



Responsiveness of Public Service Provision at the Population and Civil Registration Service

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Abstract

This study aims to analyze the level of responsiveness of public service delivery at the Population and Civil Registration Office of Bone Regency. Responsiveness is an important indicator of public service quality, reflecting the ability of officials to respond to community needs, complaints, and aspirations. This study used a qualitative, descriptive approach. Data were obtained through participatory observation, in-depth interviews with officials and the public, and documentation studies. Data analysis was conducted in three stages: data reduction, data presentation, and conclusion drawing, with validity testing using triangulation of sources, techniques, and time. The results showed that the general level of responsiveness of public services at the Bone Regency Population and Civil Registration Office is considered good. The ability of officials to respond to the public has been effective, with open, direct communication between the public and office officials. The accuracy and precision of services are also considered good because they are guided by Standard Operating Procedures (SOPs) and an electronic-based service system. However, the speed of service still faces obstacles in terms of network aspects and limited number of officials. In addition, the ability to respond to public complaints is quite good, with online complaints via Google Forms. These findings emphasize the importance of improving human resource capacity and optimizing information technology to strengthen the responsiveness and quality of public services in the regions.

Introduction

Public service is a fundamental aspect of modern governance (Magakwe, 2025; Aboelazm et al., 2025; Tang et al., 2025). The government, as the state administrator, is obligated to provide quality services to the public as a form of responsibility and implementation of democratic values and the principles of good governance. The success of a government agency is measured not only by its ability to carry out regulatory and supervisory functions, but also by the extent to which the public services provided are able to meet the needs of the community quickly, accurately, and responsive to social change (Al-Dulaimi et al., 2025; Abidin et al., 2025; Kanbara et al., 2025). Therefore, the quality of public service is a crucial indicator in assessing the effectiveness of government bureaucratic performance. In the context of regional autonomy, each regional government is given the authority to regulate and manage the interests of the local community in accordance with the potential and needs of its region (Mukhlis, 2025; Hariyanto et al., 2025; Latipah et al., 2025). One manifestation of this responsibility is through the provision of quality public services, including in the field of population administration. Population administration services play a strategic role because they are directly related to the basic rights of citizens, such as identity, legal status, and access to social services. Therefore,

the success of population administration services reflects the extent to which local governments can carry out their public service functions effectively and efficiently.

According to Law Number 25 of 2009 concerning Public Services, public services are defined as activities or a series of activities aimed at fulfilling service needs in accordance with laws and regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers (Sholichah et al., 2025; Oktarina & Israhadi, 2023; Irfan et al., 2023). The law also emphasizes the importance of the principles of transparency, accountability, efficiency, effectiveness, fairness, and non-discrimination in every public service process. Therefore, all government agencies are required to prioritize public satisfaction through continuous improvement in service quality. However, the reality on the ground shows that the implementation of public services in Indonesia still faces various obstacles. Many people consider public services to be slow, complicated, and unresponsive to the aspirations and complaints of service users (Sudrajat, 2023; Toyib et al., 2025). This occurs due to excessive bureaucracy, limited human resources, inadequate use of information technology, and weak monitoring and evaluation systems for service performance (Abera et al., 2023; Hendrawan et al., 2024; Wasti et al., 2023). These problems often give rise to public dissatisfaction with the government, which ultimately erodes public trust in state institutions.

In the context of public services, one of the important factors determining the success of service delivery is the level of responsiveness of the apparatus (Latupeirissa et al., 2024; Abdulkareem & Mohd Ramli, 2022; Ayalew, 2024). Responsiveness is the ability of service providers to recognize, understand, and respond to community needs quickly and appropriately. According to Dwiyanto (2006), responsiveness describes the extent to which a public organization is able to adapt its programs and activities to the aspirations and demands of the community. The higher the level of responsiveness, the greater the opportunity for a public organization to create public satisfaction and enhance the image of a professional bureaucracy. Thus, responsiveness is a key dimension in bureaucratic reform efforts and improving the quality of public services in Indonesia (Wijayanti et al., 2025).

