Decentralization Policy Implementation in Malang City's Public Service

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Abstract

Indonesia's decentralization policy aims to improve the quality of public services through governance closer to the community. However, the implementation of this policy still faces many challenges, including a lack of awareness of the public service programs implemented by local governments. This article uses the Literature Review method, which is carried out by reading various literature in the form of books or previous journal articles as a source for articles to obtain a theoretical basis for the problem being studied. The results of this study how that the low level of public knowledge regarding e-KTP in Malang is influenced by several factors. First, communication between the local government and community is less effective in socializing the e-KTP program. Second, limited human resources and budget are allocated to socialization programs. Third, some public officials lack the desire or commitment to provide clear information to the public. Fourth, bureaucracy is still not optimal for coordinating the implementation of the e-KTP program at various levels. The results of this study rovide important implications for the Malang City Government in its efforts to increase public knowledge about public services e-KTP. Recommendations include improving communication strategies to make them more effective, allocating adequate resources, increasing the capacity and commitment of state civil servants, and improving bureaucratic structures to coordination between levels.

Keywords: Decentralization, e-KTP, Policy implementation,, Public services

Introduction

The state's targets are carried out by the government as a duty and responsibility to provide public services to the community. These include ensuring state security, upholding order, enhancing national intelligence safeguarding community interests, enhancing the welfare of society based on social justice principles (Haning et al., 2016). In the context of public services, a management idea that can help increase effectiveness and efficiency is the delegation of authority by a decentralization model designed to accomplish results by established goals (Darmayasa, 2017; Guntoro, 2021). Indonesia is a republic that functions as a unitary state. Indonesia follows a regional autonomy system, in which autonomous regions have authority to control and administer domestic affairs. Regional autonomy is defined in Article 1 number 5 of Law Number 23 of 2014 concerning Regional Government as an autonomous region's capacity to control and manage the interests of local communities based on community aspirations in line with regulations (Harsasto, 2020). Autonomous regional governments are granted additional authority to regulate and supply public services according he needs of the local community (Suriadi et al., 2024). A strategic initiative of

decentralization seeks to establish a government that can better comprehend the demands of the populace, conduct public services more efficiently, and promote economic development (Ekawati, 2017). In the context of regional autonomy, this gives district and local administrations more power. to accomplish this, a careful examination of the sub-district level power that can be awarded as well as the human resource competencies necessary to carry out this work efficiently must be done (Fahlevy & Burhanudin, 2022; Jati, 2016; Talitha et al., 2020). Similarly, facilities and infrastructure that support the implementation of fundamental and distributive authorities delegated to cities at the sub-district level must be supported.

Malang City, one of Indonesia's regions, has adopted the principle of decentralization in public services. Before decentralization, Malang City, like other Indonesian cities, utilized a rigid centralized and unstable democratic government (Ainiah et al., 2021; Wanto, 2018). Decentralization and regional autonomy are solutions to this problem, they pose new challenges for local governments (Wong et al., 2021). It is envisaged that by implementing decentralization and autonomy, Malang City will be able to maximize regional potential and improve the overall welfare of the inhabitants. The government is responsible for providing public services to communities across all regions, from the federal government to the regional government level, which includes provinces, cities, and districts (Malik, 2024). As an extension of the state apparatus, the government is always monitoring and strengthening rules and regulations to improve public services (Wulandari et al., 2022). The establishment of e-KTP (Electronic Resident Identification Card) is an essential and well-known public service. E-KTP is a mandatory identity document for all Indonesian citizens and plays a significant role in many sectors of life, including population administration, education, and health (Karindra & Adi, 2022; Mardiansyah et al., 2024).

However, there are substantial issues with the implementation of public services related to e-KTP in Malang City, including a lack of public information about how to create e-KTP. This can be attributed to a number of factors, including a lack of government socialization, limited access to information, and a lack of public awareness of the need of e-KTP (Karindra & Adi, 2022). Generating an e-KTP is an identity document that all Indonesian citizens must have. However, some persons may not grasp the methods and standards for creating an e-KTP, resulting in document processing delays, errors, or impediments in the issuance process. As a result, the role of local government as a public service provider is critical in providing adequate awareness and outreach to the public regarding e-KTP. Regional leaders must be able to effectively and efficiently handle the authority they have been granted to assist the growth and empowerment of their region (Nuradhawati, 2019).

