

# Analysis of risk management of online queue innovation system services (SINOVA) Bantul Regency

Yoga Aldi Saputra\*, Vharessa Aknesia, Zaneta Cahaya Fitri, Dewi Hardiana Achmad

Department of Public Policy and Management, Faculty of Social and  
Political Sciences, Universitas Gadjah Mada

Jl. Sosio Yustisia No.1, Bulaksumur, Yogyakarta, 55281, D.I. Yogyakarta, Indonesia

\*Correspondence: [yogaaldisaputra@mail.ugm.ac.id](mailto:yogaaldisaputra@mail.ugm.ac.id)

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## Abstract

Public governance is a concept that describes the government's ability to fulfill people's satisfaction and achieve people's prosperity. Currently, the government is required to improve risk management to deal with various challenges that come quickly, uncertainly, and minimize the possibility that they will occur in the future. One form of risk management is through Governance, Risk, and Control (GRC). The Disdukcapil of Bantul Regency issued a website-based service that is expected to be able to provide convenience for the people of Bantul who experience problems in processing population documents. This article aims to understand and describe the application of risk management principles carried out by the Disdukcapil of Bantul Regency during the COVID-19 pandemic using a qualitative approach using the case study method. The results showed that risk management carried out through website-based services had not been fully responded to by the community, so Disdukcapil delegated tasks by opening Adminduk services in sub-districts. This is in response to reducing queue buildup during the Covid-19 pandemic.

**Keywords:** Disdukcapil bantul regency, public governance, public service, risk management.

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## 1. Introduction

The impact of COVID-19 pandemic required to be responded by the government to survive and make changes to be able to provide services by following the mandate of the law. The government has responded to the dynamics of the

pandemic, which is occurring rapidly and continues to change, by implementing the principles of Governance, Risk, and Control (GRC). This concept is applied so that public organizations in Indonesia can improve and maintain their performance. Organizations that are agile in terms of recovery are expected to be able to make con-

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tinuous improvements. The Coordinating Ministry for Economic Affairs then initiated the formation of a committee that aims to ensure that the implementation of governance in the public and corporate sectors in Indonesia continues to run well under the name National Committee for Governance Policy. This is supported by the issuance of the Decree of the Coordinating Minister for Economic Affairs Number 44 of 2021 as a form of the government's efforts to improve the governance system currently implemented in Indonesia. In its implementation, GRC is expected to be a tool for organizations to achieve performance goals with principles and integrity. GRC can also be used as an alarm for government management in dealing with changes in community behavior patterns caused by the pandemic.

Changes in behavior that are felt during the pandemic are restrictions on activities and crowds. Officers in the public service sector also must adjust to the Work from Home (WFH) work system. This will of course influence the quantity and quality of services provided to the public. This must be addressed well by the organization by applying the GRC concept as a form of risk management for the challenges and obstacles it faces so that it can continue to provide the best service. As mandated in Law Number 25 of 2009 which explains that public services are a series of activities related to fulfilling the service needs of all citizens by following statutory regulations, in the form of goods and/or services whose management is provided by public service providers.

In the private sector apparently has an inclusive tendency and is accustomed to starting from the bottom to innovate (Rahman, Sobari, and Pohan 2022). It should be realized that in implementing the concept of governance, the existence of groups of civil society and groups of capital owners (private) in governance will provide new space for public services so as to strengthen the position of the state in distributing its authority, so that the results achieved are excellent service to public services citizens (Jatmikowati, Dinata, and Noorsetya 2021). Public services must be able to provide effective goods or services at low or

no cost and be delivered promptly on time (Shittu 2020). This change can also be seen in the decline in the Public Service Index (IPP) during 2021 which was conveyed by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Ministry of State Apparatus Utilization and Bureaucratic Reform 2022). This index is the result of an assessment that is used as a guide to see the performance of public services from regional government to ministry level. Things that are used as measurement components include infrastructure, public service information systems, and aspects of human resource professionalism and innovation. The IPP indicators are compiled from a combination of the principles of good governance in public services with an assessment of agency performance in public services.