Zeithaml, Parasuraman, and Berry (1990) stated that the responsiveness of public services can be measured through six main indicators, namely: (1) the ability to respond to the public, (2) speed of service, (3) accuracy of service, (4) accuracy of service, (5) timeliness of service, and (6) ability to respond to complaints. These six indicators are interrelated and are important measures in assessing the extent to which public officials are responsive to the needs of the community. When an agency is able to fulfill these six indicators, it can be said that the organization has achieved responsive public services that are oriented towards user satisfaction.

The Bone Regency Population and Civil Registration Office (Disdukcapil) is a regional government agency with a significant responsibility in providing population administration services to the public. Its primary function is to handle various important documents such as Electronic Identity Cards (KTP-el), Family Cards (KK), Birth Certificates, Death Certificates, and other civil registration documents. These services directly impact all levels of society, thus demanding a high level of professionalism and responsiveness from its implementing officials. In recent years, the Bone Regency Disdukcapil has strived to implement digital-based services to increase efficiency and reduce manual queues. However, various public complaints continue to arise, particularly regarding service delays due to network disruptions and limited staff compared to the high service volume (Filip et al., 2022; Puram et al., 2022).

Initial observations and interviews with the public indicate that the main obstacle to public services at the Bone Regency Population and Civil Registration Office (Disdukcapil) lies in the speed and timeliness of service. Some residents complained about the lengthy process of

obtaining population documents due to network system disruptions and a lack of coordination between departments. However, several other indicators, such as staff communication skills, prompt service delivery, and online complaint handling (Google Forms), showed relatively good results. This situation illustrates the imbalance between system improvement efforts and the adaptability of human resources in operating technology-based services. From a theoretical perspective, numerous studies have been conducted on the responsiveness of public services. Herdini and Widiyarta (2020) found that responsiveness at the Nganjuk Regency Water Company (PDAM) was suboptimal due to staff being less responsive to customer complaints. A similar study by Sumarsono and Meirinawati (2016) at Dr. Soewandhie Regional General Hospital in Surabaya also showed that staff were often slow in responding to patient complaints. Meanwhile, research by Suci Aprilya (2019) at the Population and Civil Registration Office of Gowa Regency showed relatively good results in terms of responsiveness to the public, but still weak in terms of speed and timeliness of service. Based on the results of these studies, it is clear that although many public agencies have attempted to improve responsiveness, challenges in terms of speed and consistency of service remain a common problem.

This study seeks to broaden the understanding of public service responsiveness by specifically examining the performance of the Bone Regency Population and Civil Registration Office through six indicators proposed by Zeithaml et al. The focus of this study is not only on the ability of the apparatus in providing services, but also on the systems and work mechanisms that support the public service process. This study uses a descriptive qualitative approach to describe the service conditions in depth based on public perceptions and the direct experiences of Disdukcapil apparatus. In general, this study aims to: (1) describe the level of responsiveness of public service delivery at the Bone Regency Population and Civil Registration Office, (2) identify factors that influence the responsiveness of the apparatus in providing services to the public, and (3) provide recommendations for improvements to increase the effectiveness and quality of public services. Theoretically, the benefits of this study are to contribute to the development of literature in the field of public administration, particularly related to public service management and the application of the concept of responsiveness in regional bureaucracy. Meanwhile, practically, the results of this study are expected to be a consideration for regional governments in formulating policies to improve the quality of population administration services to be more efficient, accountable, and oriented towards public satisfaction.

Thus, this research holds significant urgency in the context of bureaucratic reform in Indonesia. Responsiveness is not merely a measure of service performance but also a reflection of the government's legitimacy in the eyes of the public. Therefore, increasing the responsiveness of public services, particularly in the area of population administration, is a strategic step in building public trust, strengthening good governance, and realizing equitable and quality public services at the regional level.

Literature Review

The Concept of Good Governance

Good governance is a fundamental principle that serves as a reference for the implementation of public services in the era of bureaucratic reform. The term "governance" refers to the process of managing public power and resources for the benefit of the wider community, while the word "good" indicates the existence of moral and ethical values underlying these governmental practices. The National Institute of Public Administration (LAN) defines good governance as the implementation of government that is solid, transparent, accountable, participatory, and

oriented towards public service (LAN, 2008). Thus, good governance is not only related to administrative efficiency, but also about efforts to build public trust through open and responsible government.