In this situation, Law Number 23 of 2014 respecting Regional Government states that the regional government is the regional head as an element of regional government administration, leading the implementation of government matters under the jurisdiction of the autonomous area (Wasistiono, 2020). In this framework, regional administrations manage government matters in order to offer protection, services, empowerment, and welfare to citizens in specific areas. Decentralization allows the Malang City regional government to

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exercise its authority and responsibility in providing public services, including e-KTPs, by optimizing resources and strategies to provide quality public services to the community by regional needs and characteristics (Munthe & Prathama, 2024). However, the reality on street level demonstrates that there are still hurdles to delivering these public services. As a result, an in-depth study is required to determine the causes that contribute to the Malang City community's lack of information about how to create e-KTPs, as well as measures to raise public understanding and awareness of the necessity of e-KTPs and how to obtain them.

The implementation of decentralization policies in public services in Malang City is an interesting topic to discuss, mainly because the public does not understand the flow of e-KTP making services. This is caused by several factors that make this phenomenon unique and requires further investigation. Lack of socialization of Standard Operating Procedures to the public, as well as the flow of processing E-KTP which is still very minimal. As a result, people are still confused about how to manage E-KTP. When they arrive at the Service, they're not sure where they should insert the file, and once they do, they're not sure where to record. So that the decentralized policy implemented by the city government is also supported by professional services and increased public awareness of the importance of population administration issues.

Literature Review

Policy implementation is an examination of public policy that leads to policy's execution. Policy implementation is a complex process that frequently includes political interests as a result of political actors' involvement (Pitaloka, 2024). Implementation in the sense of providing means for and achieving actual results. Implementation entails giving the tools to carry out a policy, that may have an impact or result on a specific thing. The policy implementation model takes two approaches: top-down and bottom-up (Hidayat, 2021; Jatmikowati, 2021). A top- down approach is used to define academics who apply the logic of thinking from above, with actions mapped downwards to determine the success or failure of adopting a policy. The top-down model is a paradigm implemented by the government for the people, in which participation takes the form of mobilization. The bottom-up model, on the other hand, follows the logic of thinking from the bottom up and highlights two critical characteristics of policy implementation: the power structure of lower-level bureaucrats (street level bureaucrats) and the policy target group (Edwards Jr. et al., 2017; Manyo'e, 2022). The bottom-up model states that policies are initiated by the government but implemented by civil society.

This article adopts Edward III top-down implementation approach for public policy, known as direct and indirect impact on implementation. In this approach, four elements influence the success of policy implementation (Agustino, 2020). It is hoped that policy objectives will emerge when the policy output can be accepted and utilized well by the target group so that in the long term the policy results will be able to be realized (Ainiah et al., 2021). The four factors are interrelated, as detailed below.

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(1) Communication

Communication has a significant impact on the success of accomplishing public policy objectives. Effective implementation comes when decision makers know exactly what they are going to do. Knowledge of what they want to do can be useful if communication is effective, as every policy decision and implementing rules must be communicated to the appropriate personnel department (Solihat & Nursanti, 2019). Three indications are used to evaluate the success of communication. First, good communication distribution can lead to a good implementation. Misunderstanding frequently occurs throughout the distribution of communication, when communication passes through numerous levels of bureaucracy, causing the expected information to be corrupted along the way. Second, the communication received by policy implementers must be explicit and not confusing. Unclear policy messages do not always impede implementation; however, implementers require clear information when implementing policies to ensure that the goals to be attained are consistent with the policy text. Third, the commands issued in executing a communication must be consistent; if the orders vary frequently, implementers in the field may become confused.

(2) Resource

The success of policy implementation is influenced by available resources. Furthermore, there are many resource requirements while applying policies. First, personnel the primary resource for implementing policies or human resources (HR). Failures in policy implementation are frequently caused by insufficient, adequate, or qualified professionals in their respective disciplines (Agustino, 2020 & Kadji, 2015). Simply increasing the quantity of staff or implementers is insufficient; it is also vital to have enough staff with the skills and talents required to implement policies. Second, information in policy implementation is divided into two types: information on how to implement policies and information about compliance data from implementers with established government rules and regulations. Third, authority must be official in order to carry out directives. Authority refers to the authority or legitimacy granted to implementers in carrying out policies based on political choices. When this authority is absent, the implementers' power in the eyes of the public is unjustified, causing the policy implementation process to fail. Fourth, facilities play a crucial role. The implementer may have enough staff, know what he's doing, and have the authority to carry out his responsibilities. However, without supporting facilities (facilities and infrastructure), this strategy cannot be implemented successfully.

