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Effectiveness of Population Administration Services at the Sambungmacan Subdistrict Office, Sragen Regency

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Abstract

Evidence remains limited on how goal achievement, interagency integration, and organizational adaptation jointly shape the effectiveness of population administration services at the subdistrict level. This study examined service effectiveness at the Sambungmacan Subdistrict Office, Sragen Regency, using Duncan's effectiveness framework. The qualitative descriptive study drew on interviews, direct observation, and documents. Informants were purposively selected and included subdistrict officials and service personnel, a regency population administration officer, and residents. Data were analyzed using the Miles and Huberman model. Service delivery was generally effective. Under normal conditions, applications were processed within one to two business days. The SIAK information system and internal communication supported service procedures and interagency coordination, and staff arranged alternative ways to deliver services during technical disruptions. Service effectiveness was constrained by SIAK server outages, shortages of blank electronic identity cards (KTP-el), reliance on the regency agency for equipment and card distribution, and inconsistent communication about verification and validation procedures. Applying Duncan's framework at the subdistrict level shows how timely processing depends on coordination across agencies and staff responses to disruptions. The findings identify three priorities for improving service delivery: maintaining service continuity, strengthening interagency coordination, and clarifying procedural information for residents. Future mixed-methods studies

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could compare subdistricts to examine how these factors shape service effectiveness across settings.

Keywords: Population Administration Services; Service Effectiveness; Goal Achievement; Interagency Integration; Organizational Adaptation

INTRODUCTION

Public service delivery is one of the government's responsibilities in fulfilling the rights and needs of the community by providing quality services in accordance with applicable regulations. Law No. 25 of 2009 concerning Public Services emphasizes that the state is obligated to serve every citizen and resident in fulfilling their basic rights and needs. One form of public service that is directly related to people's daily lives is population administration services. Population administration refers to a series of activities involving the organization and regulation of the issuance of population documents and data through population registration, civil registration, and the management of population administration information, as stipulated in Law No. 23 of 2006, as amended by Law No. 24 of 2013. Population administration plays an important role because it is closely related to people's identity, legal status, and fulfillment of basic rights, including access to various other public services (Naibaho & Ginting, 2023; Suardi et al., 2025). Therefore, the government is responsible for ensuring that the public can obtain population documents through services that are effective, accessible, and nondiscriminatory (Sugiarto et al., 2024).

Local governments have the authority and responsibility to provide population administration services within their respective jurisdictions. In Sragen Regency, public service delivery is guided by Sragen Regency Regional Regulation No. 9 of 2006 concerning the Provision of Public Services and Sragen Regency Regional Regulation No. 5 of 2018 concerning the Implementation of Population Administration. Both regulations emphasize the importance of transparent, accountable, and effective services that provide the public with convenience and certainty. One effort to bring services closer to the public is the implementation of Integrated Subdistrict Administrative Services (*Pelayanan Administrasi Terpadu Kecamatan*, PATEN). The delegation of certain authorities to subdistrict heads is expected to accelerate and facilitate public service delivery, while PATEN enables administrative services to be provided at a single location through an integrated service counter (Nurul et al., 2025; Trio et al., 2025). The availability of services at the subdistrict

level is also important, particularly for residents who face geographical and distance-related barriers to accessing services at the regency government center (Erdina & Hariani, 2017).

One area that provides population administration services at the subdistrict level is Sambungmacan Subdistrict, Sragen Regency. Sambungmacan Subdistrict is located in the eastern part of Sragen Regency and shares a direct border with Ngawi Regency, East Java Province. This geographical condition makes the availability of services at the subdistrict level important for bringing population administration services closer to the community, given that the distance between residents' homes and service centers can pose an obstacle to accessing services (Alfons et al., 2024). According to the *Sragen Regency Population Data Report Book for Semester II of 2025*, Sambungmacan Subdistrict has a population of 50,767, distributed across nine villages. Meanwhile, the Clean Consolidated Data (DKB) for Semester II of 2024 indicates that, of the 39,047 residents required to have an electronic identity card (KTP-el), 38,679 had obtained one. In the same year, of the 18,254 household heads, 17,062 had obtained a Family Card (KK). These figures indicate that the need for population administration services remains an important concern, both in terms of fulfilling identity document requirements and updating or correcting population data (Sragen Regency Department of Population and Civil Registration, 2024).