According to Mardiasmo (2018), good governance has two main dimensions: (1) values that uphold the will of the people and increase the capacity of the community to achieve prosperity, and (2) functional aspects that reflect effective, efficient, and equitable government performance. In the context of public services, the principle of good governance requires the government to provide services in a transparent, accountable, efficient, and equitable manner to all citizens without discrimination. Meanwhile, Joko Widodo (2001) added that the success of good governance is greatly influenced by the ability of the apparatus to manage resources, apply ethical values, and maintain integrity in every public service process. The application of good governance principles in the public sector in Indonesia is increasingly strengthened through bureaucratic reforms that encourage the provision of fast, responsive, and information technology-based services. Therefore, the level of responsiveness of public officials is an important indicator in assessing the extent to which the principles of good governance are implemented in the field. The higher the responsiveness of the bureaucracy to the needs of the community, the stronger the legitimacy of the government in the eyes of the public.

Public Services

Public service is the primary function of government in fulfilling the basic rights of citizens. Kotler (2005) defines service as any action or activity that can be offered by one party to another and is essentially intangible and does not result in ownership of anything. In the context of government, public service means all forms of service activities carried out by state administrators to the community in an effort to meet needs in accordance with statutory provisions (Law No. 25 of 2009 concerning Public Services).

According to Lijan Poltak Sinambela (2012), public service is the activity of providing services by state officials to the public who have an interest in the organization in accordance with established regulations. Public service must be based on the principles of justice, transparency, and efficiency in order to create public satisfaction. Meanwhile, according to Moenir (2010), public service is not only related to the provision of services, but also includes the attitudes, behaviors, and abilities of officials in responding to public needs quickly and appropriately. In practice, the implementation of public services in Indonesia often faces various obstacles such as lengthy bureaucracy, lack of information, limited human resources, and weak oversight systems. This has led to the emergence of negative perceptions of bureaucratic performance, which is considered inefficient and unresponsive. Therefore, public service reform is directed at improving work systems and mechanisms to be simpler, more transparent, and based on public needs.

Minister of Administrative and Bureaucratic Reform Decree No. 63/KEP/M.PAN/7/2003 stipulates that public services must meet the following principles: (1) transparency, namely openness of information to the public; (2) accountability, namely responsibility for every service process; (3) conditional, namely adjustment to the capabilities and needs of the community; (4) participatory, namely involving the community in the service process; and (5) non-discriminatory, namely providing services fairly to all citizens without differentiating between ethnicity, religion, race, or social status. These principles serve as guidelines in the provision of quality and equitable public services.

Another important aspect is service effectiveness. According to Siagian (2000), public services can be considered effective if the results align with established objectives, are accountable, and

are delivered through transparent and communicative mechanisms. Therefore, effective public services are not only judged by the final result, but also by the process and attitude of officials in providing fast, accurate, and satisfactory service.

The Concept of Public Service Responsiveness

Responsiveness is a key dimension in assessing the quality of public services. This concept refers to the extent to which government officials respond to public aspirations, needs, and complaints. According to Dwiyanto (2006), responsiveness demonstrates the ability of public organizations to identify community needs, establish service agendas and priorities, and develop programs aligned with user expectations. In this context, responsiveness reflects the extent to which public policies are implemented with direct consideration of the public's interests.

Zeithaml, Parasuraman, and Berry (1990) explain that responsiveness is one dimension of Service Quality (SERVQUAL), namely the willingness of employees to help customers and provide prompt service. In public services, responsiveness includes the ability of officials to interact politely, answer public questions, process requests promptly, and resolve problems professionally. Tjiptono (2012) emphasizes that responsiveness reflects the willingness of service staff to help service users and provide timely service and respond to complaints that arise.

Operationally, Zeithaml et al. (1990) outlined six main indicators used to measure the level of responsiveness of public services, namely:

The ability to respond to the community, namely the willingness of officials to understand and respond to community needs quickly.

Speed of service, namely the ability of employees to complete services without unnecessary delays.