(3) Disposition

The disposition or attitude of policy implementers is a crucial consideration when implementing a public policy. If a policy is to be effective, policy implementers must not only know what to do, but also be able to do it in practice without bias. Several essential aspects of disposition include the consequences of the implementers' disposition or attitude, which will present significant barriers to policy implementation if existing people do not implement the

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policies sought by high-ranking authorities. Personnel responsible for implementing policies must emphasize residents' interests and be very dedicated.

Edward III insisted that policy execution be viewed in terms of bureaucratic systems. This refers to the appointment and promotion of bureaucrats based on their skills, abilities, and competencies. Aside from that, bureaucratic structures contribute to the development of optimal public services, personnel assessment at work, and personnel bypassing methods. Finally, because people generally behave in their own self-interest, policymakers' manipulation of incentives effects policy implementers' conduct (Nainggolan et al., 2023). By boosting specific revenues or expenses, policy implementers may be motivated to carry out directives effectively.

(4) Bureaucratic Structure

The resources to implement a policy are available, or the policy implementers know what should be done, and have the desire to implement a policy, it is possible that the policy will not be implemented because there are weaknesses in the bureaucratic structure. A complex policy necessitates the participation of many people. When the bureaucratic structure does not support the existing policies, resources become ineffective and unmotivated, impeding policy execution. The bureaucracy, as policy implementers, must be able to support politically approved policies through effective coordination. Two features that might improve the performance of the bureaucratic structure are more flexible standard operating procedures (SOP) and fragmentation, which is carried out by competent and capable organizations.
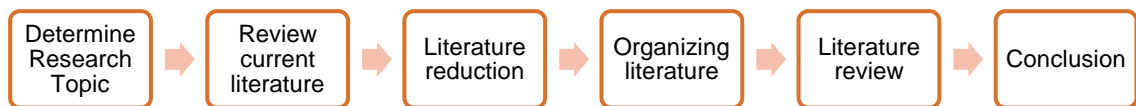
Decentralization

Decentralization refers to the transfer of authority for planning, management, and resource distribution from the central government to local governments. Household matters, which were once under the purview of the national government, are now the responsibility of regional administrations (Zam & Alawi, 2024). Decentralization, as defined in Regional Government Law No. 23 of 2014 Article 1 Paragraph 8, entails delegating government functions to autonomous areas with their own autonomy principles (Jati, 2016). By removing needless obligations for internal affairs management, the central government can investigate, understand, react to, and utilize varied global patterns. This is the primary objective of the decentralized method. Aside from democratizing the political system, decentralization seeks to achieve sustainable development, a key priority in public administration practice. Decentralization allows officials at lower levels of government to make decisions on matters that are directly relevant to them.

There are numerous types of decentralization, including political decentralization, which involves delegating power and decision-making authority to democratically elected regional administrations (Papadopoulou, 2013; Tauda, 2018). Administrative decentralization occurs when local governments or smaller government units are granted the autonomy to manage resources and perform administrative tasks. Fiscal decentralization implies giving local governments the authority to manage finances, such as collecting income and allocating

budgets (Hastuti, 2018). Decentralization has several advantages, including increased community participation in decision making and management of local resources, increased accountability and transparency in the administration of government and public services, increased responsiveness of local governments to the needs and preferences of local communities, and encouragement of innovation and creativity in the administration of government and public services (Patra et al., 2015).

Method

This article use the literature review approach, which involves reading a wide range of high-quality literature. The literature used includes printed books, ebooks, international and national journal articles accredited by SINTA, online print media, and a variety of supporting sources to provide a theoretical and conceptual foundation for the implementation of decentralization policies, public services, and policy implementation theory. The literature review is carried out by reading library sources in order to gather the relevant facts (Putra & Sajida, 2023). When conducting data analysis, utilize a descriptive strategy that strives to ensure that the outcomes of the study can be explained in depth and detail (Firmansyah & Dede, 2022). The research stages in this article begin with determining the research topic which is followed by reviewing the latest literature, reducing the literature, organizing the literature, reviewing the literature and drawing conclusions, with an explanation in Figure 1 below.

