the success of the program success of the program. Staff members perform their duties in accordance with their job descriptions and prioritize the common good, consistent with Edward III's theory, which emphasizes that the disposition or attitude of policy implementers is a key factor in the smooth implementation of policies. According to Edward III's theory, indicators highlight the importance of the attitude/support of the bureaucracy in the implementation of policies, where staff responsible for Integrated Administrative Services at the subdistrict level understand the tasks that have been assigned to them. Second, incentives for staff at the

office responsible for managing PATEN include special allowances. Disposition is greatly influenced by the attitudes, commitment, and dedication policy implementer. Positive attitudes maybe facilitate implementation process, while negative attitudes can become obstacles. [24]

5. Bureaucratic Structure

The bureaucratic in running integrated administrative services in Wonoayu Subdistrict, Sidoarjo Regency, is divided into several parts, such as SOPs created in planning procedures that are easy to understand and have a significant impact on the implementation of PATEN, so that it can be more flexible. Based on the research conducted, Wonoayu Subdistrict has established several implementation requirements for PATEN; however, issues often arise in the SOPs, particularly regarding complaints about service procedures as perceived by the community. Therefore, the subdistrict has developed additional implementation requirements for PATEN to make them more accessible to the public. On the other hand, the presence of SOPs can expand the scope and create various strategic and systematic service channels.

This is very important for policy implementation. This aspect is divided into two very important things, namely mechanism and organizational construction of implementer alone. The program application mechanism is generally determined by following standard operating procedures (SOPs) included in the program or regulations guideline. A all right SOP includes clear and organized uncomplicated framework and is easy to understand by anyone because this will be reference in work begin implementors. Meanwhile, what organizational structure of what implementer also avoid complicated, things that are long and complicated as far as possible.

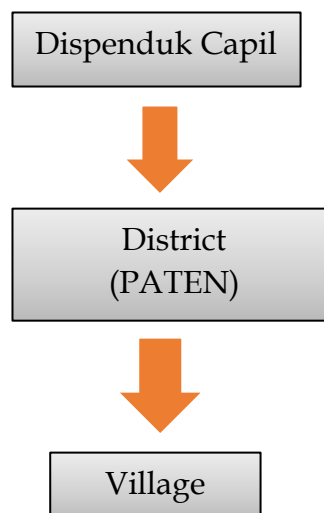


Figure 4. Bureaucratic structure of public services in Sidoarjo district

Source : Research results, 2025

Discussion

The implementing organization's The structure must have the ability to ensure that decisions about the extraordinary events that occurred in this program are made

quickly. The four variables mentioned above are model variables. Developed written by Edward are interrelated in fulfilling the objectives and targets begin the program/policy. They all work together to achieve the objectives, and other variables are greatly influenced by one variable. None of them can be eliminated or removed; if that were to happen, the existing policy could be deemed ineffective. The SOP clearly outlines the requirements for receiving services, processing times, service costs, compensation, service procedures, and the outcomes of the services provided. Overall, the mechanisms within the Integrated Administrative Services at the Wonoayu Subdistrict Office in Sidoarjo Regency have been effectively implemented.

The fragmentation or distribution of responsibilities in the implementation of PATEN has been carried out comparable to their respective responsibilities and functions. To avoid potential problems, the implementation of PATEN requires openness among staff members. According to findings from interviews and field Based on the observations, it can be concluded that bureaucratic structure indicators for the implementation of e-government through PATEN in Wonoayu Subdistrict also meet the criteria set by George Edward III. However, there are certainly obstacles and challenges that accompany its implementation. All types of obstacles found in Wonoayu Subdistrict.

Previous research has also concluded that a clear organizational structure, effective division of tasks, and simple and well-documented work procedures (e.g., through SOPs) facilitate and accelerate service delivery. Indicators according to Edward III's theory also emphasize the importance of a clear and straightforward bureaucratic structure in policy implementation. A concise organizational structure, effective division of tasks, and well-documented work procedures greatly support smooth implementation. Research in Wonoayu Subdistrict shows that service SOPs are made as simple as possible so that they are easy to follow by both the community and implementers. A clear organizational structure and work guidelines minimize potential complications and speed up the process of serving the community.

The implementation of e-government through PATEN in Wonoayu Subdistrict, Sidoarjo Regency, based on the Communication indicator: First, the dissemination of information or transmission is quite good, as socialization has been carried out through social media. Second, clarity in communication has been ensured by the staff of Wonoayu Subdistrict. Third, consistency in this regard is also satisfactory, as Wonoayu Subdistrict staff have made every effort to convey information. The Integrated Administrative Services (PATEN) system, which has been fully implemented in all 18 subdistricts of Sidoarjo Regency, including Wonoayu Subdistrict, has proven effective in enhancing high-quality public services by providing convenience and expediting what processing of both licensing and non-licensing matters in a single integrated location. [25]

The implementation of PATEN is also supported by an e-government system that facilitates communication with the public through social media and bulletin boards, making service information clearer and more accessible. Despite facing several challenges such as limited human resources and suboptimal supporting facilities, as well

as authority that still needs to be coordinated with other parties, the implementation of PATEN has been effective thanks to a clear bureaucratic structure and standard operating procedures (SOPs). Overall, PATEN is a significant and strategic innovation in public service aimed at improving administrative services at the regional level, with what hope that in the future, resources and facilities can be enhanced to provide increasingly optimal services to the public. [26]

CONCLUSION

Fundamental Finding : The study confirms that the implementation of e-government through PATEN in Wonoayu Subdistrict has effectively enhanced public service delivery by integrating licensing and non-licensing processes in a single location, supported by clear communication, structured bureaucracy, and established SOPs. **Implication :** These findings suggest that PATEN serves as a strategic model for improving local governance and can be replicated in other regions to strengthen transparency, accessibility, and efficiency in administrative services. **Limitation :** However, the effectiveness of PATEN is constrained by limited human resources, suboptimal supporting facilities, and the need for better coordination of delegated authority, which restricts its capacity to fully meet public expectations. **Future Research :** Subsequent studies should employ a comparative or mixed-methods approach to examine the long-term impact of PATEN on citizen satisfaction, explore digital innovations that enhance service quality, and assess strategies for optimizing resources to achieve sustainable e-government implementation at the regional level.

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