Based on preliminary research conducted at the Sambungmacan Subdistrict Office, the population administration services provided include electronic identity card (KTP-el) and Family Card (KK) services. However, several obstacles remain in their implementation, particularly those related to service facilities and infrastructure. One such obstacle was a malfunctioning KTP-el recording device, which prevented recording services from being provided at the subdistrict office for approximately one year. This condition was also identified during an unannounced inspection conducted by the Regent of Sragen in 2025, as reported by iNews Sragen on October 27, 2025. The issue of limited service facilities is consistent with the findings of the systemic study conducted by the Ombudsman of the Republic of Indonesia (2024), which identified damaged or outdated recording equipment, limited geographical access, and internet connectivity problems as obstacles to KTP services. While the recording device was out of order, residents of Sambungmacan Subdistrict were still facilitated in completing their recording at the Public Service Mall or the Sragen Regency Department of Population and Civil Registration. The Sragen Regency Government subsequently provided a backup device, allowing KTP-el recording services at the subdistrict office to resume.

In addition to problems with facilities and infrastructure, the preliminary research also identified issues related to the availability of KTP-el card blanks and the processing time for Family Card services. Under certain circumstances, residents have to wait several days to receive their KTP-el because card blanks are temporarily out of stock. Meanwhile, Family Card services cannot always be completed on the same day because the data must undergo a verification and validation process by the Sragen Regency Department of Population and Civil Registration. These conditions indicate that the completion of population administration services depends not only on the performance of subdistrict staff but also on the availability of supporting facilities and coordination with relevant agencies. Timeliness, facilities and infrastructure, resources, and work completion procedures are aspects that need to be considered when assessing the effectiveness of population administration services (Rahmad et al., 2023).

Previous studies have shown that the effectiveness of population administration services remains closely related to facility readiness, timeliness, procedures, and information technology support. (Ivanna et al., 2020) identified service problems related to timeliness, network disruptions, and limited facilities. Saputri & Tukiman (2024) also found that the effectiveness of KTP-el and Family Card services is related to the smoothness of procedures, timeliness, and the readiness of facilities and infrastructure. Meanwhile, studies on innovations in population administration services have shown that the use of technology can facilitate and accelerate service delivery, although challenges remain in the form of network disruptions, limited equipment, and varying levels of public understanding (Puspitasari & Santoso, 2026; Rifani & Megawati, 2022). Other studies have examined service development through PANDU Online, neighborhood-level service centers (*Balai RW*), electronic signatures, and online service innovations as efforts to improve accessibility and simplify service processes (Devi et al., 2024; Hana & Haryanto, 2025; Putri & Bataha, 2023; Rizqiqa & Amalia, 2021). At the subdistrict level, Purnama et al. (2025) found that the implementation of PATEN had generally been effective, although challenges related to service access and technology use remained. Meanwhile, Pratiwi et al. (2022) and Nuriyah & Mursyidah (2025) used effectiveness indicators consisting of goal achievement, integration, and adaptation to examine public service delivery.

Based on these previous studies, the effectiveness of population administration services has been examined through various forms of innovation, the use of technology, and service delivery at both department and subdistrict levels. However, further research is

needed to specifically describe the effectiveness of population administration services at the subdistrict level by considering document processing time, interagency coordination, and service providers' ability to address limitations in facilities and infrastructure. This study applies Duncan's effectiveness theory, as presented in Steers (1980), which consists of three indicators: goal achievement, integration, and adaptation. These three indicators are used to analyze service implementation, the integration of coordination and procedures, and the ability of Sambungmacan Subdistrict to adapt to the obstacles encountered. Therefore, this study aims to describe the effectiveness of population administration services at the Sambungmacan Subdistrict Office, Sragen Regency.

METHODS

This study employed a qualitative approach with a descriptive research design. The qualitative approach was used to understand the phenomena experienced by the research subjects holistically through descriptions in words and language within a naturalistic context (Moleong, 2021). Creswell & Poth (2016) explains that qualitative research is an approach used to understand the meanings individuals or groups ascribe to social or human problems. Meanwhile, descriptive research aims to systematically and accurately describe facts, characteristics, and relationships between phenomena (Nazir, 2017). This approach and research design were selected to describe the effectiveness of population administration services at the Sambungmacan Subdistrict Office, Sragen Regency, based on actual conditions in the field.