Risk management carried out by the Population and Civil Registration Service or Disdukcapil of Bantul Regency in responding to the challenges of the COVID-19 Pandemic, one of which is through the implementation of Dukcapil Go Digital 2021. Providing digital services is expected to reduce the number of people who come to the Disdukcapil office to submit applications. or managing files related to population documents. The public can access and submit applications such as birth certificates, child identity cards (KIA), and E-KTP using the Dukcapil Smart application which is available on their Android devices. If they experience problems, the public can contact officers via the service number provided and consult with the sub-district or sub-district as an extension of the Bantul Regency Dukcapil Office. The Disdukcapil Department continues to socialize the use of the "Dukcapil Smart" application in the hope that it will make it easier for the public to process documents. The evaluation results of the implementation of this program show that there are still many residents who continue to come to the Disdukcapil office to receive direct services. The existence of e-government provided optimally by service providers will support and improve the delivery of public services (Nurjanah and Mahendra 2022). From several observations made, it is known that people feel

they are not very familiar with using this application. If you look at the demographics of the community, most of whom have limited access to technology or network connections, using applications becomes very difficult for them so in the end they prefer to submit applications directly.

The reform efforts carried out by the Bantul Regency Disdukcapil Office certainly cannot run smoothly straight away. The obstacles faced by the community's response to using Dukcapil Smart mean that the Bantul Regency Disdukcapil Office continues to provide services directly (face to face) while continuing to socialize the use of the application. The direct service system is provided by applying the first-in-first-serve principle, where officers will serve residents who arrive first. This will ultimately create a risk of build-up in queues at the application counter because residents will try to come earlier in the morning to get faster service. The occurrence of accumulations and crowds during this pandemic certainly violates the rules for limiting activities and has an impact on the possibility of spreading COVID-19 (Bantul Regency Government 2022). Seeing this situation, the Bantul Disdukcapil Department then created an online queuing system called SINOVA (Online Queue Innovation System). This system was formed by the Bantul Disdukcapil Department through systematic process stages with the application of risk management so that it is hoped that the possibility of uncertainty arising can be minimized. This system also allows residence to register in advance, thus reducing waiting times at service points (Choiriyah 2020). The existence of risk management also provides a guideline for organizations to determine what steps should be taken. According to (Office of Government Commerce 2007) there are 5 stages of risk management made up of Risk Identification, Risk Assessment, Risk Response, Monitoring, and Feedback.

However, along the way, the online queue system service is currently only intended to provide legalization services for TNI and Polri members as well as other population data problems that cannot be resolved in sub-districts or sub-districts. Apart from that, this system has not

worked optimally due to the lack of human resources who are experts in the field of information technology. Based on the background above, researchers are interested in conducting research with the title "Analysis of Public Service Risk Management at the Bantul Regency Population and Civil Registration Service." The purpose of this research is to find out how risk management is implemented by the Bantul Regency Disdukcapil Office in providing public services to the community so that it can provide input or improvements for other public organizations.

## **2. Literature Review**

### **Public governance**

In the late twentieth and early twenty-first centuries, the concept of governance has taken a central part in contemporary debates in the field of social sciences and especially in the field of public administration. This concept has been used frequently, but often with very different meanings and implications. The main reason for the increasing popularity of "governance" is that the term is different from "government" which has a narrower meaning. Traditionally, in English, "government" refers not only to a set of institutions (e.g., as a "governing community," "governors," etc.) but also to the means or results of good government and even the activities or processes of government. The term "governance" has an overlapping meaning with "government" but is not interpreted as a synonym. Indeed, according to Rhodes, governance signifies a change in the meaning of government, referring to a new process of government a change in the conditions of orderly rules, or a new method by which society is governed.