Accuracy of service, namely the suitability between the type of service provided and the needs and expectations of the community.

Accuracy in service, namely the accuracy of employees in processing data and documents to avoid administrative errors.

Timeliness of service, namely the service period that is in accordance with the established standard operating procedures (SOP).

The ability to respond to complaints, namely the sensitivity of officials in receiving, following up on, and resolving public complaints with satisfactory solutions.

If these six indicators are met properly, the level of responsiveness of public services can be considered high. Conversely, low responsiveness indicates a gap between public expectations and the performance of government officials, which can lead to public dissatisfaction. Responsiveness is also closely related to the implementation of good governance. A responsive government demonstrates that decision-making mechanisms and public services are carried out in a participatory, accountable, and adaptive manner to social change. In the context of population administration services, responsiveness is crucial because it directly relates to the basic needs of the community. Unresponsiveness in document services such as e-KTP (e-KTP), KK (family card), or birth certificates can impact the community's delay in accessing other social and economic rights.

Several previous studies have demonstrated the importance of responsiveness in determining the quality of public services. Herdini and Widiyarta (2020) found that the lack of

responsiveness of PDAM officers to customer complaints led to low levels of public satisfaction. Meanwhile, Sumarsono and Meirinawati (2016) revealed that at Dr. Soewandhie Regional Hospital in Surabaya, the low level of service timeliness led to patient distrust of the institution. Conversely, Aprilia's (2019) research at the Population and Civil Registration Office of Gowa Regency showed that improving communication and service accuracy can strengthen public satisfaction with the public bureaucracy.

Method

The current study utilizes a qualitative study approach of descriptive approach to explore in details the responsiveness of the way the Population and Civil Registration Office of Bone Regency (Disdukcapil) delivers its public services. This methodological option is based on the understanding that the construct of service responsiveness cannot be effectively explained only based on quantitative measures but a contextual, interpretative and experiential perception of how services are produced, experienced by and responded to by providers and users.

The Population and civil registration office of Bone Regency, a strategic front-line public office in charge of handling key civil documents including electronic identity cards, family cards and civil registration certificates, was used as the setting in this investigation. The fieldwork took two months so that the researcher could immerse herself in the service environment, be exposed to daily activities, carry out in-depth interviews, and capture the rhythm and demands of day to day operations.

Data based on primary and secondary sources. Direct observation and in-depth interview were used to collect primary data whereas the secondary data were collected using formal documents, institutional reports, service regulations and other administrative records. The purposive sampling was used to select the informants, who included the Office Head, different service officials, staff, and community members who heavily use Disdukcapil services. Such a choice policy guaranteed an equal representation of the institutional and user opinion.

They employed the use of three main methods of data-collection. To get both informant testimony and observable practice, first there was undertaking of participatory observation in order to scrutinize the service flow, interaction patterns between officers and citizens, queue management, and actual execution of processes in service counters; this enabled capturing both of informant testimony and observable form of practice. Second, semi-structured in depth interviews have been used, which provided latitude to the informants to express experiences, perceptions, and judgment of responsiveness in their own words. Third, documentary analysis was conducted, which involved examination of written material including standard operating procedures, performance reports and complaint-handling logs to support the empirical skeletal framework of analysis.

The analysis of data was conducted in an uninterrupted and interactive way according to the model, described by Miles and Huberman, which included data reduction, display, and conclusion. Reduction entailed the process of selecting, concentrating, and simplifying the field data that concerned the research focus. The data that were reduced were then organised and presented in narrative and thematic forms to facilitate data interpretation. The meticulous pattern identification, comparison across sources, and theoretical reflection were conducted to come up with final conclusions, thus making sure that the results were highly based on empiricism.

Result and Discussion

Research Setting and the Lived Atmosphere of Service

Disdukcapil Bone is not an office where administration is carried out in a purely procedural manner, documents processed. It is used every day in practice as a thick social space where all kinds of state dependency, the different expectation of bureaucratic efficiency, and the heterogeneous emotional states of citizens meet. It was observed in the field that the service hall was not left idle and it was usually full of people who were waiting to be served and there were those who were holding their folders tightly and some who were constantly going to their mobile phones or walking in and out of the sitting room and the information desk to check their places in the line. The geographical layout, the lines of chairs, fronting service desks, create an open sense of unequal status between the waiters and the served, continuing to emphasize that access to an administrative acknowledgment is an item that must be haggled.