This study was conducted at the Sambungmacan Subdistrict Office, Sragen Regency, Central Java Province, Indonesia. The location was selected because the office provides population administration services, particularly for Electronic Identity Cards (KTP-el) and Family Cards (KK), and several issues had been identified during preliminary observations, including limited supplies of blank KTP-el cards, malfunctioning recording equipment, and delays in processing Family Card services. Informants were selected using purposive sampling, which involves selecting informants based on considerations and criteria relevant to the research objectives. The informants included the Head of Sambungmacan Subdistrict, the Subdistrict Secretary, the Head of the Government Affairs Section, the KTP-el service operator, subdistrict administrative staff, an officer from the Population Registration Services Division of the Sragen Regency Department of Population and Civil Registration,

and community members who were currently processing or had previously processed population administration documents.

The research focus was analyzed using Duncan's three effectiveness indicators, as presented in Steers (1980): goal achievement, integration, and adaptation. Goal achievement concerns the timeliness of population administration service completion. Integration concerns the procedures and coordination between Sambungmacan Subdistrict and the Sragen Regency Department of Population and Civil Registration, particularly in the Family Card document verification process. Meanwhile, adaptation concerns the subdistrict's ability to respond and adjust service delivery to obstacles involving facilities and infrastructure, particularly the availability of blank KTP-el cards and malfunctioning KTP-el recording equipment.

The data sources in this study consisted of primary and secondary data. Primary data were obtained directly through interviews and observations, while secondary data were collected from official documents, books, journal articles, institutional reports, and other written sources. Lofland & Lofland (1984), explain that the primary data sources in qualitative research are words and actions, while other sources serve as supplementary data, such as documents. Data were collected through interviews, observations, and documentation. Interviews were conducted with informants who had knowledge of population administration service delivery to obtain information about service implementation and the challenges encountered (Moleong, 2017). Direct observations were carried out at the Sambungmacan Subdistrict Office to examine service conditions and activities (Creswell & Poth, 2016). Documentation involved collecting relevant materials, such as institutional records, standard operating procedures, and photographs of research activities (Creswell & Poth, 2016). During the data collection process, the researcher served as the primary research instrument, supported by an interview guide, an observation sheet, a voice recorder, and a notebook (Moleong, 2017).

The collected data were analyzed using descriptive qualitative analysis based on the Miles and Huberman data analysis model, as cited in Sugiyono (2023), which consists of four stages. First, data collection was conducted through interviews, observations, and documentation. Second, data reduction involved summarizing and selecting information relevant to the research focus. Third, data were presented in a systematic narrative form to

facilitate understanding of the phenomena under investigation. Fourth, conclusions were drawn based on the analysis of the collected and presented data.

RESULTS

Population administration services at the Sambungmacan Subdistrict Office, Sragen Regency, are provided through the General Services Section. The types of services examined in this study include Electronic Identity Cards (KTP-el) and Family Cards (KK). In their implementation, these services involve front desk staff, operators, village governments, and the Sragen Regency Department of Population and Civil Registration. Based on the research findings, the effectiveness of population administration services was analyzed using Duncan's (1973) three indicators: goal achievement, integration, and adaptation.

Goal Achievement

Goal achievement is used to determine the extent to which population administration services are able to accomplish their established objectives. In this study, the goal achievement indicator was examined in terms of the timeliness of service completion and the extent to which service outcomes meet community needs.

Based on the interviews and documentation, population administration services in Sambungmacan Subdistrict have been implemented in accordance with the applicable Standard Operating Procedures (SOPs). Under normal conditions, KTP-el and Family Card services can generally be completed within one to two business days, and some applications can even be processed within a single day. However, service completion times are still affected by the completeness of application documents, the availability of blank KTP-el cards, and the condition of the network and the Population Administration Information System (SIAK) server. Ms. Indah Triyani, Head of the General Services Section at the Sambungmacan Subdistrict Office, explained:

"The service has followed the applicable standard operating procedures. However, it also depends on the central SIAK server. When the server is not down, the service can be completed quickly, even within one day" (Interview, September 10, 2026).