Public governance is a concept that describes the government's ability to help society as a whole and without discrimination to fulfill individual satisfaction and achieve people's prosperity. Public governance also shows the ability of the government and society to be able to survive all challenges while maintaining the running of government from an economic, social, cultural,

and political perspective. Public governance is an interdisciplinary field of study that centers on the power relations between government authorities, civil society, and the market, in the context of the transformation of the ability of political communities to legitimately organize themselves and act effectively. These relationships can vary in nature, embodying relationships of authority (i.e., authority conferred by the State but also by the market through the enforcement of contractual arrangements) as well as relationships of influence and persuasion, coercion, and manipulation (Lukes 2005). Indeed, the popularity of “governance” is largely due to how it contrasts with related terms such as “government,” reflecting practitioners’ efforts to grapple with this transformation.

Good public governance consists of formal and informal rules, procedures, practices, and interactions within states, and between states, non-state institutions, and citizens, that frame the exercise of public authority and decision-making in the public interest. This is an absolute requirement for countries to face new challenges in the current VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era and to give effect to the increasing demands of citizens. Healthy public governance is a sine qua non-condition for pluralist democracy. Providing respect for the rule of law and human rights, with efficient democratic institutions, is the core of healthy public governance. Therefore, good public governance is a combination of three interconnected elements:

- a) Values: context-dependent behavioral principles that guide public governance in all its dimensions in a way that advances and sustains the public interest.
- b) Enablers: an integrated set of practices that support the design and implementation of effective reforms.
- c) Instruments and tools: a set of management policies and practices for efficient governance and policy and service design, implementation, and evaluation.

A set of key public governance values, together with effective democratic institutions, is

at the core of sound public governance. These values are an indispensable tool for open, fair, and inclusive decision-making in the public interest and partnership with citizens. to increase welfare and prosperity for all. Therefore, good public governance is not an end, but a process for improving individual and societal outcomes. An increasingly developing world requires the government to further improve risk management to face various challenges that come quickly and uncertainly, as well as minimize the possibility that they will occur in the future. The nature of the risks that the government must face today continues to change. So, it is not new for the government to always face risks in the form of uncertainty in the public sector and the public policy domain. The government always must face risks, and uncertainty in the public sector, and the public policy domain is nothing new. However, the nature of the risks that governments now must face has changed somewhat.

### **Risk management**

Disasters and emergencies differ in quality and magnitude, but are often and inaccurately interpreted to mean the same thing (Apriani et al. 2022). Risk Management (RM) is a systematic approach that aims to determine the best actions that must be taken in this VUCA era (Abd Karim et al. 2007). Risk is a negative effect (Nugraha, Perdanakusuma, and Rachmadi 2020), which exists because of uncertainty. A systematic process is needed to be able to guide organizations to determine what steps should be taken. The systematic process in question starts from identifying, analyzing, and responding to risks (Chapman and Ward 2003). Another aim of using RM is to ensure that risks are identified at the start of the program which in the context of this research is the influence of innovation on service quality from the use of SINOVA, so that the positive potential can be maximized and if possible, the risks or negative impacts are minimized (Fahma, Sutopo, and Prakoso 2021).

The risk management model used in this research is the risk management stage model described by (Office of Government Commerce 2007) which is divided into 5 stages. The process of risk management stages is as follow:

**Table 1.** Stages of risk management

Definition	Stages
Risk Identification	Determine what risks will be faced, in addition to separating the initial risks from the impacts generated when running the program
Risk Assessment	Determine the possibility of conditions that will occur and the impacts that occur
Risk Response	Determine the response to be taken and the limits of acceptable negative impacts. Responses are divided into avoidance, reduction, transfer, and retention/acceptance
Monitoring	Continuously update & control risks throughout the program, actions must be recorded in the risk register
Feedback	This stage focuses on how well risks are managed and how the learning process is running to improve performance that has been measured through RM for future programs.

