



Public service in the Issuance of Electronic Identity Cards (e-KTP) at the Department of Population and Civil Registration of Mimika Regency

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Abstract

Public services are one of the primary functions of the government in fulfilling the basic rights of citizens. The national implementation of e-KTP plays a crucial role in supporting transparent, accountable, and efficient population administration. However, various challenges arise in its execution, such as delays in the issuance process, limited accessibility in remote areas, and insufficient human resources, all of which affect the overall service quality. This study aims to analyze and evaluate the effectiveness of public services, as well as examine the internal and external factors hindering the efficiency of Electronic Identity Card (e-KTP) issuance at the Department of Population and Civil Registration of Mimika Regency. This research employs a qualitative descriptive approach. The informants consist of public service users as well as officials and staff of the Department of Population and Civil Registration of Mimika Regency. The findings indicate that e-KTP services at the Department of Population and Civil Registration of Mimika Regency have performed well in several aspects, such as security, physical facilities, and empathy. However, challenges persist that hinder the effectiveness of e-KTP services. Internal factors include limited infrastructure and facilities (*Tangibles*), such as biometric recording devices, computers, printers, and inadequate service spaces, as well as a shortage of skilled human resources (*Reliability and Assurance*), where the number of trained personnel to operate the e-KTP system is highly limited. External factors involve geographical conditions and accessibility (*Equity in Public Services*), where communities in coastal and mountainous areas face significant difficulties in accessing e-KTP services due to mobility constraints and high costs.

Keywords: public services; public service effectiveness; internal factors; external factors.

Kata Kunci: Pelayanan publik; efektivitas pelayanan publik; faktor internal; faktor eksternal.

Abstrak

Pelayanan publik merupakan salah satu fungsi utama pemerintah dalam rangka memenuhi hak-hak dasar warga negara. Implementasi e-KTP secara nasional berperan penting dalam mendukung administrasi kependudukan yang transparan, akuntabel, dan efisien. Namun, terdapat berbagai tantangan yang dihadapi dalam pelaksanaannya, seperti lambatnya proses penerbitan, terbatasnya aksesibilitas di daerah-daerah terpencil dan keterbatasan sumber daya manusia yang mempengaruhi kualitas layanan secara keseluruhan. Tujuan penelitian ini untuk menganalisis dan mengevaluasi tingkat efektivitas pelayanan menganalisis faktor internal dan eksternal yang menghambat efektivitas pelayanan dalam pembuatan Kartu Tanda Penduduk Elektronik (e-KTP) di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Mimika. Penelitian ini menggunakan jenis penelitian deskriptif kualitatif. Informan dalam penelitian ini adalah masyarakat pengguna pelayanan publik dan pejabat dan pegawai Dinas Kependudukan dan Catatan Sipil Kabupaten Mimika. Hasil penelitian menunjukan Pelayanan e-KTP di Disdukcapil Kabupaten Mimika telah berjalan dengan baik dalam beberapa aspek seperti rasa aman, fasilitas fisik, dan empati. Namun, masih terdapat tantangan yang menghambat efektivitas pelayanan pembuatan e-KTP yaitu Faktor internal keterbatasan Sarana dan Prasarana (*Tangibles*), seperti alat perekaman biometrik,

komputer, printer, dan ruang pelayanan yang layak dan kurangnya sumber daya manusia (SDM) (*Reliability* dan *Assurance*) dimana jumlah SDM yang terlatih untuk mengoperasikan sistem e-KTP sangat terbatas. Faktor eksternal adalah kondisi geografis dan aksesibilitas (Keadilan Pelayanan Publik), masyarakat di daerah pesisir dan pegunungan mengalami kesulitan besar dalam mengakses layanan e-KTP karena keterbatasan mobilitas dan biaya.

1. Introduction

Public services are the primary function of the government in fulfilling the basic rights of citizens, including the provision of goods, services, and administrative services as stipulated in Law No. 25 of 2009. One of the vital public services in Indonesia is the issuance of the Electronic Identity Card (e-KTP), which not only serves as personal identification but also as a prerequisite for accessing other administrative services such as passports, driver's licenses, and tax identification numbers. The implementation of the e-KTP aims to create a transparent, accountable, and efficient population administration system. However, its implementation still faces various challenges, such as slow issuance processes, limited access in remote areas, and a shortage of human resources.