Source: Processed by the author, 2024.
Figure 1. Research Process

This study was conducted systematically with the aim of providing the most complete list of all published studies related to a particular subject area, namely "decentralization", "public services", and "policy implementation". The data sources used in this study came from several documents that have been verified and have a strong relationship with the object of study, namely services at the Malang City Population and Civil Registry Office. The stages in this method as explained in Figure 1, starting from choosing a review topic, searching for and selecting appropriate articles, analyzing and synthesizing literature, and finally presenting a study review in the form of a conclusion.

Result and Discussion

Planning is the primary tool for governing governance and development that is focused on the interests of the community (Kuntadi et al., 2022). Planning is the foundation of efforts to fulfill the regional vision and mission objectives. Good planning requires the control and evaluation of planning policies, as well as the implementation of plans and activities. The Malang City Government delegated tasks to the Malang City Population and Civil

Registration Service under Mayor Regulation No. 40 of 2021, including carrying out government affairs in the fields of population administration and civil registration, as well as assisting regional authorities. This regulation is intended to improve the efficacy and efficiency of executing public service-based policies through communication, resources, disposition, and bureaucratic structure.

Communication Analysis in Public Services

Communication is the transfer of information from communicator to communicant. On the other hand, political communication refers to the process of delivering political information to political implementers (Ndung & Loli, 2023). The roles of communicator and communicant are dynamic and alternating. Communication is critical in the context of public services since commodities and services require communication. If good communication can be formed in the public service process, the quality of public service will naturally improve. In terms of public service communication, efficacy refers to a situation in which what is conveyed through devices that serve the community/citizens and what is received from the community has a clear and measurable impact.

For applying public services related to e-KTPs, it is critical to consider the perspective of the community as service recipients. Because communities are important stakeholders in this process, understanding their viewpoints can help provide a more complete picture of the success of their messages. Communication issues encountered in public services related to e-KTP in Malang City demonstrate that, while the notion of decentralization has been adopted, its execution still confronts hurdles. Decentralization gives local governments the power to manage and control public services in their areas. The development of e-KTP is one example of an important public service. To make it easier to organize population administration services, the government created a Digital Population Identity (IKD) program that allows users to access electronic information and view population papers that may be utilized for e-KTP.


Source: Processed by the author via the IKD application, 2024.
Figure 2. IKD Application Display

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The IKD application provided by the regional government provides online e-KTP management services so that it can be an added value in communicating effectively with the public. In terms of communication, the role of the government is critical for understanding plans, objectives, and obstacles in delivering information to the public. By making statistics, activities, announcements, advocacy, outreach, and other reporting available to the general public. It is also critical to establish high-quality, welcoming services that benefit local communities. This will raise public knowledge of the necessity of e-KTP and improve access to public services relevant to e-KTP creation. Finally, implementing decentralization policies in public services, particularly the creation of e-KTP, can be more optimal and beneficial to all levels of society.