Source: (Office of Government Commerce 2007)

One form of implementing risk management is through Governance, Risk, and Control (GRC). GRC in table 1, describes a combination of processes, technology, information, and human resources, which makes an organization capable of achieving performance conditions with integrity (principled performance). GRC is a structured way to align information and technology (IT) with organizational goals while managing risk and meeting all industry and government regulations. It includes tools and processes to unify an organization’s governance and risk management with its innovation and technology adoption. GRC can be defined as a capability that helps organizations achieve goals, overcome uncertainty, and act in the name of integrity. This performance can be achieved when the organization can balance goals, overcome uncertainty, and act consistently

with integrity (CRMS Indonesia 2021). Every organization will always be faced with challenges in resolving internal obstacles and facing intense market competition. Effective implementation of GRC will help organizations overcome various problems while anticipating various unprecedented risks. The principles of Governance, Risk, and Control (GRC) are applied by the Indonesian government in controlling the pandemic. This is accompanied by continued monitoring and evaluation to ensure a rapid response to the dynamics of the current pandemic. The Covid-19 pandemic requires adjustments to the main functions of GRC. These adjustments are considered important because they can encourage organizations to become more agile in recovery and reinvention to maintain and improve organizational performance and face challenges.

### Public service queuing system or SINOVA in Bantul Regency

The provision of public services is currently the center of attention because the public services provided can be a measure of whether a country has failed or succeeded in providing quality services to the community (Sherissa and Anza 2022). The manual queuing process at Disdukcapil before the COVID-19 pandemic used the first in the first served method where applicants who arrived first would be served earlier. This manual queue causes productivity in Disdukcapil services to become unbalanced. Queues pile up in the morning with productivity tending to be high, while productivity tends to be low during the day. Given this issue, a website based SINOVA online queuing system was built which makes it easy for the public to choose the day and time of arrival to process population documents. This is expected to reduce crowds and the time people usually spend waiting in line can be used for other more productive activities. With the SINOVA application, the queuing process can run in an orderly manner and queue build-up can be resolved because people come on the appointed day and time.

The SINOVA service is a website-based service that provides convenience for the people

of Bantul. Apart from that, the existence of SINOVA indicates that agencies can innovate in the IT sector to support the implementation of Governance Risk Compliance (GRC) to ensure the implementation of good governance in the Bantul Regency Government runs well. Apart from that, infrastructure needs to be prepared to run the online queuing system. In preparing the infrastructure, the Bantul Disdukcapil Office is collaborating with the Bantul Regency Communication and Information Office as the server provider. Develop a server design systematically and coherently so that it can be used as a guide when implementing SINOVA services so that the implementation process is carried out as planned.

Bantul Disdukcapil is building cooperation with the Bantul Regency Communication and Information Service in risk management of the SINOVA service. A computer network infrastructure that supports the online queuing ecosystem is needed to support this implementation. The system will be built on a web basis using the Hypertext Preprocessor (PHP) programming language. The system will provide a choice of service types, days, and hours that can be selected by the user. The duration of service can be adjusted according to the level of difficulty of the service and will automatically be divided according to the number of service hours. It is assumed that one day of service is carried out from 08:00 to 12:00, with a duration of one service of 15 minutes, so automatically in one day the number of services that can be taken by the user is a maximum of 16 services. Users who run out of queue on that day will be directed to pick up the queue the next day.

### **3. Research Methods**

This research uses a qualitative approach with a case study method. The types of data used in this research include primary data obtained through interviews with various informants such as 1) Staff in the PIAK (Population Administration Information Management) Division and Utilization of Data from the Bantul Population and

Civil Registration Office; 2) Sub-coordinator of the Bantul Disdukcapil Substance Collaboration and Service Innovation Group; 3) Head of e-Government Management, Informatics and Statistics Applications, Bantul Regency Communication and Information Service; and 4) The people of Bantul Regency as service users.

The secondary data used includes: 1) Literature (books, journals) that are related to the research theme; 2) Bantul Disdukcapil Report; and 3) Data published on the official Bantul Disdukcapil website. In this study, researchers used the Creswell model data analysis technique (John W. Creswell 2009). This is because it is felt to be able to make it easier for researchers to analyze data in the field into information, as well as source triangulation techniques to check the validity of the data.