Waldo's (1965) theory of public service emphasizes the importance of accountability, transparency, public participation, and service quality as pillars of good governance. However, practices on the ground, including in Mimika Regency, reveal a gap between theory and reality. Initial observations reveal public complaints such as cumbersome procedures, unclear information, and delays in issuing e-ID cards, which should be completed within three days but often take weeks. The delay is due to infrastructure limitations, such as biometric recording devices and service spaces, as well as a shortage of trained human resources.

This study focuses on analyzing the effectiveness of e-ID card services at the Mimika Regency Population and Civil Registration Office (Disdukcapil), identifying internal and external factors that hinder service delivery. Internal factors include infrastructure and human resources, while external factors include geographical challenges and accessibility for communities in coastal and mountainous areas. These findings are important for promoting more inclusive and responsive public service governance reforms.

The research questions are (1) What is the quality of e-KTP public services at the Mimika Regency Disdukcapil? (2) What are the internal and external factors that hinder the effectiveness of these services? The objective is to analyze the level of service effectiveness and its barriers while providing recommendations for improvement based on good governance principles. The benefits of this research include enriching the literature on public services, providing policy recommendations for improving service quality, and enhancing community accessibility, particularly in remote areas. Thus, this research is expected to contribute to the creation of more efficient, transparent, and equitable e-KTP services.

2. Literature Review/ Theoretical framework

Public services are an important component of administration, essentially perceived by different groups as administration provided by public authorities. The term "public services" then refers to all goods and services provided by the government (Dwiyanto, 2015). Public services can be called a vital component in the administration of government because they cover a very broad part of life. The state's efforts to meet the basic needs and civil rights of every citizen for goods, services, and administrative services provided by public service providers are known as public service delivery. Public service, according to Wasistiono in Hardiansyah (2011), is the provision of services to the community, whether paid or unpaid, by the government, private parties acting on behalf of the government, or private parties to meet the needs and interests of the community. Meanwhile, Lewis and Gilman Hayat (2019) state that public services are a public trust that must be carried out competently and in accordance with existing principles and guidelines.

The concept of public service, the term "public" comes from the English word "public," which means public, culture, or country. The word "umum" has been recognized as standard Indonesian, meaning general, many people, or crowded. The concept of public assistance can be interpreted as the provision of various types of assistance (services) to meet the needs of individuals or groups of individuals who have a genuine interest in decisions and techniques that are not fully resolved. Public service or administration can be characterized as all types of administration, whether as open commodities or public administration, which at the basic level is a duty and is carried out by government offices at the intermediate level, in the regions, and within the context of national demands. State-owned enterprises (SOEs) or regional-owned enterprises operate within the business system to address regional needs or within the framework of implementing legal regulations (Ratminto, 2005).

Public Service Theory, Waldo's theory (1965), also emphasizes the importance of community participation in public services. Using Waldo's public service theory is a highly relevant and fundamental step in understanding and implementing effective and equitable public services.

- a) **Relevance of Government and Public Service Context:** Dwight Waldo (1965) emphasized the importance of ethics, accountability, transparency, and participation in public service management. This is highly relevant to the context of e-KTP services, where the government needs to ensure that the services provided are fair, equitable, and accessible to all citizens without discrimination.
- b) **Principle of Accountability:** Waldo's theory highlights the importance of accountability in public services. In the context of e-ID cards, accountability is key to ensuring that every step in the process of producing and distributing e-ID cards is carried out correctly and can be accounted for. This helps prevent corruption and abuse of authority that could harm the public.
- c) **Transparency:** Waldo also emphasizes transparency as a core principle. Transparency in the e-ID card production process allows the public to understand each stage involved, thereby reducing the potential for errors and unfairness. Additionally, transparency enhances public trust in the government.
- d) **Public Participation:** Public participation is an important element emphasized by Waldo. By involving the public in the e-ID card production process, the government can better understand the needs and issues faced by citizens. This participation also fosters a sense of ownership and increases public satisfaction with the services provided.
- e) **Improved Public Satisfaction:** By applying the principles outlined by Waldo, such as accountability, transparency, and participation, the quality of e-KTP services can be improved. This, in turn, will enhance public satisfaction with public services, as citizens feel they are being well-served and their rights are respected.
- f) **Systemic Approach:** Waldo's approach also emphasizes the importance of understanding public services as a complex and interconnected system. By adopting this theory, the government can identify and address various systemic challenges that may arise in the e-KTP issuance process, such as bureaucratic red tape or lack of coordination between agencies.