The government also communicates directly with the community. This outreach can take the shape of consultations, seminars, or meetings with community leaders. During this socialization exercise, Population and Civil Registration Service officers can directly explain the meaning of e-KTP, as well as the needs and methods for creating it. Direct connection with the public allows for questions and replies, making the material presented more understandable. As a result, local governments must adopt communication methods that are more attentive to the needs and opinions of their populations. This can be accomplished by actively engaging the community in the communication process, selecting communication channels that are appropriate for the local community, and delivering information that is clear, complete, and easy to grasp. In this approach, communication is more than just a one-way street; it is a means of strengthening relationships between local government and local communities, as well as providing high-quality public services that suit the needs of those communities.
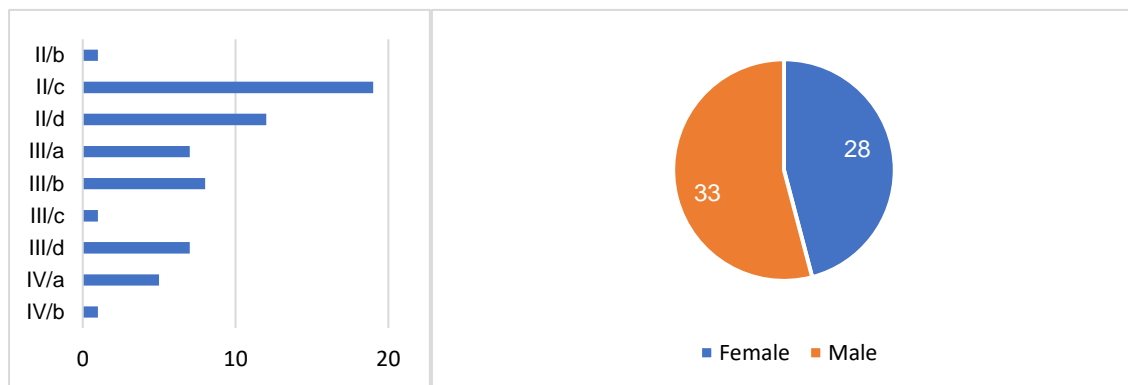
Source: Processed by author, 2024.

Graphic 1. Number of Employees by Class and Gender

Besides from human resources, financial resources are equally vital. Regional governments must give enough finances to support the development of e-KTP-related public services, beginning with operating costs and progressing to supporting buildings and infrastructure. To ensure that financial resources are spent properly and on time, budget effectiveness must be considered. Decentralization gives local governments the power to

allocate budgets based on their objectives and needs. The proper utilization of budgets is an important part of financial resource management. Local governments must guarantee that monies granted for public services for the creation of e-KTPs are used responsibly, with no waste or misuse. In carrying out its duties, the Malang City Population and Civil Registration Service is supported by an adequate budget so that the programs and activities that have been scheduled can be realized well.

Table 1. Malang City Disdukcapil Budget Realization 2023

Budget Expenditure	Ceiling Fund	Realization	Achievements
Employee Purchases	Rp. 8.581.342.2619	Rp. 7.936.615.114	(92.49%)
Purchasing for products & services	Rp. 7.298.213.583	Rp. 7.148.600.665	(97.95%)
Capital Expenditures	Rp. 1.570.879.471	Rp. 1.413.474.265	(89.98%)
Total	**Rp. 17.450.435.673**	**Rp. 16.498.690.044**	**(94.55%)**

Source: Malang City Government Performance Accountability Report 2023.

Table 4.1 explains that the ceiling funds for the Malang City Population and Civil Registration Service have undergone several revisions, both revisions to fulfill employee expenditure and revisions to fulfill duties and functions which resulted in the final ceiling amounting to Rp. 17.450.435.473 with a budget realization of Rp. 16.498.690.044 or 94.55%, as for the details of budget realization based on type of expenditure on December 31 2023. Optimal budget absorption is the determining factor in achieving performance indicators and implementation of duties and functions of the Malang City Population and Civil Registration Service which has been implemented throughout 2023. Building public trust in local governments also requires transparency and accountability in financial management. Good management of financial resources enables local governments to provide high-quality public e-KTP services that meet community needs. Communities can access these services easily, quickly and cost-effectively, thus supporting decentralization's goal of improving the welfare of local communities.

In a decentralized context, local governments have greater power to manage resources according to their local needs and priorities. Therefore, local governments need to plan and manage their resources carefully and efficiently. Strategies that can be implemented include conducting a comprehensive assessment of resource needs, optimizing the use of existing resources, collaborating and sharing resources with other regions or external stakeholders, as well as identifying deficiencies and necessary improvements. Adequate and well-managed resources will optimize the implementation of public service decentralization policies to produce e-KTP. The public will get easy, fast and quality access to these public services. In addition, with adequate resources, local governments can better respond to the needs of their communities and provide services tailored to regional characteristics.

