

Analysis of Mobiling Innovation Services at Batu City's Population and Civil Registration Department

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Abstract

According to AS, population administration services are a fundamental aspect of the government system that aims to produce accurate, timely, and quality population documents. Moenir, service itself is the process of fulfilling needs through the direct activities of other people (Moenir, 2005, p. 16). The Population and Civil Registration Service (Dispendukcapil) strategically organizes comprehensive administrative services, from recording births, marriages, and deaths to issuing resident identity cards. The quality of services provided by Dispendukcapil can directly affect public satisfaction and the effectiveness of the government administration system. The success of population administration services is measured through several key indicators, including the level of public satisfaction, the speed of the administrative process, and the accuracy of the information produced. Dispendukcapil has continuously begun to innovate and develop information technology to facilitate public access to various administrative services in this era of sophisticated technology. This study aims to analyze the performance of administrative services in the "mobilizing" innovation owned by Dispendukcapil Batu City, focusing on process speed, transparency, and ease of access for the public. The study will use a descriptive qualitative approach to evaluate various factors influencing service quality, including human resources, technological infrastructure, and applicable administrative procedures. The study results are expected to provide concrete recommendations to optimize a more efficient, responsive, and community-based population administration service system.

Keywords: Administration, Civil Registry Office, Population, Services



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Introduction

Every human needs service; service cannot be separated and abandoned in community life. Society always demands quality service from government officials who provide services. Service activities significantly influence quality and smooth social activities (Suandi, 2019). Public service is an essential component of good governance. Public services based on digital technology have developed a lot since the implementation of e-government in Indonesia, which in its implementation aims to make services more effective and efficient in terms of time. In the implementation of e-government in Indonesia. It can be seen from the government's attention to developing e-government, which is still focused on central and local governments (Dilla & Hany, 2022). Local governments in Indonesia have developed various kinds of public service innovations that are expected to be more effective and efficient in meeting community needs for services. One of the local governments that has developed this innovation is Batu City, which has implemented the "Mobiling" service innovation through the Population and Civil Registration Service of Batu City. The quality of public services in

Indonesia is currently still relatively low. This is because the public is often disappointed with the public services provided by the government. A portrait of poor public services, such as uncertainty of service and the absence of clear and easy-to-understand service standards, so that the public assumes that the implementation of the services provided is less than optimal, effective, and efficient (Rahmawati, 2021; Sadhana et al., 2025).

It has been regulated in Law Number 25 of 2009 concerning Public Services to maximize public services, which mandates that public services must be carried out in a quality, fast, easy, affordable, and measurable manner. This regulation is the main foundation for institutions that provide services to the community – and is emphasized in the Mayor's Regulation (Perwali) of Batu City Number 20 of 2021 concerning guidelines for service standards within the Batu City government (Kota & Batu, 2025) which regulates the standards, mechanisms, and procedures for services that must be provided by the Batu City government to the community relatively in equal portions.

Batu City is a famous tourist destination in East Java, accompanied by geographical conditions flanked by several mountains with a dominant highland and hilly area that requires quite a long time and distance to come to the Dispendukcapil office to take care of administration. This condition challenges the city government to provide population administration services that are evenly distributed and equal in portion for the community. Based on data from the Batu City Statistics Agency in 2023, there were around 220,196 people with areas divided into 3, namely, Batu District, Bumiaji District, and Junrejo District, 19 villages and five sub-districts (Kota-Batu-Dalam-Angka-2024.Pdf, n.d.). The Population and Civil Registration Service of Batu City serves two document recording divisions. First, the population section. This section administers documents such as Family Cards, Identity Cards, and Certificates. Second, the Civil Registration section. This section also serves document management, including birth certificates, marriage, divorce, death, child recognition, name changes, copies of certificates, and letters of information regarding marriage and birth. With the large population distribution in Batu City, several problems occur in public services. First, there is still a lack of understanding from the community regarding the procedures for managing the documents they will make. This causes officers to have difficulty recording or recording the identity data of the population. Second, the lack of availability of document forms will also hinder the process of making documents, affecting the speed of service provided to the community.

Meanwhile, regarding the availability of the number of document forms, a provision from the head office is given to the Batu City Population and Civil Registration Office. So that the Batu City Population and Civil Registration Office can only wait for when the document forms will be available again. Third, there is still a lack of access to services at the Batu City Population and Civil Registration Office for older people and people with disabilities (Nimas Aulia Nandha Pratama et al., 2020).