## **4. Result And Discussion**

### **General description**

Public services include activities related to the implementation of services by the government at lower units or other legal institutions based on the authority granted (Aritonang 2017). Public services provided by the government still have problems in the form of a lack of service effectiveness and efficiency. This situation occurs partly because the use of information technology is still minimal. Therefore, it is necessary to reform public services by making maximum use of information technology to improve the quality and ease of access to services by the public. At the Bantul Regency Disdukcapil, there are several actual issues including:

#### **a) Stacking queues in the morning**

The manual queuing process implemented at Disdukcapil is less effective and efficient when applied to high-risk conditions such as the COVID-19 pandemic. People who are still used to the face-to-face service process will try to arrive early. Meanwhile, the number of employees assigned is not comparable to conditions before

the pandemic. So, there will be a buildup and slow-down in service process times. With the SINOVA application, the queuing process can run in an orderly manner and queue build-up can be broken down because people come on the appointed day and time.

**b) Limited information obtained**

The first flow of service at the Bantul Regency Disdukcapil is taking the queue at the information officer’s desk. Before the pandemic, queue pick-up was only served by one or two officers. The officer will also ask for completeness of the documents before the applicant enters the waiting room so that applicants whose files are incomplete can complete them immediately without having to wait for service. If many applicants come at the same time, there will be a long queue.

**c) Limited waiting space**

Several types of services still provide waiting rooms outside the building, such as KTP and KIA collection services. The waiting room outside the building is only equipped with wooden chairs and has an asbestos roof so that during the day it feels quite hot and uncomfortable.

**Table 2.** Actual issue mapping

Issue identification	Conditions before the pandemic	The expected conditions
Queue buildup	Applicants race to arrive early to take the queue	The applicant determines the day and time of arrival
Limited information officers	There are only one or two officers at the queue counter	Several pieces of information can help direct applicants
Limited waiting space	The waiting room for KTP and KIA printing services is outside	Indoor waiting room

Thus, by creating an online queuing system, it is hoped that it will make it easier to queue

when people need services from the government. The duration of service can be adjusted according to the level of difficulty of the service and will automatically be divided according to the number of service hours. It is assumed that one day of service is carried out from 08:00 to 12:00, with a duration of one service of 15 minutes, so automatically in one day the number of services that can be taken by the user is a maximum of 16 services. Users who run out of queue on that day will be directed to pick up the queue the next day.

**Research Results and Discussion**

The implementation of risk management is becoming increasingly important because failure to manage risk can result in large losses both for the organization and for individuals within the organization (Sugiyanto and Rahayu 2019). Risk management is a process of identifying, assessing, and prioritizing risks followed by the coordinated and economical application of resources to minimize, monitor, and control the possibility and/or impact of unfavorable events, or to maximize the realization of opportunities (Wenk 2005).

**Risk Management**

The risk management approach, in dealing with queues at the Bantul Regency Civil Registry Department, is described in 5 stages determined by the Office of Government Commerce. These stages include the following:

**a) Risk Identification**

Risk identification is a process of determining risks that can affect the program and then documenting the characteristics of these risks (Rose 2013). Bantul Regency Disdukcapil officers have seen the risk of queues building up in services, especially since the pandemic. Even though the Dukcapil Smart program has been launched which aims to make it easier for people, so they don’t have to come directly to the Disdukcapil office, there are still many who are more interested in doing it face-to-face (Aditama 2021). This

risk is seen based on statistical data collected every day by the PIAK (Population Administration Information Management) and Data Utilization Division.

The existing data is also supported by complaints from service officers who stated that the capacity of incoming requests could not be resolved effectively and efficiently due to staff limitations. On Monday, August 9, 2021, 181 applicants came who came directly to the Bantul Regency Population and Civil Registration Service. Due to restrictions on community activities during the pandemic, the number of applicants who come is also limited as are the employees on duty. This then causes many applicants not to get a queue number. The limited waiting space ultimately causes a buildup of queues of applicants. It is feared that problems occurring in the field will affect service quality, and community satisfaction, and be a danger to health during the pandemic. Therefore, an initiative was carried out to create a program that could break down the queue buildup.