According to Ratminto (2005), there are several principles in the process of providing public services that must be considered by service providers, namely:

- a) **Procedural Simplification:** Procedures should be designed to be as short and straightforward as possible.
- b) **Clarity from the staff serving the public and the clarity of the administrative system used in the public service delivery process.**
- c) **Certainty regarding the schedule and duration of service delivery.** The schedule and duration of service delivery must be certain and timely so that the public has a clear understanding of the procedures and mechanisms of the service they will undergo and to avoid causing anxiety among those being served.
- d) **Accuracy of services provided in the process of fulfilling various community needs must be valid and reliable so that they can be accounted for by the service providers.**
- e) **A sense of security.** Public services provided to the community must provide clear certainty for users of public services.
- f) **Accountability.** Complaints must be handled effectively by government institutions so that various problems that arise can be resolved promptly by government institutions as service providers.
- g) **Service facilities.** The availability of adequate facilities and infrastructure to support the creation of good service quality and meet all the needs of the community being served.
- h) **Ease of access.** The ease of access for the community in the provision of public services, so that the process of providing public services is easily accessible to the community.
- i) **Empathy with customers.** Public services provided by government institutions must be delivered with a sympathetic attitude toward service users, namely members of the community.
- j) **Comfort.** The process of delivering services to members of the community must be able to create and provide a sense of comfort to the community as service users.

In this study, three levels of theory were used, namely grand theory, middle-range theory, and applied theory, to provide a comprehensive conceptual framework for explaining public services, particularly those related to e-KTP services in Mimika Regency.

Public Administration Theory as Grand Theory: Public administration theory serves as the grand theory in this study,

focusing on the management and organization of services to achieve government objectives. This theory is relevant because the effectiveness and efficiency of e-KTP services heavily depend on how the Dukcapil agency is structured and managed. Good management of public service organizations enables more structured and targeted services, thereby minimizing problems such as delays and the inability to meet community needs. In this context, public administration is key to understanding the structure and processes of bureaucracy, which play a major role in providing more optimal services.

Ratminto's Theory (2005) as Applied Theory The theory used as applied theory is Ratminto's public service theory, which emphasizes the importance of procedure limitation, meaning that the service system should be as simple as possible to avoid complicated procedures, clarity of the administrative system, certainty of schedules and time estimates in service delivery, accuracy of service, safety, accountability, service facilities, ease of access, empathy, and comfort. This theory was chosen because it highlights the basic principles that should form the foundation of government service delivery. In the context of this research, these principles are highly relevant to improving the quality of e-KTP services, especially since the main focus of this theory is how public service management can have a real impact on public satisfaction and service efficiency.

3. Methods

In this paper, the author uses qualitative descriptive research. According to John W. Creswell, qualitative descriptive research is an approach that aims to understand the meaning, experiences, and views of research subjects in depth, as well as to describe phenomena as they are without manipulation or control of variables. This research emphasizes natural contexts, social interactions, and subjective understanding. The research location is the Mimika Regency Population and Civil Registration Office, a government agency responsible for managing population administration, including the issuance of Electronic Identity Cards (e-KTP). The research was conducted over a period of one month, from December 9, 2024, to January 15, 2025, covering various stages, from preparation to data collection and analysis. The primary data sources for this study were obtained from informants, namely officials and employees of the Mimika Regency Population and Civil Registration Office, as well as individuals or members of the community, where the researcher conducted interviews with five main respondents out of a total of 100 respondents who completed the questionnaire. Secondary data sources include official government documents such as the annual reports of the Mimika Regency Population and Civil Registration Office, regulations related to public services, and government policies regarding the implementation of e-KTP. In addition, secondary data also includes literature related to public service theory, scientific journals, textbooks, and previous research results relevant to this topic.