In analyzing the "Mobilizing" innovation services deployed by the Department of Capil of Batu, it is crucial to explore the role of mobile service innovation within the context of public administration, collaboration, and regional development. The integration of mobile technology into public services has been identified as a significant driver of organizational

effectiveness and enhanced service delivery. Chen and Chen highlight the importance of mobile service innovation in improving service performance, demonstrating that effective mobile service innovations can lead to better user satisfaction and operational efficiency within government entities (Chen & Chen, 2011). This aligns with the findings of Santoso et al., who assert that entrenched innovation DNA and an external driver of innovation support the creation of public service innovations, particularly in regions facing autonomy constraints (Santoso et al., 2023).

In the context of Batu, where regional autonomy might influence the collaborative mechanisms of public service delivery, the unique dynamics observed in decentralized governance models can either catalyze or hinder innovation. The efforts of local governments, as examined by Wahab, indicate that structured innovation in mobile services can effectively meet the needs of populations through technologies that promise greater accessibility and efficiency (Wahab, 2021). Furthermore, Butler et al. underscore that smart mobility innovations have the potential to significantly alleviate transportation disadvantages faced by underserved populations, proposing that careful implementation of such services could enhance equity in access to mobility (Butler et al., 2020).

Additionally, mobile service innovation revolves not just around the technological advancements themselves but rather their ability to integrate effectively into existing service frameworks. As discussed by Gini and Ambrosino, innovations in mobility solutions must cater to specific geographical and cultural contexts to ensure that service delivery addresses the needs of diverse demographics, particularly in rural and insular settings (Gini & Ambrosino, 2021).

Along with the development of technology and the demands of society (Bahagia et al., 2025), (Baranyanan et al., 2024), (Ndung & Loli, 2023), (Putra & Wardhani, 2024). The Batu City Population and Civil Registry Office has created an innovative program called "Mobilizing," which is expected to be a solution to facilitate public administration services, especially for people who live in areas far from the city center or the Population and Civil Registry Office itself. Implementing this innovation does not always run smoothly, and various problems require special attention. The first problem is the supporting infrastructure, such as unstable internet networks in several areas, which causes the service process to be hampered, considering that this service is digital-based, which requires internet with stable speed. Internet instability can interfere with the effectiveness of the "mobilizing" service, resulting in delays and queues for completing documents piling up, which is inefficient. Second, the constraints on the schedule and service coordination between the Disdukcapil and the village/sub-district apparatus that is being targeted results in the community not getting clear information about the "mobilising" schedule and what requirements must be brought to take care of the documents, not infrequently the community prefers to cancel their intention to take care of the documents because it is considered complicated. Third, related to the limited number of officers who manage the "mobilising" program. With a limited number of officers, they often cannot meet service requests, especially on busy days or when needs increase because their cars are restricted. Then, the main thing is the attitude of the officers, who are sometimes less than optimal in serving. In its implementation, the "Mobilizing" innovation

program faces challenges in meeting the Minimum Service Standards (SPM) as stipulated in the Regulation of the Minister of Home Affairs Number 100 of 2018 concerning implementing Minimum Service Standards. Several SPM indicators are suspected of still not being achieved, including the time required to complete population documents and the coverage of services that are not evenly distributed throughout Batu City.

This requires further evaluation and improvement of this innovation, considering that population administration is directly related to the community's civil rights, both in terms of services provided by officers, supporting infrastructure, and service management systems. Therefore, it requires proper handling so that problems that can potentially hinder the quality of the "mobilising" innovation service from the Batu City Population and Civil Registry Office can be adequately resolved towards excellent service and satisfy the community with the services provided.

Literature Review

Public service is a fundamental aspect of good governance. The Population and Civil Registration Service (Dispendukcapil) of Batu City has developed a service innovation called "Mobilizing" (Mobile Car) as an effort to bring population administration services closer to the community. However, in its implementation, this innovation faces various problems that must be studied comprehensively.

The basic concept of Public Service, according to Mahmudi (2007), is all service activities carried out by public service providers to fulfill public needs and implement provisions of laws and regulations. Public service, according to (sinambela 2014), is an activity carried out by the government towards several people who have every profitable activity in a group or unit and offer satisfaction even though the results are not tied to a physical product (Han & Goleman, Daniel; Boyatzis, Richard; Mckee, 2019; Sukowati, 2023). Meanwhile, according to Law No. 25 of 2009, public service is defined as an activity to fulfill service needs by laws and regulations for every citizen for goods, services, and/or administrative services provided by public service providers. Public services must be organized in a quality, effective, and efficient manner to meet the community's needs.