### **b) Risk Assessment**

Risk assessment is a comprehensive view to identify things, situations, processes, etc. that can cause harm, especially to people (Cordali 2009). It is hoped that the existence of an online queuing system (SINOVA) will make it easier for people to queue when they want to apply at the Bantul Regency Disdukcapil Office. Through this program, people can choose the day and time of arrival without having to queue directly at the Bantul Regency Disdukcapil Office. The network infrastructure created for this program server was built to provide online services to the public so that population management can be carried out effectively and efficiently.

In developing the SINOVA program, the Bantul Regency Disdukcapil Office collaborated with the Communications and Information Services agency in providing server services. In building an online queue application server, all fields are involved to provide input, especially

the duration of the service which is determined based on the level of service difficulty. In this way, population administration officers are not burdened, and service time can be divided equally according to the recommended service duration. Problems related to server compatibility and devices used are also anticipated through the complaint service. Another alternative is that services related to population documents have also been delegated to other government units such as sub-districts and sub-districts to reduce queues.

### **c) Risk Response**

Risk Response is a process of developing options and actions to increase opportunities and reduce threats to program objectives (Rose 2013). In the activity of installing the source code for the online queuing application to the server, the PIAK Division and the Bantul Regency Communication and Information Office as server equipment providers were involved to ensure the level of stability of the program being run. Apart from that, outreach was also carried out which was not only intended for the public, but also for Bantul Regency Disdukcapil service officers who used the program. Service officers must be able to utilize technology in carrying out their main tasks and functions so that the system can run optimally, and the work process becomes easier.

By socializing the innovation of the queuing system at the Population and Civil Registration Service, it is hoped that the public can take advantage of developments in information technology to facilitate public service activities, one of which is population administration services. SINOVA socialization is also carried out through publications on social media and the official website of the Bantul Regency Disdukcapil.

### **d) Monitoring**

The monitoring process is important to carry out considering that risk management is a continuous process that adapts and changes from time to time. Repeating and continuously moni-



toring the process can help ensure maximum coverage of known and unknown risks (Rose 2013). In implementing the SINOVA program, the Bantul Regency Disdukcapil Office has prepared a system usage report by recording the number of users and types of services accessed. Data collection and recording are also carried out on reports of problems experienced by applicants as device compatibility reports. These things aim to determine the level of officer mastery of competencies that have been determined based on organizational standards and needs. Another goal is to identify the obstacles faced so that improvements can be made in the future. The results of this monitoring can measure the level of efficiency and effectiveness of a media, method, or other resource in implementing an activity.

The use of the application, which began to be implemented in August 2021, saw an increase in early September 2021. This shows that there is quite high public interest in using online applications to pick up queues. However, the obstacle remains that there are people who want to come in person because they are worried about incorrect input when submitting online. The Bantul Regency Disdukcapil Office can also monitor the workload of register officers through the SINOVA application. The Bantul Regency Disdukcapil Department itself is obliged to provide a report to the relevant agencies to see whether the program being implemented can continue to be used sustainably.

Device compatibility checking activities are carried out by testing access via smartphones and computers of different brands and types so that if there is a discrepancy it can be immediately followed up. It was found that older versions of smartphones were unable to use the SINOVA application service due to turning it off or not supporting the latest JavaScript functions. The anticipation is that the information officer will help to take the queue online using the officer's smartphone that has been provided. From the side of the service staff themselves, no significant obstacles were found related to the queuing system except for network interconnection problems

which can be overcome by configuring the computer network.

#### **e) Feedback**

Feedback is a structured process where institutions request, receive, and evaluate public input for inclusion in risk management plans (Benjamin and Belluck 1990). The evaluation process does not only involve the PIAK team from the Bantul Regency Population and Civil Registration Service but also involves the Bantul Regency Communication and Information Office which will carry out a pre-test on the application to ensure the security and functionality of the application. From the data collected, it is known that people who come to the Population and Civil Registration Service are related to the need to adjust population data, so it is recommended to add personnel to the counter to handle this matter so that the service process can run more optimally. Apart from that, to anticipate people who still don't understand the technology and prefer to do it face to face, the Bantul Regency Disdukcapil will direct them to be assisted in the sub-district or sub-district. The aim is to provide services to the community and assistance to the community regarding online services. This delegation of duties is an implementation of the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 7 of 2019 concerning Online Population Administration Services which states that sub-district officers help carry out population administration services.