The focus of this study is on the effectiveness and efficiency of public services in the issuance of Electronic Identity Cards (e-KTP) at the Mimika Regency Population and Civil Registration Office. This study aims to identify factors that influence the quality of e-KTP services, including internal barriers such as infrastructure limitations, human resource availability, and service management. The instrument used in this research is a list of questions that will be used during data collection through observation and interviews with informants, as outlined in Table 1: Interview Guidelines for e-KTP Services in Mimika Regency. The data collection procedure is a series of steps undertaken by the researcher to obtain or collect the required data. The data collection techniques and instruments used in this study are in-depth interviews, observation, and documentation techniques. These three techniques can be briefly explained as follows: conducting a literature review, collecting data and information, and, based on the results of the analysis, research conclusions can be drawn as a basis for determining recommendations related to this study.

4. Result & Discussion

The Mimika Regency Population and Civil Registration Office was established on January 1, 2018, based on Mimika Regent Regulation No. 54 of 2017 concerning the status, organizational structure, duties and functions, and work procedures of Type A population and civil registration offices. The e-KTP service at the Mimika Regency Population and Civil Registration Office has been running well in several aspects, such as security, physical facilities, and empathy. However, there are still challenges in terms of clarity of information, certainty of service time, accuracy, and accessibility. Improvements are needed in socialization, staff training, and digital-based service innovations and outreach to make the service more inclusive and responsive. Therefore, the author summarizes the discussion of the research results as follows:

Procedural Restrictions: Interviews revealed that the procedures for recording and printing e-ID cards are regulated through a digital queue system and internal standard operating procedures (SOPs). However, there are still cases where the public does not fully understand the administrative steps or requirements, particularly in remote areas. In practice, the public still feels that the procedures are lengthy and cumbersome, especially when population data is not synchronized, applicants come from remote areas/districts outside the city, the network system experiences disruptions, and there is a dependency on the availability of blank forms and the central system (National Population and Civil Registration Server). Interviews also indicate that the public has not fully understood the procedures that must be

followed. The dissemination of procedures is considered suboptimal, especially for residents from villages far from the city center. According to Lovelock & Wirtz (2011), overly lengthy or poorly defined service procedures can reduce service quality. Therefore, it is important for the Mimika Population and Civil Registration Office to simplify and widely disseminate the service process.

Clarity: Interviews with e-ID card applicants in Mimika Regency revealed that the clarity of service information remains a significant issue. Some residents mentioned the following: (a) They are unsure about the exact documents required for e-ID card registration or reissuance. (b) Service schedules frequently change, especially during system disruptions or when field staff are deployed to other districts. (c) There are discrepancies between the information posted on office notice boards, what staff say, and what is circulating in the community. (d) There is insufficient use of official social media or websites as primary sources of information. This situation causes confusion among the public, who may have to make multiple trips with their documents or even return on a different day because they are unaware of the correct service procedures. According to UNDP (1997), transparency is one of the main pillars of good governance. In the context of public services, transparency is reflected in the openness of information related to procedures, service times, required documents, and even the obstacles being faced. Clarity of service is a concrete form of bureaucratic transparency. Clarity of service at the Mimika District Disdukcapil in e-KTP services still needs to be strengthened, especially in terms of consistency of information, utilization of communication media, and the ability of officers to explain procedures. Clarity is not only about providing information but also about conveying it accurately, transparently, and inclusively to all levels of society, including in remote areas.