The basic concept of Public Service Innovation according to West and Far in Ancok, Djamaludin (2012: 34) explains that "innovation is a shift from traditional management principles, processes, and practices or a shift from the old organizational form and has a significant influence on the new way management is carried out. Innovation is the deliberate introduction and application of new ideas, processes, products, and procedures to the units that implement them, designed to benefit individuals, organizational groups, and the wider community." Innovation is needed in implementing an organization in the private sector and public sector organizations such as government agencies. Innovation in government organizations is a demand for government agencies following the increasing pressure from the public for increased performance from government agencies to solve problems within (Solong & Muliadi, 2021). Public service innovation can be defined as innovation or change in how services are provided to the public to increase the efficiency, effectiveness, and quality of these services. According to PERMENPANRB No. 30 of 2014, public service innovation is an

innovative idea that helps the community directly or indirectly. Innovation can be in improving or developing existing services, not discoveries.

One of the strategic steps taken by the Batu City Population and Civil Registry Office is to create innovation in public services through the "Mobilizing" program, which aims to improve the accessibility and quality of population administration services for the community. According to experts, by understanding innovation characteristics, the Population and Civil Registry Office can design and implement this program more efficiently to benefit the Batu City community.

Based on Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 4 of 2023 concerning Service Standards in philosophical terms, the Public Service Index (IPP) is based on the basic principles of public service, such as transparency, accountability, conditionality, participation, equality of rights, and balance of rights and obligations. These principles are also the basis for developing various components and assessment indicators included in the IPP. This philosophy also emphasizes that public service is not just an administrative activity; it is a manifestation of the rights and obligations of the community. This service standard covers comprehensive components, including service requirements, systems, mechanisms, procedures, completion time, service costs or rates, service products, and complaint handling. Each element of the service standard must be formulated in a clear, measurable, and accountable manner.

Several service standard components must be met. To meet the service policy indicators set out in Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 4 of 2023, covering policies implemented by government agencies in providing services to the public, public servants must follow applicable regulations to meet the community's needs and have clear and measurable service standards. The Population and Civil Registration Service (Dispendukcapil) of Batu City has developed various service innovations. These innovations include services to schools or entering villages, "Mosgun Pelampung and Dukcapil Go to School," as well as IKD rental services that allow people to access population administration services online, which shows the fulfillment of public service information system indicators that emphasize the use of information technology to improve accessibility and efficiency of services. The public can apply for population documents through this application, monitor the application process, and receive notifications when the documents have been processed. Of course, analyzing community needs and expectations and available resources must be the basis for determining service policies.

Human Resources (HR) Professionalism includes evaluating the abilities and professionalism of officers involved in providing public services. To improve the quality of service through public service officers, the Batu City Population and Civil Registry Office must have a program to enhance the competence of service officers, which involves periodic training and certification. This indicator emphasizes the importance of service implementer behavior and technical competence. This program has improved the quality of service, as indicated by an increase in the level of public satisfaction and a decrease in service process time, as evidenced by the 3rd phase of the 2024 public satisfaction survey on January 6, 2025, which showed that the service value obtained by Batu City Population and Civil Registry Office was

86.58 with a service quality of A (excellent). In addition, service officers are trained to have good communication skills and understand the new standard operating procedures for service. Service officers must also be evaluated periodically to ensure consistency and improvement in service quality.

Facilities and infrastructure are critical supporting elements in implementing public services. They refer to the availability and quality of facilities and infrastructure that provide public services, such as buildings, tools, and information technology. Innovations by the Batu City Population and Civil Registry Office include the development of child- and elderly-friendly service spaces, priority facilities for people with disabilities, and an electronic queuing system integrated with a mobile application. This document printing machine makes it easier for people without queuing for long with the capital of the IKD application. This improvement has increased the convenience of the community in accessing services and accelerated the service process. In addition, using an electronic queuing system has reduced congestion in service offices and allowed people to plan their visits more efficiently. However, for the technology needed for the 'mobilizing' innovation, some experience slight disruptions when used.