There was no even tension or even constant ease in this space. Discussions among applicants were often about the wait times, issues with the systems and tales about past visitations that had failed to deliver the anticipated papers. Others laughed at these experiences and considered them to be a regular experience when it comes to dealing with those government offices and others showed sentiments of irritation or exhaustion, particularly those who had made the effort of commuting to far-off villages or had taken leave off their jobs. These chats were interspersed with a sound of the officers calling queue numbers, which gave a sense of expectation and failure as some were called and others waited.

From the institutional side, this crowded and emotionally charged environment is experienced as daily pressure. As one of the front desk officers explained, *“On some days, the number of applicants is far beyond what we can handle comfortably. When the network is unstable, everything becomes slower, even if we try to work as efficiently as possible.”* This statement reveals not only a technical problem, but also a sense of being overwhelmed by a workload that exceeds available capacity. From the citizens’ side, the same environment is often experienced as physically and emotionally draining. As one applicant who had visited the office several times noted, *“The officers are helpful, but the queue can be very long, and sometimes we have to come back another day because the system is down.”* For this applicant, the problem is not simply the existence of a queue, but the uncertainty of outcome after investing time, energy, and sometimes money for transportation.

The results of empirical observations in the administrative environment of the Disdukcapil Bone office reveal that the perceptions of responsiveness do not present themselves in the form of abstract managerial structures only. Rather, they are felt in the physical forms of physical tiredness, mental stress, and constant experiences of being in a state of uncertainty. The repetitive procedures of waiting, inquiring, being told-off and being re-inquired are no accidental events but they are part and parcel of the everyday texture of bureaucratic proceedings. The contextuality of these observations is enhanced through their ability to influence significantly how different demographic groups of service users perceive different aspects of responsiveness, and how the outcome of institutions is consequently internalised as individual experiences.

Findings Based on the Six Responsiveness Indicators

Ability to Respond to the Community

In terms of initial communication and willingness to engage with citizens’ questions, Disdukcapil Bone demonstrates a relatively strong orientation toward openness. Officers do

not rely solely on face to face interactions at the counter, but also make use of social media and messaging applications to provide information and guidance. For many citizens, this reduces the psychological barrier to approaching the institution and makes administrative procedures feel less opaque. As one citizen explained, *“If we do not understand the requirements, we can ask directly, and the officers explain it clearly. Sometimes we even ask through WhatsApp before coming.”* This suggests that responsiveness, at least at the entry point of service, is performed as a form of accessibility and communicative reassurance.

From the officers’ perspective, this communicative openness is not seen as an extra burden, but as an integral part of their daily responsibilities. One of the service officers described this practice by saying, *“People often come without complete information, so our job is to explain first, not to send them away. We also answer questions through social media when possible.”* This statement reflects an institutional ethic that prioritizes guidance over exclusion. Instead of treating incomplete documents as a reason to reject applicants, officers tend to see them as an opportunity to educate and direct citizens.

The analysis also shows that the perception of openness is not evenly spread among the service user populations. Some applicants, especially the older residents and those that had their origin based in rural areas were recorded to keep a silent posture as they waited in line even when it was apparent that they were not sure about their documentation. Such respondents were rather often characterized by the unwillingness to ask questions, which can be explained by the feeling of intimidation in the formal bureaucratic setting or by the lack of confidence in online communication channels. Such hesitancy resulted in several cases where they were given follow-up messages that they had not been fully documented and they had to visit the office further. As a result, although communicative responsiveness is inherently there, the access to the said responsiveness is mediated socially depending on such factors as confidence, level of education, and knowledge of the norms of the procedures. Responsiveness, in this way, is not only an institutional quality but also a relational phenomenon based on the interactions between administrative receptiveness and citizen agency in defining requirements.