Certainly, based on interviews with people who accessed e-KTP services at the Mimika District Disdukcapil Office, it was found that service certainty remains a major issue. Informants mentioned several issues: (a) Uncertainty regarding completion time: Many residents do not know exactly when their e-KTPs will be printed. Officials often only say, "Just wait" or "There are no blank forms from the central office." (b) Uncertainty in system services: The network system frequently malfunctions, especially when connected to the central server (SIAK). This causes delays in the recording and printing processes without any clarity on the timeline. (c) Lack of service progress information: People who have recorded their data do not receive notifications or official information about the status of their documents. (d) The process can change at any time, especially when there are mobile service agendas or limited human resources at the main office. Time certainty is an important part of reliability, which is the ability of an organization to provide promised services reliably and accurately. If the public does not know when their services will be completed or are frequently given conflicting information, their perception of service quality will decline. According to the principles of public service in Law No. 25 of 2009 on Public Service, one of the principles that must be fulfilled is certainty of time and certainty of procedure. The uncertainty of time in e-KTP services means that the organizers have not fully fulfilled this principle. Service certainty is an important component of public service quality. At the Mimika District Population and Civil Registration Office, e-KTP services still face challenges in providing certainty of time, certainty of process, and certainty of results to the public. This impacts the decline in public trust and perception of bureaucratic performance. A transparent, informative, and structured system is needed to make e-KTP services more reliable and responsive.

Service Accuracy: Interviews with several residents and e-KTP applicants in Mimika Regency indicate that service accuracy remains a challenge in the implementation of population administration services. Key points identified in the field include (a) Data errors on e-KTPs, such as misspelled names, incorrect addresses, or inaccurate birth dates. (b) Residents must undergo data correction, which requires a lengthy process as it must be verified against central data (SIAK). (c) When residents from remote villages/districts apply for e-KTP, there is often a mismatch between the manual data they possess and the digital data in the system. (d) Some officials acknowledge that high workloads and slow systems often prevent data entry from being thoroughly checked immediately. According to Max Weber, an ideal bureaucracy should operate with precision and objectivity, where data processing must be accurate and procedure-based. When data errors occur, the bureaucracy fails to fulfill its role as an accurate and responsible manager of population data. Service accuracy is a crucial aspect of e-KTP services because it concerns the legal identity of citizens. In Mimika Regency, challenges in terms of data errors and suboptimal verification processes indicate the need to improve the technical quality of services. Without accuracy, fast or friendly service is not enough to build public trust in service institutions.

A sense of security, based on interviews with e-KTP service applicants at the Mimika District Population and Civil Registration Office, shows that security in service delivery encompasses two main aspects: personal data security and physical security and comfort when accessing services. Several field findings: (a) Personal Data Security Some residents expressed concerns about whether their data was truly secure and would not be misused. These concerns arise

due to a lack of information from the Disdukcapil regarding how digital data is stored and protected. (b) Safety within the office environment In general, residents feel safe and comfortable when at the Disdukcapil office; however, during long queues, some residents feel uncomfortable due to limited waiting areas, particularly for pregnant women or the elderly. (c) Lack of education about personal data protection Many people are unaware that their e-KTP data is integrated with various other institutions (BPJS, Central Dukcapil, and others), and they are not informed about their rights regarding their data. In Maslow's hierarchy of needs, safety needs occupy an important position after physiological needs. In the context of public services, safety includes physical security when receiving services and psychological security related to the protection of identity and personal data. Thomas explains that public trust in public services is formed when the public feels secure that the institution will not abuse its power or information. Safety is directly related to trust in the integrity of the service. Safety is an important foundation in public services, especially in the context of administrative services such as e-ID cards that contain vital data on citizens. At the Mimika District Population and Civil Registration Office, physical safety is relatively well fulfilled, but aspects of personal data security and public understanding of their rights to data still need to be improved. Enhancing safety will strengthen public trust in government services.

Accountability: Based on interviews with e-ID card service users in Mimika Regency, indicators of service staff accountability were found to vary. The following is a summary of the findings: (a) Accountability in explaining procedures: Most staff demonstrated accountability by providing clear information on procedures, although some citizens stated that information was only provided when asked first. (b) Follow up on service issues. When issues arise, such as running out of blank forms, data errors, or failed recordings, only some staff proactively provide explanations or solutions. The rest tend to leave residents waiting without clarity. (c) Responsibility for service errors In cases of e-KTP printing errors (such as misspelled names or missing NIK numbers), staff responses are still slow, and residents are often asked to return multiple times without any certainty about when the issue will be resolved. Staff absence during certain working hours. In some cases, residents expressed frustration at having to wait a long time because service officers were not present or had left without clear notification. According to Dwiyanto (2006), one of the key indicators of quality public service is the accountability of individual officers, including responsibility for their work, concern for public complaints, and readiness to resolve issues. In this context, responsibility is not only about completing tasks but also providing certainty and empathetic service. Responsibility (responsibility) and accountability (accountability) are core principles of good governance. Public service institutions like Disdukcapil are expected not only to provide administrative services but also to account for the process and outcomes of their services to the public. Responsibility in e-KTP services greatly determines the public's perception of the quality and credibility of government agencies. At the Mimika Regency Disdukcapil, although there are officers who have carried out their responsibilities well, there is still a gap between public expectations and practices in the field. Strengthening a responsible and problem-solving work culture is an important step in building public trust.