Consultation and Complaint Indicators are essential feedback mechanisms in improving public services by evaluating the effectiveness of the public consultation and complaint system and how the organization handles customer feedback. Complaint handling must be carried out systematically, responsively, and oriented towards solving problems. Complaint results must also be monitored to evaluate and improve services. The Batu City Population and Civil Registry Office has created an integrated complaint system combining various consultation and complaint methods. This system combines multiple platforms, such as mobile applications, websites, and social media. This system allows every public complaint to be followed up quickly and recorded, with a maximum response time of 24 hours. In addition, the monitoring system increases the transparency of complaint handling because it allows the public to monitor the progress of complaint handling.

In the digital era, public service information systems are critical. Evaluating the information system used to manage public service data, including information transparency, accurate information, and ease of access. Although the Batu City Population and Civil Registry Office have implemented many innovations, one of which is "mobilising," In this case, the Batu City Population and Civil Registry Office service policy still faces challenges in optimizing the implementation of this innovation, which is still constrained by the lack of adequate technological infrastructure and the lack of human resources experience in information technology. To improve the efficiency of their services, service providers must build networks and collaborate with various parties. This type of collaboration can include sharing resources, technical service issues, and exchanging good practices in public services.

Assessing and implementing innovations in public services aimed at improving the efficiency and effectiveness of services to the community, there are still gaps in the effectiveness of the public complaint system and the level of adoption of innovations by service users. The public still has difficulty accessing information and understanding the various service innovations offered, while the existing complaint system is not fully integrated

and responsive. This shows that the elements of complaint management and public communication tactics must be strengthened so that the public is more aware and involved in the service innovations developed by the Batu City Population and Civil Registry Office. Various elements, such as systems, procedures, methods, and the use of technology in services, can be part of innovation. Another aspect that is no less important is public participation in the provision of public services. The public can participate in the planning, supervision, and evaluation process for providing public services. The purpose of providing opportunities for public participation is to ensure that the services offered meet the community's needs and expectations. PERMENPANRB No. 4 of 2023 also emphasizes that documentation and reporting on the provision of public services are essential in the context of accountability. Routinely, reports on the provision of public services must be made and submitted by public service providers. This report includes progress in performance, problems faced, and improvement efforts.

A culture of excellent service must be instilled throughout the organizational structure, from the leadership to the highest service officers. Internalization of service principles, increasing commitment to public satisfaction, and developing a work ethic are all part of building a service culture. Sustainability and adaptability are other things that the Public Service Index considers when implementing it. Service providers must be able to adapt to technological advances, community needs, and environmental changes. Financing, capacity development, and effective resource management are other components of service sustainability.

By implementing the indicators in PERMENPANRB No. 4 of 2023, the quality of public services in Indonesia will be further improved towards excellent service. Public service providers have an apparent reference in providing high-quality services to the public through comprehensive and measurable evaluation guidelines. Ultimately, improving the quality of public services will help encourage good governance and improve public welfare.

Method

The type of research method used in the title "Analysis of "Mobiling" Innovation Services at Dispendukcapil in Batu City" is a descriptive qualitative research method. According to Lexy J. Moleong (2009), qualitative research collects descriptive data in words, pictures, and not numbers. Meanwhile, according to Bogdan and Taylor, qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. In this context, researchers will observe and explore how the "Mobiling" innovation is applied in public services, as well as understand the perceptions of the community and employees regarding the effectiveness of the innovation. (Creswell W., 2003) states that "a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (i.e., the multiple meaning of individual experiences, meaning socially and historically constructed, with an intent of developing a theory or pattern) or advocacy/participatory perspectives (i.e., political, issue-oriented, collaborative or change-oriented) or both." This means that the qualitative approach is an approach to building knowledge statements based on a constructive perspective (for

example, meanings derived from individual experiences and social and historical values to build a theory or pattern of specific knowledge) or based on a participatory perspective (for example orientation towards politics, issues, collaboration or change); or both. The above emphasizes that in qualitative research, knowledge is built by researchers through interpretation by referring to various perspectives and information as it is from the research subjects. Different data sources such as observation notes, interview notes, individual experiences, and history can be used to support the formation of this interpretation.

According to Sugiyono (2018:86), the descriptive research method is a study conducted to determine the value of independent variables, either one or more variables (independent), without making comparisons or connecting with other variables. This approach, which is characterized by qualitative descriptiveness, aims to study and clarify the existence of a phenomenon that occurs in society. According to Moleong (2005:4), the qualitative descriptive approach is a research approach where the data collected is in the form of words, pictures, and not numbers. The data can be obtained from interviews, field notes, photos, videotapes, personal documentation, notes, memos, and other documentation.