Speed of Service

Among all dimensions of responsiveness, speed of service is the one that generates the strongest emotional reactions from citizens. Delays are particularly common in services related to electronic identity cards, which depend heavily on central government systems and network stability. One applicant who had come several times for the same document expressed his frustration by saying, *“For the e KTP, I waited for weeks. When I came to ask, they said the system was still not ready. So I had to wait again.”* This statement conveys not only dissatisfaction with the length of the process, but also a sense of being trapped in a cycle of waiting without clear end.

During observation, some applicants were seen leaving the office shaking their heads or quietly complaining to family members that they would have to take another day off from work. For people whose daily income depends on being present at work or in the fields, each additional visit represents not only inconvenience but also economic loss. Waiting, in this sense, is not a neutral activity. It has material and emotional costs that are unevenly distributed across different social groups.

From the staff perspective, however, delays are rarely interpreted as a result of personal failure or lack of effort. As one of the registration officers explained, *“If the central system is down, we cannot do anything. Even if people are already waiting, we still have to wait for the system to be normal again.”* This statement reveals a feeling of powerlessness in the face of technical

dependency. Officers are placed in the uncomfortable position of having to face citizens' anger and disappointment while lacking the authority or technical means to resolve the root cause of the problem.

This difference in perspective creates a silent but persistent tension in everyday service encounters. For citizens, waiting is experienced as wasted time and uncertainty. For officers, waiting is experienced as technical paralysis and institutional constraint. Some citizens accept this explanation with resignation, while others respond with irritation or open anger. Speed, in this context, is therefore not merely a technical indicator of performance. It becomes a site where institutional limitation, social inequality, and emotional frustration intersect.

Accuracy of Service

Unlike the very controversial question of speed, service procedure accuracy is perceived in a more constructive and stable way. Well-established Standard Operating Procedures offer a framework which assists it in making sure the citizens are not thrown back and forth without a reason.. As one applicant noted, *"As long as the documents are complete, the process is clear. We are not sent back and forth because of wrong information."* This statement reflects a sense of procedural predictability that is highly valued in bureaucratic encounters.

From the officers' side, adherence to procedures is seen as essential for maintaining order and fairness. A staff member emphasized this point by saying, *"We follow the procedure strictly. That way, there is less confusion, both for us and for the applicants."* This means that accuracy goes beyond just being technically correct, to safeguard the institution against the allegation of arbitrariness or favoritism. Through professionalism, officers are able to defend their actions and preserve a sense of integrity by adhering to the set procedures.

Still, not everything goes in the same way when it comes to experiences of accuracy. Confusion may still occur in some first time applicants in regards to the procedures particularly where the explanations are made in a rush or in technical terms. To such users, the system can be formalistically correct, and yet it is still hard to navigate. This shows that procedural accuracy is not necessarily then translated into experiential clarity. The predictability that comes with rules with experienced users overwhelm new users more so those with limited educational background or experience with dealing with bureaucratic institutions.

Accuracy in Administrative Processing

The carefulness of officers in processing population data stands out as one of the strongest aspects of service delivery at Disdukcapil Bone. Verification is conducted in several stages to avoid errors that could have long term consequences for citizens. One of the administrative officers explained, *"We have to check the data more than once. If there is a mistake in population data, it can cause problems for the person later, so we must be very careful."* This statement reflects an awareness that administrative errors are not trivial mistakes, but can affect citizens' access to other services for years.

Many citizens recognize and appreciate this carefulness. As one citizen remarked, *"So far, my data has never been wrong. The process may take time, but at least the result is correct."* For these users, correctness is seen as a form of protection. It reduces the risk of future complications and repeated bureaucratic struggles.

At the same time, excessive focus on accuracy helps create the impression that the process is lengthy. It was noted that some of the applicants were observed to sigh or show impatience even when waiting was involved despite the fact that they knew that making mistakes would be counterproductive. The effect here is an example of a trade-off which is severely felt in

practice. The citizens want to have the documents delivered quickly and at the same time require them to be reliable. Under these conditions, the institution seems to provide more importance to the data integrity and legal certainty, which is even at the expense of the waiting time. This prioritization affects the institutional responsiveness making the responsiveness more cautious than fast.