Service Facilities: Interviews with service users at the Mimika District Civil Registry Office revealed that the available service facilities have several strengths and weaknesses: (a) Key facilities such as chairs, counters, and waiting rooms are available, but their numbers are still limited compared to the number of applicants who come during busy times. Some residents complained that they had to stand for a long time because the chairs were full. (b) Facilities for vulnerable groups (the elderly, pregnant women, and people with disabilities) are still inadequate. There are no special lanes or priority seats and no dedicated staff to assist these groups during long queues. (c) Public toilets are available, but their cleanliness is not always maintained, and they are not yet disability-friendly. (d) Technological devices for e-KTP services, such as biometric recording devices, data input computers, and internet networks, are available but occasionally experience disruptions that cause services to be temporarily suspended. In addition, based on information from the Mimika Communication and Information Agency, the Mimika District Population and Civil Registration Office is encouraging residents to switch to digital ID cards that can be accessed via mobile phones. However, limited internet access in some areas poses a challenge to its implementation. In contrast to the efforts made by the Papua Provincial Government, based on information obtained from papua.go.id, the limitations of internet networks in remote and mountainous areas are overcome by using an offline e-KTP recording method. The recorded data is then sent to the central office when in an area with internet connectivity. Additionally, the Papua Provincial Government has initiated a program to provide 250 satellite-based internet access points (VSAT) for remote areas in seven districts, including Waropen, Biak Numfor, Supiori, Yapen Islands, Sarmi, Jayapura District, and Mamberamo Raya. This program aims to support public services, including education and healthcare. There is no digital queueing system, so the queueing process remains manual (standing or sitting based on verbal order or paper notes). Zeithaml and Bitner emphasize that physical service infrastructure significantly influences users' perceptions of service efficiency and credibility.

Administrative services like e-ID card registration must be supported by adequate facilities to ensure smooth, fast, and uninterrupted processes. Service facilities are part of the indicators of excellent service oriented toward comfort, speed, and public satisfaction. The government is obligated to provide adequate, clean, easily accessible, and inclusive infrastructure for all segments of society. Service facilities are an important aspect in supporting the success of e-ID card services at the Mimika District Population and Civil Registration Office. Findings indicate that although basic facilities are available, there are still shortcomings in terms of comfort, capacity, and inclusivity. Inadequate facilities have the potential to reduce public satisfaction and slow down the service process. Therefore, strengthening infrastructure and facilities is a key priority in improving public services.

Accessibility: Based on interviews with the public who accessed e-ID card services at the Mimika Regency Disdukcapil, several important findings related to accessibility were identified: (a) The office location is strategically located in the city, near the government center, and accessible by public or private transportation. However, residents from remote districts (interior and coastal areas) face challenges related to distance and transportation costs to reach the Disdukcapil office. (b) Service operating hours are clear and scheduled, but changes often occur without notice, particularly during staff field assignments or network disruptions. (c) The lack of mobile services or district-based services means that residents from remote areas must travel long distances just to register or reprint their e-ID cards. (d) There is no digital or online access to queue or check the status of e-ID cards, so residents must come in person and wait on-site. (e) Limited public information, such as information boards or active social media, leaves some residents confused when accessing services or seeking administrative requirements. In New Public Service Theory, Denhardt and Denhardt (2007) emphasize the importance of fair and inclusive access to public services. Services should not only be easily accessible to those living in urban centers but should also reach marginalized groups and remote areas. According to Dwiyanto, ease of access reflects how responsive service institutions are to community needs. When residents face difficulties accessing services due to geographical barriers, institutions need to adopt proactive service approaches such as outreach programs or digitalization. Easy access is a basic right of citizens in obtaining public services. At the Mimika District Population and Civil Registration Office, access for residents in the city center is already quite good. However, residents from inland and coastal areas face significant obstacles. Therefore, inclusive service approaches such as outreach, digitization, and active information communication need to be improved to ensure that all segments of society receive their administrative rights fairly.