This statement was supported by residents' experiences, as they reported that their submitted documents could be completed within the timeframe communicated by service staff. Nevertheless, when the supply of blank KTP-el cards was limited, the processing time

could be extended. One informant, Ms. Tumiyati, stated that her child had once waited approximately five days to receive a KTP-el because the card blanks were out of stock (Interview, October 7, 2026). Thus, service timeliness under normal conditions has generally been satisfactory, but it remains subject to technical constraints that can extend document processing times.

In addition to timeliness, goal achievement was also assessed based on whether service outcomes met community needs. The findings indicate that staff recheck documents before handing them over to applicants. This examination includes verifying the accuracy of population data and the physical quality of the printed documents. Residents are also asked to review their documents before leaving the subdistrict office so that any spelling errors or unclear print quality can be corrected immediately. This was explained by Mr. Arif Fuat Sagita, Secretary of Sambungmacan Subdistrict:

"We also cross-check the documents with the residents. Before they leave this office, we ask them to check whether everything is correct. If something is not right, we can help correct any errors or missing information. We also check whether the printed documents are blurry or difficult to read" (Interview, September 10, 2026).

From the community's perspective, the service outcomes were considered consistent with the submitted data and satisfactory in terms of physical quality. Informants stated that the information printed on their KTP-el documents was accurate and clearly legible. In addition, the number of service applications is not determined by a specific daily target but depends on the number of residents submitting applications. The Front Office staff member, Ms. Siti Hanifah, explained that the number of applications generally ranges from 10 to 30 per day and can reach approximately 50 applications when service demand is particularly high (Interview, September 25, 2026).

Based on these findings, goal achievement in population administration services at the Sambungmacan Subdistrict Office has generally been satisfactory. This is reflected in service completion times that typically range from one to two business days, the consistency of document data with residents' applications, and the rechecking of service outcomes before documents are handed over. However, service timeliness is not yet fully consistent because it remains affected by SIAK server disruptions and the availability of blank KTP-el cards.

Integration

The integration indicator is used to assess an organization's ability to establish coordination and implement service procedures in an integrated manner. In this study, integration was examined through coordination among organizational units and the integration of procedures and activities in population administration services.

The findings indicate that coordination in population administration services involves village governments, subdistrict staff, and the Sragen Regency Department of Population and Civil Registration. Coordination between Sambungmacan Subdistrict and the Department of Population and Civil Registration is conducted through the Population Administration Information System (SIAK), particularly for document submissions and verification. Subdistrict staff upload application files to the system, after which the Department of Population and Civil Registration examines the completeness of the data and supporting documents before validating them. Mr. Arif Fuat Sagita, Secretary of Sambungmacan Subdistrict, explained:

"Coordination is carried out through the SIAK system. We at the subdistrict office upload the files to the system, and then the Department of Population and Civil Registration checks and validates them. Manual coordination is usually limited to issuing introductory letters" (Interview, September 10, 2026).

In addition to SIAK, coordination is also conducted through a WhatsApp group involving representatives of operators and general service staff from the subdistrict office, as well as employees of the Sragen Regency Department of Population and Civil Registration. This platform is used to share information and discuss problems that arise during service delivery. Internal coordination within the subdistrict office also takes place between front desk staff and operators. Front desk staff receive applications and check their completeness before forwarding them to operators for further processing. This division of responsibilities is supported by communication among staff, including when operators are carrying out duties outside the office, allowing service activities to be adjusted to staff availability.

Although coordination among staff and agencies has been carried out, the findings indicate that information regarding the verification and validation process has not been communicated consistently to all residents. Some residents are simply asked to wait without receiving an explanation of the validation stages conducted by the Department of Population and Civil Registration. Others receive explanations only after asking staff for more detailed information. These differences in residents' experiences indicate that information about

service progress and processing stages is not always communicated comprehensively to every applicant.

The integration of service procedures is also reflected in the service flow, which involves both village governments and subdistrict staff. Residents first obtain an introductory letter from their respective village government and then submit their applications to the subdistrict office. Front desk staff examine the completeness of the documents before forwarding them to operators for processing according to the type of document requested. Service procedures and requirements have been standardized through SOPs and communicated to village officials during coordination meetings. Village officials subsequently convey this information to residents through local administrative representatives.