From the results of interviews conducted with two residents, namely Informant D (44 years) and Informant E (46 years) on Saturday, November 18, 2022, both had different responses regarding this service. Informant D explained that although he did not agree with the existence of this service, he wanted the SINOVA service to continue to be improved. This disagreement is because not all people have gadgets or cell phones that can access the internet and many people do not understand technology so are reluctant to use SINOVA services. Apart from that, there is a habit of people who always want to queue manually

by coming directly to the Disdukcapil Office, which makes this service underutilized. The government is also seen as not doing enough outreach to citizens, this is proven by the fact that there are still many citizens who do not know about SINOVA services.

This is different from the response from Informant E, as a resident who is quite knowledgeable about technology, he agrees and is quite satisfied with the existence of SINOVA because, of course, it will help people queue without having to come to the Disdukcapil Office. Society is also indirectly asked to adapt to today's technological world. However, the problem is that not all people have internet access. This is a challenge not only for the Bantul Regency Disdukcapil Office but for all governments, both central and regional, to always consider policies or programs that are made by looking at the situation and conditions of the community.

In essence, the service at the Population and Civil Registration Service of Bantul Regency, especially for the queuing system, is felt to be quite good and following per under the measurement standards of the Ministry of PANRB. This can be seen from the physical facilities and infrastructure that can support the service and the people who are informants expressed satisfaction and comfortable with the facilities provided even though there are people who express that they are not optimal in providing facilities such as socialization or program introduction. Then the reliability of employees in serving and the public also feels satisfied with the services provided. However, on the other hand, even though we have implemented two systems for Adminduk services, both online and manual, people tend to choose to come directly to the Disdukcapil Office. As a result, you often find queues snaking and tending to jostle at Adminduk service locations.

Apart from that, to bring Population Administration services closer to the people in Bantul Regency, the Bantul Regency Population and Civil Registry Office has also created a new solution by opening Population Administration services in every sub-district with the hope that when not

all people have internet access, Bantul residents can take advantage of population administration services in the sub-districts. because the location is closer to residents. This is of course also very useful for overcoming the risk of queues forming for people who come in person, and those who have limited access to technology. Bantul Disdukcapil will further improve population administration services so that later people who have problems with online services (SINOVA) can apply for services through the village.

## **5. Conclusion**

Risk management for the implementation of public services during the COVID-19 pandemic situation aims to respond to the accumulation of queues that occur at the Bantul Disdukcapil Office which can be accessed publicly via the internet network. This queuing system was formed by the Bantul Disdukcapil Department through systematic process stages with the application of risk management, so that it is hoped that the possibility of uncertainty arising can be minimized. The risk management approach used in this research is by following per under that outlined by the Office of Government Commerce to support the implementation of Governance, Risk, and Compliance (GRC) in ensuring the implementation of good governance in the Bantul Regency Government runs well.

Despite receiving pros and cons responses from the public regarding the application, Disdukcapil will continue to develop and improve so that the service can be utilized optimally by the community. Bantul Disdukcapil has conducted outreach to the public regarding the use of information technology to facilitate public services, one of which is Adminduk. Through guidelines and guidelines for use, in the future Disdukcapil will also try to introduce this service at every meeting held. Regarding the problem that not all people have internet access, Disdukcapil has delegated tasks by opening population administration services in sub-districts and will continue to revise them together to improve services in the future.

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## **Analysis of risk management of online queue innovation system services (SINOVA) Bantul Regency**

*Yoga Aldi Saputra, Vharessa Aknesia, Zaneta Cahaya Fitri, Dewi Hardiana Achmad*

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