Empathy: Based on interviews with service users at the Mimika Regency Population and Civil Registration Office, the level of empathy shown by staff in e-ID card services varies. (a) Staff responses to the elderly, pregnant women, and people with disabilities are generally good in some cases, but not consistently so. Some residents reported being assisted directly by staff, while others felt ignored and had to wait in long queues without special attention. (b) The tone of voice and manner of conveying information from some staff members were polite and patient, but there were reports that certain staff members appeared indifferent or rushed, especially during long queues. (c) Residents stated that not all staff members were willing to listen to complaints patiently, and sometimes the responses given were normative and non-solution-oriented. (d) The absence of special staff or consultation service desks means that residents experiencing problems such as duplicate NIKs or damaged e-KTPs have to ask questions at one counter after another. (e) The needs of people from remote villages and districts are not yet fully understood with empathy. Some residents from these areas feel that they are not well accepted due to language differences or limited means of communication. According to Denhardt and Denhardt (2007), ideal public service is not only efficient but also focuses on serving the community by considering human values such as listening, understanding the local context, and meaningfully involving the community in the service process. Empathy is an integral part of humane public service. In the context of e-KTP services at the Mimika District Disdukcapil, although there are already officers who show empathy, in general this attitude is still uneven and has not become a work culture. Improvements in training, SOPs, and communication approaches are important to build an image of service that is not only efficient but also caring and respectful of the community.

Based on observations and interviews with service users, several issues related to the convenience of e-KTP services at the Mimika District Population and Civil Registration Office were identified: (a) The waiting room is quite spacious, but ventilation and air conditioning are still suboptimal. This causes the room to become hot and uncomfortable, especially when the number of applicants increases. (b) Seating is limited in number, so some residents, especially the elderly and pregnant women, have to stand in line for a considerable amount of time. (c) The queueing system is not yet computerized, so it still uses a manual queueing system, which makes the queueing process less orderly and causes confusion. (d) The cleanliness of the room and public facilities (toilets, trash bins) is considered to be poorly

maintained, according to several residents who were interviewed. (e) There are no supporting facilities for comfort, such as a breastfeeding area, a children's play corner, or a friendly complaint desk. (f) The public also complains about the tense atmosphere of the service, especially when there are long queues and a lack of staff who actively provide guidance or information. In the context of public services, service comfort is not only about physical aspects but also the psychological atmosphere felt by the public when interacting with public institutions. When the public feels uncomfortable, the overall quality of service is considered low, even if the procedures are fast. Comfort is an important element in creating quality public services. At the Mimika District Population and Civil Registration Office, there are still several challenges affecting the comfort of e-ID card applicants, both in terms of physical space and service atmosphere. Improving facilities and adopting a humanistic approach in service delivery can enhance public satisfaction and promote the creation of ideal public services.

5. Concussion

Based on interviews and discussions regarding e-KTP services in Mimika Regency, it can be concluded that services have improved in several aspects, but there are still challenges that need to be addressed in order for the community to receive optimal services. E-KTP service time standards have been implemented, but network disruptions and limited manpower have caused delays in completion. Additionally, compliance with regulations needs to be improved through a better performance monitoring system. Factors hindering the effectiveness of the service include limited infrastructure (such as biometric recording devices, computers, and service rooms), a shortage of trained personnel, and geographical conditions that make it difficult for people in coastal and mountainous areas to access the service. To improve e-KTP services in Mimika Regency, the local government needs to optimize facilities by upgrading biometric equipment and improving network quality. The Population and Civil Registration Office (Disdukcapil) should enhance waiting room comfort, provide regular training for staff, and expand services to remote areas. The public is encouraged to prepare complete administrative documents and provide feedback through available channels. With these steps, e-ID card services are expected to become more efficient, responsive, and aligned with good governance principles.

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