Qualitative research often highlights the perspective of the research's subject, process, and meaning by using theoretical foundations as an umbrella and/or support to match the facts in the field. In addition, the theoretical foundation is used as a general description of the research background and supporting material for the discussion of the research. Qualitative research requires researchers to build a complex and holistic (comprehensive) picture, analyze words, opinions, and information obtained from informants (subjects) in a natural setting, and present them in a report. The report is the result of research described as it is from data tested for validity and meets credible criteria. Using this descriptive qualitative approach, researchers consider all aspects of the "Mobilizing" innovation and the social, cultural, and administrative contexts that affect services. This study focuses on how the community and employees accept innovation and how it impacts the quality of public services. To evaluate the position of the "Mobilizing" innovation in Batu City's Dispendukcapil, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is needed. The advantages (Strengths) of this innovation are that population documents can be accessed quickly and save time, and this innovation is in great demand by the community. Weaknesses (Weaknesses), such as the lack of socialization of community services and obstacles in infrastructure and technology, may make it less effective. The increasing need for fast and responsive services in the digital era and expanding the reach of services provide opportunities (Opportunities) for this innovation. However, threats (Threats) such as limited human resources and the risk of internet service disruptions can hinder its implementation. SWOT analysis is used to determine the strengths (Strengths), weaknesses (Weaknesses), opportunities (Opportunities), and threats (Threats) of one "Mobilizing" innovation. This will help determine what needs improvement, enhancement, and anticipation.

Qualitative descriptive research methods are very relevant for analyzing the "Mobilizing" innovation in Dispendukcapil Batu City because they allow researchers to collect data from various perspectives. This study is expected to provide a clear picture of the problems and opportunities for improvement in public services through innovation using

multiple data collection techniques and systematic analysis and public management. In the future, the findings of this study can be used as a basis for decisions to improve the quality of public services.

Result and Discussion

A. Basic Concept of Service and Innovation

Activities carried out by the government to meet the community's needs are known as public services. According to George Frederickson, public services are activities carried out by the government to meet the community's needs. According to Law No. 25 of 2009 concerning Public Services, all activities carried out by the organizer to meet the needs of service recipients are considered public services. Services must be transparent, accountable, and participatory in this case. According to Kasmir, the ability to meet customer needs according to specific standards is known as good service (Harbani Pasolong, 2013). This concept emphasizes the importance of organizing quality and effective public services. Public services are characterized by efficiency, effectiveness, accountability, and community participation. In the context of the "Mobiling" innovation of Batu City's Population and Civil Registry Service, public services are expected to be more accessible, fast, and of higher quality.

Innovation is applying new or different ideas to produce new or improved products, processes, or services. Innovation is not only limited to the discovery of advanced technology but also includes changes in thinking, working, and organizing. Meanwhile, according to Henry Chesbrough, developing the concept of "open innovation." For Chesbrough, innovation does not have to come from within the company but from collaboration with external parties such as customers, suppliers, or competitors. He believes companies can accelerate innovation and expand their market reach by opening the door to external ideas and resources.

According to experts, innovation emphasizes the importance of creativity, planning, and clear goals to create new values that drive social and economic development. A deep understanding of the concept of innovation and support from various parties are needed to encourage innovation. Innovation has several main characteristics:

- a) **Novelty:** An innovation is something new – whether a product, concept, procedure, or perspective. It can be a modification of a previous or entirely new invention.
- b) **Added Value:** An organization or society can gain value from an innovation, which can be in the form of increased efficiency, effectiveness, quality, or customer satisfaction.
- c) **Implementation:** Innovation is not just an idea; it must be implemented and applied in the real world. This process often involves changes to an organization's systems, culture, and behavior.
- d) **Uncertainty:** Innovation always carries an element of uncertainty. Not all innovations will be successful, and there is often a risk of failure.

The "Mobiling" innovation has improved the population administration services of Batu City. The mobile car service makes it easier for the public, especially those living in remote areas or with limited mobility, to access population services more easily and quickly.

This has increased public satisfaction and made it easier for the government to record population data. In addition, "Mobiling" has increased service efficiency and reduced long queues at the Dispendukcapil office.