Disposition of Implementing Apparatus in Public Services

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The attitude of the implementer relates to the implementer's attitude and behavior, also known as disposition. The attitude of policy implementers can be demonstrated in their dedication to implementing the initiatives that have been established. The bureaucracy is responsible for implementing this policy or program. When implementers have a positive attitude or support for policy implementation, then policy implementation will be more likely to be carried out by the initial decision. However, if implementers have a bad attitude or refuse to implement the policy due to a conflict of interest, policy implementation will face significant challenges. In the context of decentralization, implementing officials' disposition or attitude is critical to the successful implementation of Malang City's e-KTP strategy. Creating e-KTPs, as part of the central government's efforts to improve the quality of public services by delegating responsibility to regional governments, is a strategic program that must be efficiently implemented by city/district officials. The placement of the device utilized during the e-KTP process in Malang City can be seen from many angles.

1. Understanding and acceptance of the objectives and benefits of the e-KTP policy by implementers. Officials who properly understand the urgency and importance of e-KTP as a valid and trustworthy identity will most likely show a strong commitment to implementing this policy. Conversely, a lack of understanding and acceptance can lead to poor performance and a reduction in the quality of services provided.

2. The willingness and ability of officers to carry out their duties and responsibilities. This preparation not only includes human resource aspects such as capacity, training and motivation but also other resource aspects such as budget, supporting facilities and infrastructure. Officers who have the right motivation and ability can provide e-KTP creation services quickly and accurately according to predetermined standards.

3. The attitudes and actions of implementing officials towards the community. Good behavior is reflected in a friendly, kind and non-discriminatory service attitude towards the community. officers who have a positive attitude treat the public with respect and patience, and try to help solve the problems they face. On the other hand, a poor attitude can give rise to negative perceptions from the public regarding the performance of local government officials.

4. The level of accountability and integrity of officials in carrying out their duties and responsibilities. A good attitude is proven by transparency, honesty, and the absence of corruption or abuse of authority in making e-KTP. Through the enforcement of officials with high integrity, the principles of good governance are upheld and the interests of society are prioritized above the interests of individuals and groups.

Strategic efforts are needed from the local government to achieve a good attitude for implementers in the e-KTP making process in Malang City. This can be achieved by increasing the capacity and ability of implementing officials through continuous training and human resource development programs. Apart from that, a clear reward and punishment system as well as regular monitoring and evaluation are also needed to ensure the accountability and

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integrity of implementing officials. Apart from that, community involvement and participation in the process of planning, implementing and monitoring policies is also important to build a good work spirit.

Analysis of Bureaucratic Structure in Public Services

A bureaucratic structure is needed that is conducive to the implementation of a policy so that the policy can be implemented effectively and there are no significant obstacles. In providing transparent public services by prioritizing the interests of the community by the mission of the Malang City Population and Civil Registration Service, namely carrying out excellent population and civil registration services in accordance with service standards and operational standards and procedures for population administration and civil registration services. In the context of e-KTP public services in Malang City, bureaucracy covers various levels from central to regional levels. At the central level, the Ministry of Home Affairs and the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) play a role in formulating policies and regulations related to the implementation of e-KTP at the national level. Meanwhile, at the regional level, the Malang City Population and Civil Registration Service (Disdukcapil) is the main agency responsible for implementing and managing the e-KTP process in Malang City.

Implementation of Mayor Regulation Number 40 of 2021 concerning Job Descriptions, Principals, Functions and Governance of the Malang City Population and Civil Registration Service sets service standards for the types of population administration and civil registration services carried out by the SKPD of the Malang City Population and Civil Registration Service. According to the author, with the implementation of these regulations starting from the planning, implementation and control/supervision processes, the implementation of e-KTP administration services will be more coordinated and carried out well, more focused, integrated, effective, efficient.

Resource Analysis

An effective policy implementation is supported by suitable resources. Human resources, budget, facilities, information, and authority are all resources that can be used to help policies be implemented successfully (Agustino, 2020). Decentralization requires local governments to have the resources to handle public services by the demands of their areas. The success of implementing decentralization in public services related to e-KTP is heavily reliant on the availability and quality of current resources. Human resources are one of the most important resources in the public sector for establishing e-KTP. Local governments must guarantee that they have enough workers with the necessary qualifications and abilities to carry out these public service responsibilities. To improve the quality of human resources, local governments can carry out regular training and development to ensure staff always follow the latest developments in public services.