From the community's perspective, the population administration service process is considered relatively straightforward and easy to understand. Informants stated that staff had explained the requirements and service procedures, allowing residents to follow the document application process without difficulty. In addition, Sambungmacan Subdistrict conducts weekly internal evaluations led by the Subdistrict Head to provide guidance and ensure that service delivery and administrative activities comply with applicable regulations.

Based on these findings, integration in population administration services at Sambungmacan Subdistrict has generally been satisfactory. This is demonstrated by coordination among the subdistrict office, village governments, and the Sragen Regency Department of Population and Civil Registration; the use of SIAK and WhatsApp groups as communication channels; the division of responsibilities among staff; and the implementation of SOPs in service delivery. However, one aspect that still requires attention is the communication of information to residents regarding document verification and validation processes, ensuring that all applicants have a consistent understanding of the stages involved in completing their applications.

Adaptation

The adaptation indicator is used to assess an organization's ability to adjust service delivery in response to changing conditions and obstacles. In this study, adaptation was examined through adjustments to changes in the service environment and the availability of supporting facilities and infrastructure.

The findings indicate that Sambungmacan Subdistrict has made adjustments in response to technical service constraints, particularly shortages of blank KTP-el cards and malfunctions of recording equipment. When blank KTP-el cards are unavailable, staff explain to residents that the physical cards will be handed over once the supply becomes available. This information is then conveyed through village governments so that it can be communicated to residents. In addition, staff coordinate with the Sragen Regency Department of Population and Civil Registration whenever service-related problems arise. For residents who urgently need their documents, staff advise them to apply directly at the Department of Population and Civil Registration or the Sragen Public Service Mall (MPP). One community informant, Mr. Sutimen, stated:

"The staff advised me to go directly to the Department of Population and Civil Registration in Sragen if I wanted to get the document faster. However, if we are willing to wait, the subdistrict office can also provide the service properly" (Interview, September 10, 2026).

This statement indicates that staff seek to maintain service continuity by providing alternatives to residents when obstacles arise. Residents can either wait for services at the subdistrict office or use the services provided by the Department of Population and Civil Registration or the Sragen Public Service Mall if they need their documents more quickly.

In terms of facilities and infrastructure, population administration services at the Sambungmacan Subdistrict Office are supported by KTP-el recording equipment, computers, internet connectivity, and service area facilities. However, in 2025, the KTP-el recording equipment experienced a malfunction and could not be used for approximately one year. The subdistrict office reported the damage and requested repairs from the Sragen Regency Department of Population and Civil Registration. Following an inspection, the equipment was declared irreparable, and the Department of Population and Civil Registration subsequently provided a replacement recording device. With this replacement, KTP-el recording services at the Sambungmacan Subdistrict Office were able to resume.

In addition to recording equipment, the availability of blank KTP-el cards is another factor affecting service continuity. According to information provided by the Sragen Regency Department of Population and Civil Registration, the distribution of blank cards to individual subdistrict offices takes into account applications, service needs, and the available stock at the Department's office. Therefore, the number of blank cards received by each subdistrict

office remains dependent on the stock available at the regency level and the distribution of cards received from the central government.

From the community's perspective, the service facilities at the Sambungmacan Subdistrict Office are considered adequate to support the processing of population administration documents. Residents also expressed positive views regarding the staff's friendliness in providing services. This indicates that, in addition to the availability of service equipment, the service area facilities and interactions between staff and residents also contribute to a comfortable service experience.

Based on these findings, Sambungmacan Subdistrict's ability to adapt to service constraints is demonstrated through the provision of information to residents, coordination with the Sragen Regency Department of Population and Civil Registration, the provision of alternative service locations, and the reporting and follow-up of recording equipment malfunctions. Nevertheless, the availability of blank KTP-el cards remains dependent on the distribution mechanism and the stock maintained by the Sragen Regency Department of Population and Civil Registration. Thus, efforts to adapt to service constraints have been undertaken, although the subdistrict office remains dependent on supporting facilities and infrastructure provided by the relevant agency.