The Singhasari SEZ was established due to its strategic location near Juanda Airport, Tanjung Perak Port, and the Pandaan-Malang toll road. The initial process involved collaboration between the private sector and the Malang Regency Government to propose the SEZ to the National SEZ Council after meeting the requirements. The government formed the Singhasari SEZ to promote balanced development in Indonesia based on the potential of the Malang Raya region. The private sector was engaged in the digital ecosystem and the creative economy with business incentives and environmental responsibilities. Collaboration between the private sector and the government was driven by strong motivations from each party that believed the results depended on cooperation to achieve common goals.

In the early stages of Singhasari SEZ development, the cooperation between PT Intelligentsia Grahatama and the Malang Regency Government facilitated collaboration. PT Intelligentsia Grahatama had donated land for the museum and public facilities. Although the COVID-19 pandemic hindered tourism development, the history of successful collaboration has built a high level of trust among stakeholders, enabling effective collaboration.

B. Problem of "Mobiling" Service

Before the "Mobiling" innovation, the people of Batu City often faced obstacles in taking care of population documents. Moreover, it is supported by the geographical location of Batu City, which is the reason for the community regarding the distance and time that is less effective and efficient in caring for population documents. Innovation is significant in supporting the government's performance in implementing government programs. Batu City still faces the problem of providing population administration services that its citizens can easily access. Therefore, based on PERMENPANRB No. 4 of 2023, the Batu City Population and Civil Registry Office has made various innovations, one of which is Mobiling "Mobile cars," which are expected to facilitate the elderly, people with disabilities and can speed up the time and distance for people in villages far from the city center. Although the "Mobiling" innovation at the Batu City Population and Civil Registry Office aims to increase the ease and speed of population document services, several problems have arisen during its implementation, such as:

- a) First, the socialization of services to the community is complex. Many people do not know about the "Mobiling" service, so they do not use it. This is due to the lack of socialization by the Population and Civil Registry Office to the community. The "Mobiling" program is ineffective because many residents prefer to come directly to the office. This ambiguity can lead to public dissatisfaction with public services, which should be more accessible through this innovation.
- b) Second, limited human resources are an obstacle to providing optimal services. Employees working in this program are often not accustomed to using new technology and face pressure from the increasing number of service requests. Although mobile service cars are available, the physical condition of the vehicles and other supporting

facilities are often lacking. For example, the internet network's instability can hinder data processing in real time. In addition, the lack of supporting facilities, such as seating or waiting rooms for the community at service locations, can also cause discomfort when using services. These infrastructure limitations can lead to unpleasant experiences and inefficient services.

- c) Some areas are still difficult to access by car because the road can only be passed by one vehicle, and the terrain is too steep.

Factors originating from external sources, such as public awareness of the importance of population administration, must also be considered. Many people are less concerned with managing population documents and do not fully utilize the "Mobiling" service. For people to be more proactive in using documents such as KTP, KK, and birth certificates, awareness of the importance of these documents must be increased. The "Mobiling" innovation will find it challenging to achieve its primary goal, increasing public participation and satisfaction with public services if there is no high public awareness.

Overall, the obstacles faced in implementing "Mobiling" show that this innovation requires more substantial support from various parties and that more systematic and comprehensive efforts are needed to overcome existing obstacles. Thus, the "Mobiling" innovation can provide more significant benefits to the community and be a good example for improving the quality of public services.

C. Analysis of Problems in the "Mobiling" Innovation Service

The Batu City Population and Civil Registry Office initiative deserves appreciation for its efforts to bring population administration services closer to the community. Analysis of the problems faced in the "Mobiling" innovation service at the Batu City Population and Civil Registry Office shows several issues encountered when implementing this program. First, there are problems with the understanding and use of the "Mobilising" service. Not everyone has the same access to information and communication technology; although this program aims to create administrative services, not all people are accustomed to accessing technology. Many people do not know about this service, which can cause the community to be less involved in using it. One of the main obstacles to achieving the goals of the "Mobilising" program is the lack of information and education for the community.