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Human resources are a key element in the successful implementation of public service decentralization policies related to making e-KTP. Without adequate human resources, it is difficult to provide optimal public services. Therefore, local governments must pay special attention to the management and development of human resources. An important aspect related to human resources is the qualifications and competence of employees who work in the field of public services making e-KTP. They must have adequate knowledge and skills not only in technical matters related to making e-KTP, but also in public services in general. The ability to communicate well, solve problems, and provide friendly and professional service to the public is very important. The Malang City Population and Civil Registration Service is supported in its activities by suitable human resources, both in terms of quality and quantity. The Malang City Population and government Registration Service is backed by a staff of 61 government servants.

Table 2. E-KTP Serice Mechanism and Procedure System

Online Service (SIAPEL)	Offline Service (Service Counters, Public Service Malls, and Subdistricts)
The applicant inputs and uploads the correct and complete e-KTP processing requirements files via the SIAPEL online application and gets an e-KTP processing ticket number.	The applicant submits the correct and complete e-KTP processing requirements documents to the population officer.
The officer processes the issuance of e-KTP.	The officer provides a file receipt for collecting the finished documents.
Officers will update the status of the application file process.	The officer processes the issuance of e-KTP.
Applicants can track the file process via the application check menu according to the ticket number.	Applicants track the file process by coming directly to the population administration service location according to the initial processing location or calling the Population and Civil Registration Office number.
The officer handed over the finished e-KTP to the administrative officer at the sub-district.	The officer hands over the finished e-KTP to the applicant.
The applicant signs proof of receipt of finished documents in the document receipt register book.	The applicant signs proof of receipt of finished documents in the document receipt register book.

Source: Disdukcapil Malang Regency Service Standard Document, 2024.

From table 2 regarding online-based civil registration, Malang City is required to create a clean, efficient, transparent, responsible, quality and reliable government. Therefore, several things are needed to achieve the goals of an online-based service system. The first is the accessibility of a comprehensive system. Talking about public services and technology, of

course the government must provide adequate and integrated instruments, starting from the regional government level to the national government level. Second, organize human resources ethically and appropriately according to the field, so that the objectives of online-based public services are appropriate and successful, attention must be paid to the suitability of the number of human resources needed. Third, it needs to be repeated continuously. Technology must be applied consistently and lastingly for the delivery of public services.

The division of tasks includes various specific divisions to handle various aspects of population services and civil registration. Standard Operating Procedures (SOP) for each field and section for carrying out tasks. And fragmentation with a clear division of responsibilities between fields and sections to avoid overlapping tasks. One important aspect in analyzing bureaucratic structures is the adequacy of procedures and work processes established in the context of decentralizing public services. In this case, the Malang City Dukcapil Service is trying to simplify the procedures and workflow for making e-KTP, to provide faster, easier and more affordable services for the community. However, several structural obstacles still need to be overcome, such as the lack of optimal coordination between Disdukcapil and other related agencies, as well as limited human resources and infrastructure in several areas.

Apart from that, it is also necessary to analyze the distribution of authority and responsibility in the bureaucratic structure of e-KTP services in Malang City. In this case, it is necessary to ensure that each level of the bureaucracy has clear authority and responsibility, and that there are no gaps in the implementation of their respective duties and functions. Good coordination between bureaucratic levels, both vertically and horizontally, is the key to ensuring the effectiveness and efficiency of public services. Several strategic steps can be considered to increase bureaucratic capacity and public service performance in Malang City. First, improving the quality of human resources through continuous training and skills development programs for Disdukcapil employees and other related agencies. Second, improve and add supporting facilities and infrastructure, including information and communication technology equipment and good public service facilities and infrastructure.

Conclusion

The implementation of decentralization policies in public services in Malang City shows results in terms of four main aspects, namely, communication, resources, disposition or attitude of implementers, and bureaucratic structure. In the aspect of policy communication, it needs to be improved to achieve public understanding. Resources provide services and provide adequate infrastructure and trained human resources. Public servants who are friendly, responsive, and committed to helping the community. As well as the bureaucratic structure of public services which should implement procedures and mechanisms that are easily understood by the general public as well as good coordination between bureaucratic levels. By using these four aspects of implementing public service policies, it will be more effective and satisfying to the public. And public services in Malang City will function better.

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This will ultimately lead to achieving the goals of the decentralization policy and improving the quality of public services in Malang City.

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