DISCUSSION

Population administration services at the Sambungmacan Subdistrict Office, Sragen Regency, constitute part of the non-licensing public services provided at the subdistrict level. Their implementation involves not only receiving applications from residents but also examining application requirements, submitting data through the Population Administration Information System (SIAK), verifying and validating documents by the Sragen Regency Department of Population and Civil Registration, and finally delivering the documents to residents. Therefore, the effectiveness of population administration services is determined not only by staff members' ability to process applications but also by the integration of procedures, interagency coordination, and service providers' ability to address obstacles throughout the service process.

To analyze the effectiveness of these services, this study applies Duncan’s (1973) three organizational effectiveness indicators, as presented in Steers (1980): goal achievement, integration, and adaptation. These three indicators provide an overview of Sambungmacan

Subdistrict's ability to achieve service outcomes, implement coordination and procedures in an integrated manner, and adjust service delivery in response to various challenges.

Goal Achievement

According to Duncan (1973), as presented in Steers (1980), goal achievement concerns the extent to which an organization can accomplish its established operational objectives. In population administration services at Sambungmacan Subdistrict, goal achievement can be assessed through the timeliness of service completion and the extent to which service outcomes meet community needs.

The research findings indicate that population administration services at Sambungmacan Subdistrict are generally carried out in accordance with the applicable Standard Operating Procedures (SOPs). Under normal conditions, KTP-el and Family Card documents can be processed within one to two business days. Some applications can even be completed within a single day when all required documents are complete and the supporting systems function properly. This condition indicates that established service procedures help staff carry out each stage of their tasks and provide residents with a degree of certainty regarding processing times. However, service timeliness is not yet fully consistent because it remains affected by SIAK server disruptions and the availability of blank KTP-el cards.

This condition demonstrates that service goal achievement does not depend solely on how quickly staff process applications but is also influenced by the readiness of supporting systems and facilities. When the SIAK server experiences disruptions or blank KTP-el cards are unavailable, document processing may take longer than usual. This finding is consistent with Ivanna et al. (2020), who found that population administration services may encounter problems related to timeliness, network disruptions, and limited service facilities. Saputri & Tukiman (2024) also found that the effectiveness of KTP-el and Family Card services is associated with smooth procedures, timeliness, and the readiness of supporting facilities and infrastructure. Therefore, goal achievement should be assessed not only in terms of whether services are completed on time under normal conditions but also in terms of service providers' ability to maintain smooth service delivery when technical problems occur.

In addition to timeliness, goal achievement is reflected in the extent to which service outcomes meet community needs. The findings indicate that staff at Sambungmacan

Subdistrict recheck document data and physical quality before handing the documents over to applicants. Residents are also involved in reviewing their documents so that any spelling errors or unclear print quality can be corrected immediately. These efforts demonstrate that service delivery is not solely focused on completing applications but also emphasizes the accuracy of the documents received by residents.

The absence of a specific daily target for the number of applications to be completed also indicates that service delivery is adjusted to the number of residents submitting applications. Under these circumstances, goal achievement is measured not simply by the number of documents issued but also by staff members' ability to process applications in accordance with established procedures and produce accurate documents. This is consistent with Rahmad et al. (2023), who explain that the effectiveness of population administration services can be assessed in terms of resources, facilities and infrastructure, the quantity and quality of services, work completion deadlines, and the procedures followed. Thus, goal achievement in population administration services at Sambungmacan Subdistrict has generally been satisfactory because it is supported by clear procedures, relatively short document processing times, and verification of service outcomes. Nevertheless, timeliness still needs to be improved to ensure more consistent service delivery when technical disruptions occur.

Integration

According to Duncan (1973), as presented in Steers (1980), integration concerns an organization's ability to establish working relationships and coordinate various activities so that they function harmoniously. In population administration service delivery, integration is important because the process involves not only subdistrict staff but also village governments and the Sragen Regency Department of Population and Civil Registration. Therefore, integration in this study is examined through coordination among organizational units and the integration of service procedures and activities.