The limitations of competent human resources (HR) and adequate capacity are also challenges related to the "Mobiling" program, which is an additional problem. This can impact the quality of service because employees may be unable to provide the proper assistance or information to the community. In addition, the high volume of service requests is also a challenge. Insufficient staff to meet increasing demand can lead to long queues and reduce public satisfaction with services. Dispendukcapil officers need to have sufficient knowledge and skills to operate the "Mobiling" system and provide quality services to the public, including 5S (Smile, Greet, Greeting, Polite, and Courteous)

In addition, the problem is the coordination and integration of the system, which is not yet optimal between various related parties. "Mobilization" includes multiple parties,

including Dispendukcapil, village or sub-district governments, and third parties providing support services. Lack of coordination can lead to overlapping tasks, data duplication, and problems in the service process. In addition, imperfect integration between the "Mobilizing" system and other information systems, such as the national population system, can hinder service efficiency. Although Dispendukcapil provides mobile service cars, the condition of the vehicles and the technology used are still a problem. According to reports, vehicles are not always in the best condition, and technological devices often experience issues. This can disrupt services and cause the public to feel dissatisfied.

Finally, many people are not yet aware of the importance of population administration, especially among certain groups such as the elderly or people with physical disabilities. Because not all levels of society can use the service quickly, this can reduce the effectiveness of the "Mobilising" program. To meet the population administration needs of Batu City, Dispendukcapil must work together with various parties, including civil society organizations, to increase public awareness and involvement in this public service program. In addition, there is a problem with the evaluation that is not yet comprehensive and systematic toward implementing "Mobilising." The absence of continuous evaluation can also cause "Mobilizing" to stagnate and be unable to answer the challenges that continue to develop. In addition, the lack of constant innovation development can make identifying obstacles and appropriate improvements challenging. In this way, the "Mobilizing" innovation will be more effective in meeting the population administration needs of Batu City.

D. Policy Implications and Recommendations

Strategic steps need to be taken to increase the effectiveness of the "Mobilizing" innovation by considering these problems. To overcome the gap in service, improve operational quality, and ensure long-term program sustainability, the proposed policy recommendations require a strategic and measurable approach to developing future mobile innovation service policies. These policies align with the principles of good public service stipulated in PermenPAN-RB No. 4 of 2023, namely transparency, accountability, responsiveness, and participation. One of the leading suggestions is to increase public understanding of the "Mobilising" service. Changing the mindset of the community is the principal capital. Clear and comprehensive information must be provided to the community, including the schedule of service car visits and the types of documents that can be processed. Dispendukcapil can utilize various communication sources to achieve this, such as pamphlets, announcements in public places, and social media. To reach the community directly, socialization activities can also be carried out in collaboration with the village or sub-district government. By increasing public understanding of this service, it is hoped that public participation in using the "Mobilizing" service will increase. For the "Mobilizing" program to be successful and positively impact the people of Batu City, improving infrastructure, supporting facilities, and increasing public awareness must be carried out simultaneously. This will help achieve the goal of innovation to facilitate access to population services.

The second recommendation is to increase the human resources (HR) capacity in the "Mobilizing" program. To ensure that Dispendukcapil employees have adequate skills to

provide high-quality services, they must be trained and educated. In addition to technical knowledge about using information technology devices, this training includes soft skills such as effective communication and time management. With skilled employees, the quality of public services will improve. In addition, it is essential to create a work environment that supports collaboration so that employees can share knowledge and experience in providing services.

The third recommendation is to improve the technological infrastructure that supports the "Mobilizing" service. Dpendukcapil must ensure that service cars have adequate information technology to process population documents quickly. Investment in the necessary software and hardware is needed to ensure the smooth operation of this program. In addition, having a good internet connection must ensure that data can be accessed and processed quickly. Strengthening this infrastructure will increase the reliability of services and reduce the waiting time for the public when completing population documents.

Improving Community Feedback Mechanisms, Dpendukcapil must provide a means for the community to voice their opinions and criticisms about their services. This can be achieved through customer satisfaction surveys, suggestion boxes at service locations, or online platforms. Community feedback allows Dpendukcapil to understand the community's needs and expectations better and continuously improve their services. In addition, this feedback can also be the basis for evaluating employee performance and improving the service process.

If the policy implications of the "Mobile" service are not fully utilized, it will hurt the quality of population administration services. When this "mobilizing" service does not run properly, then the community that will take care of KTP, KK, AKTA, KIA, etc., will experience difficulties, especially since this innovation has begun to be accepted in the community, not a few people already think that this innovation makes their work easier. By taking these steps, it is hoped that the "Mobile" service of Dpendukcapil Batu City can be more optimal and meet the community's needs. This will positively impact increasing public access to population administration services and ultimately improving the community's quality of life.