The findings indicate that coordination in population administration services at Sambungmacan Subdistrict is carried out through several channels. Coordination with the Sragen Regency Department of Population and Civil Registration takes place through SIAK, particularly during the submission, examination, and validation of documents. In addition, communication is maintained through WhatsApp groups to share information and discuss service-related problems. Within the subdistrict office, coordination takes place between

front desk staff and operators, while village governments help residents fulfill application requirements and disseminate service information. This division of responsibilities demonstrates the working relationships among the parties involved in each stage of service delivery.

Such coordination is important because certain population administration processes, particularly the verification and validation of Family Cards, fall under the authority of the Sragen Regency Department of Population and Civil Registration. The use of SIAK connects service processes at the subdistrict level with document examination at the regency level. Meanwhile, the involvement of village governments helps facilitate the dissemination of requirements and information to residents. This condition indicates that service integration is established not only through working relationships among staff within the subdistrict office but also through coordination with other agencies that have the authority to process and finalize documents.

These findings are consistent with the study by Purnama et al. (2025) on the implementation of Integrated Subdistrict Administrative Services (PATEN) in Pamarican Subdistrict, Ciamis Regency. The study found that PATEN had generally been implemented effectively, particularly in terms of service timeliness and compliance with SOPs. This demonstrates that established procedures and a clear division of responsibilities play an important role in supporting service integration at the subdistrict level. However, coordination and the use of service systems alone are insufficient without clear communication of information to residents. Nuriyah & Mursyidah (2025) also found that online population administration services may encounter system integration and connectivity problems that affect the smooth delivery of services.

Regarding the integration of procedures and activities, population administration services at Sambungmacan Subdistrict are supported by SOPs, a division of staff responsibilities, the dissemination of information through village governments, and periodic internal evaluations. The service flow, beginning with the submission of requirements, followed by document examination by front desk staff and subsequent processing by operators, indicates that service stages have a relatively clear division of responsibilities. Furthermore, weekly internal evaluations serve as an effort to ensure that service delivery and administrative activities comply with applicable regulations.

Nevertheless, the findings reveal that information about the verification and validation processes conducted by the Department of Population and Civil Registration is not yet fully understood by residents. Some residents understand the requirements and application procedures but are not fully aware of the subsequent stages that must be completed before their documents are issued. This condition indicates that integrated procedures need to be supported by clearer communication with service recipients. Therefore, integration in population administration services at Sambungmacan Subdistrict has generally been implemented effectively through coordination among organizational units, the use of administrative systems, and a clear division of responsibilities. However, communication about the verification and validation stages still needs to be improved so that residents can experience integrated services from the initial application stage through to document receipt.

Adaptation

According to Duncan (1973), as presented in Steers (1980), adaptation concerns an organization's ability to adjust the roles, responsibilities, and working methods of its members in response to changes in the organizational environment. In public service delivery, adaptability is necessary because services do not always operate under ideal conditions. Technical disruptions, limited facilities, and changing community needs require organizations to make adjustments to ensure that services can continue to be provided. In this study, adaptation is examined through adjustments to changes in the service environment and the availability of supporting facilities and infrastructure.

The findings indicate that Sambungmacan Subdistrict has undertaken several adjustment efforts in response to service constraints, particularly those related to the availability of blank KTP-el cards and malfunctioning recording equipment. When blank cards are unavailable, staff explain the situation to residents and inform them that the physical documents will be delivered once the supply becomes available. This information is also conveyed through village governments so that it can be communicated to residents. In addition, staff advise residents to access services at the Sragen Regency Department of Population and Civil Registration or the Public Service Mall when their documents are urgently needed. These efforts demonstrate that staff do not simply wait for problems to be resolved but also provide alternatives to ensure that residents' needs can still be addressed.

This ability to adjust is important because service constraints can affect residents' access to population documents. Given that Sambungmacan Subdistrict is located in the eastern part of Sragen Regency, maintaining services at the subdistrict level is important so that residents do not always have to travel to the regency government center. This is consistent with Helpiastuti et al. (2023), who found that strengthening decentralized document printing services at the subdistrict level can help reduce residents' costs and waiting times. Thus, the availability of services at the subdistrict level needs to be supported by an organization's ability to maintain service continuity when facing technical problems and resource constraints.

In terms of facilities and infrastructure, Sambungmacan Subdistrict experienced a malfunction of its KTP-el recording equipment, which prevented recording services from being provided for approximately one year in 2025. In response, the subdistrict office reported the problem and coordinated with the Sragen Regency Department of Population and Civil Registration because the recording equipment falls under the department's authority. After an inspection determined that the equipment could not be repaired, the department provided a new recording device, allowing the service to resume. This action demonstrates an effort to address facility-related constraints through coordination and follow-up by the agency responsible for the equipment.

However, the subdistrict office's ability to address facility and infrastructure constraints remains limited because some equipment and the availability of blank cards are managed by the Sragen Regency Department of Population and Civil Registration. The distribution of blank KTP-el cards is adjusted according to subdistrict applications, regional needs, and the available stock at the department's office. Consequently, the subdistrict office cannot fully determine the number of blank cards it receives to meet residents' service needs. This condition demonstrates that organizational adaptation depends not only on the responses of staff at the subdistrict level but also on support and coordination with the agency responsible for service facilities.

These findings are related to the study by Ivanna et al. (2020), which found that limited facilities and network disruptions can affect the provision of population administration services. Puspitasari & Santoso (2026) also found that the use of population administration service innovations in Sragen Regency continues to face challenges involving internet connectivity, limited equipment, and varying levels of public understanding.

Meanwhile, Triono et al. (2026) found that population administration service innovations can accelerate service processes but still require adequate resources and stable networks and systems. These studies demonstrate that the availability of facilities and infrastructure, along with the ability to respond to technical disruptions, is an important part of maintaining service continuity.

Based on the discussion above, Sambungmacan Subdistrict's adaptive capacity is demonstrated through the provision of information to residents, the provision of alternative service locations, the reporting of equipment malfunctions, and coordination with the Sragen Regency Department of Population and Civil Registration. Nevertheless, the availability of blank cards and equipment support remains dependent on the policies and supplies of the relevant agency. Therefore, adaptation in population administration services is reflected not only in the actions taken when problems arise but also in the organization's preparedness to maintain service continuity and ensure that residents receive information about the available alternatives.

Overall, based on Duncan's (1973) three indicators, as presented in Steers (1977), population administration services at the Sambungmacan Subdistrict Office, Sragen Regency, can be considered effective. Goal achievement is reflected in service delivery that follows established procedures, relatively short document processing times under normal conditions, and the verification of document accuracy. Integration is demonstrated through coordination among subdistrict staff, village governments, and the Sragen Regency Department of Population and Civil Registration, as well as the division of responsibilities and established service procedures. Meanwhile, adaptation is reflected in staff efforts to respond to technical constraints by providing information, offering alternative service arrangements, and coordinating to address equipment malfunctions. Nevertheless, service effectiveness has not yet reached its full potential because timeliness remains affected by system disruptions and the availability of blank cards, while communication with residents about subsequent service stages still needs to be improved.

CONCLUSION

This study concludes that population administration services at the Sambungmacan Subdistrict Office, Sragen Regency, have generally been effective, although their implementation has not yet reached its full potential. The effectiveness of these services is

reflected in the implementation of established procedures, coordination among relevant agencies, and the staff's efforts to maintain service continuity when facing operational constraints. However, service performance remains affected by SIAK server disruptions, the limited availability of blank KTP-el cards, and communication gaps regarding document verification and validation processes. These findings indicate that effective population administration services depend not only on the performance of service personnel but also on institutional coordination and the availability of adequate supporting resources.

This study contributes to the understanding of public service effectiveness by applying Duncan's three indicators—goal achievement, integration, and adaptation—to population administration services at the subdistrict level. The findings demonstrate how these dimensions are interrelated in service delivery, particularly in achieving service objectives, coordinating administrative processes across agencies, and responding to technical and infrastructural constraints. Practically, this study provides context-specific insights for subdistrict governments and relevant agencies in improving service continuity, strengthening interagency coordination, and ensuring that residents receive clear information throughout the service process.

Future research could examine population administration services across several subdistricts or regencies to identify similarities and differences in service effectiveness under varying institutional and regional conditions. Further studies could also combine qualitative and quantitative approaches to examine service timeliness, the availability of supporting facilities, and residents' experiences more comprehensively. Such research would provide a broader understanding of the factors influencing the effectiveness and sustainability of population administration services.

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