The "Mobilizing" innovation is a positive step in improving the quality of public services in population administration. However, to achieve optimal results, continuous efforts are needed from various parties. By overcoming existing challenges and utilizing existing potential, "Mobilizing" can be a model for other regions to provide better community services. Therefore, by implementing these policy recommendations consistently, the "Mobilizing" innovation at the Batu City Population and Civil Registry Office can run more efficiently and provide maximum benefits for the community in obtaining population services.

The implications of the "Mobilizing" innovation are vast. First, this innovation has proven that technology can effectively increase the accessibility and efficiency of public services. Second, "Mobilizing" has changed the public's perception of government services, which are now considered more responsive and proactive. Third, the success of "Mobilizing" can inspire other regions to develop similar innovations in various public service fields.

Conclusion

Based on the research results of the Analysis of the Batu City Dispendukcapil "Mobilizing" Innovation Service. The Batu City Dispendukcapil "Mobilizing" innovation is a breakthrough with great potential to improve the quality of public services. This innovation was created to make caring for population documents such as KTP, KK, and birth certificates more straightforward for people. This study aims to determine the extent to which the "Mobilizing" innovation can meet the community's needs and identify various problems that arise when implementing it using a descriptive qualitative approach. Although the "Mobilizing" innovation has many advantages, several problems must be considered. The various issues faced require a comprehensive and systematic approach to handling them.

Referring to Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 4 of 2023 and various related theories, the development of this innovation needs to pay attention to aspects of service standards, change management, and program sustainability. With these indicators and mechanisms, Indonesia's public services can gradually improve, positively impact society, and create a more just and honest government. One of the main problems is the lack of public understanding of the existence of the "Mobilising" program and how to access it. Many people do not fully understand its benefits, so they still do not use it well. In addition, limited infrastructure and human resources hinder the provision of optimal services. Employees often face pressure due to high service demand while lacking training on using new technologies. By understanding the theories of innovation and existing challenges, the Batu City Population and Civil Registry Office is expected to be able to optimize this "Mobilizing" program to provide better public services to community needs. According to the SWOT analysis, the "Mobilizing" innovation has strengths in reaching people with access difficulties, time efficiency and service, and increasing community satisfaction. However, it also has weaknesses in socialization, inadequate technological infrastructure, and limited human resources. There are many opportunities to improve this service, such as expanding the scope of services and integrating the "Mobilizing" service with other online services, especially considering the public's need for fast and responsive public services.

Changes in government policy, competition with similar services, and the emergence of new technologies are threats that need to be watched out for to hinder the progress of innovation. Therefore, using various data collection techniques and systematic analysis, the service improvement plan must improve socialization, employee training, and infrastructure development. This study is expected to provide a clear picture of the problems and opportunities for improvement in public services through innovation. The results of this analysis can provide policy recommendations such as increasing socialization through a more massive information campaign about the "Mobilizing" service. To make employees more prepared to provide high-quality services, they must be trained regularly. Strengthening IT infrastructure is also important to support the operation of the "Mobilising" service. It is hoped that the "Mobilizing" innovation will run more efficiently and positively impact the people of Batu City by providing quality and equitable population services. Data collection and feedback from the community of service users can be used as a basis for improving services in

the future, including the possibility of developing innovations in population administration services.

The success of this innovation will depend significantly on the commitment of stakeholders, infrastructure readiness, human resource capacity, and integrated system support. Collaboration between the government and the community is also needed to improve the quality of service and bring it to an excellent level. Continuous improvement by paying attention to feedback from the community will be the key to optimizing services and achieving the expected goals. The right policy will depend significantly on the specific circumstances in each region. Before making a decision, a thorough analysis of the problems that need to be studied needs to be carried out.

Overall, the Mobiling initiative created by the Batu City Population and Civil Registry Office shows that taking proactive action in public services can have significant positive effects. It is proven that this program has improved the quality of services, as demonstrated by an increase in the level of public satisfaction and a decrease in service processing time, as evidenced by the 3rd phase of the 2024 public satisfaction survey on January 6, 2025, which showed that the service value obtained by Batu City Population and Civil Registry Office was 86.58 with a service quality of A (excellent). The quality of public services in Batu City will continue to improve by evaluating and improving this program and addressing existing problems. This innovation will be a model for other regions to improve public services. This will also be a strategic step to achieve sustainable development goals by improving the community's quality of life.

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