Timeliness of Service

Timeliness presents a more uneven and differentiated picture across different types of services. For family cards and birth certificates, many citizens report that the process is completed within the promised timeframe. One applicant recalled, *“For the family card, it was finished in a few days, just like they promised.”* Such experiences often generate a sense of relief and reinforce the perception that the institution can function effectively under certain conditions.

However, services related to electronic identity cards frequently experience delays that stretch far beyond the officially stated timeframe. As a senior staff member explained, *“For e KTP, we really depend on the central system and the availability of the card materials. If those are not ready, we cannot finish it on time.”* This dependence on external factors means that local officers cannot fully control service completion, even when all local procedures have been followed correctly.

The office strives to reduce the uncertainty by explaining the reasons of delays, as well as providing the approximate completion times. To certain citizens, this transparency is welcome and helps to accommodate the state of affairs. However, to others, these reasons are not enough to relieve the very real burden of recurrent visits, costs of transportation, and missed working days. Timeliness in this context does not simply mean that deadlines are met but it is a measure of the way in which the challenge of institutional dependency and coordination issues are turned into day to day inconvenience to citizens.

Ability to Respond to Complaints

Disdukcapil Bone has provided several channels for complaints, including an online form, suggestion boxes, and direct contact numbers. Some citizens report positive experiences with this mechanism. As one citizen recounted, *“I once sent a complaint through the online form. At least it was read, and later an officer contacted me to explain the situation.”* This suggests that the complaint system can function as a channel for communication and clarification, not merely as a symbolic gesture.

From the institutional side, complaint handling is described as part of internal monitoring and evaluation. One staff member described the process in this way, *“Every complaint is recorded and reported to the head of the office. We discuss it in meetings to see what can be improved.”* This indicates that complaints are at least formally integrated into organizational reflection.

However, not all citizens are equally confident that complaining will lead to meaningful change. Some prefer to remain silent or simply accept the situation, believing that complaining will not make much difference. For these users, the complaint system exists, but it does not yet represent a fully trusted mechanism of influence. This shows that responsiveness in handling complaints is not only about providing channels, but also about building long term credibility and demonstrating visible consequences of feedback.

Responsiveness as a Layered and Structurally Constrained Institutional Practice

The results of this research shows that responsiveness of Disdukcapil Bone can be more effectively perceived as a stratified institutional practice and less as a single operational

attribute. This definition echoes Afrida (2025), who asserts that in the digital age of the public services, there is a growing measure of responsiveness among citizens based on speed at which the services are delivered as well as the accessibility of the information and the clarity of the procedures when communicating about them. In that regard, the comparatively high communicative openness in Disdukcapil Bone can be interpreted as a significant institutional resource that enables sustaining the level of public trust, especially in those circumstances when technical performance is not balanced.

Concurrently, this research paper proves the fact that long-standing bureaucratic frictions are not immediately addressed through digitalisation. Sangaji (2025) shows that digital transformation of the public services tends to enhance administrative order and traceability, but changes the service bottlenecks into infrastructure and inter-organisational coordination chains. This is exactly the state of affairs that is witnessed in Disdukcapil Bone. As the digital systems have enabled the system to become more organized and transparent, it has also heightened reliance on network stability and vertically integrated systems, which are not under the control of the local office. As a result, responsiveness becomes not only a local commitment issue, but a capability of the wide scale governance structure.

This dependency in the structure is further enhanced when the results are interpreted against Akhyar et al. (2025), who highlight the fact that the success of digital population identity services is hinged on the systemic integration of the system, regulatory preparedness, and intersectoral coordination. Delays that are being observed in e-KTP services at the Disdukcapil Bone cannot be viewed as local inefficiency alone. They can much better be thought of as indicators of a more or less integrated digital-governance ecosystem, whereby local service units are supposed to work with digital pace, and at the same time address the structural and administrative bottlenecks, which they have very little influence over.

The same argument is pursued by Krishna (2025), who adds that the initial advantages of e-government in population administration are frequently the most evident in information legibility and process orientation, but the benefits in operational efficiency require a further system preparedness and user competence. The given point of view can be used to understand why citizens in this research are fond of the transparency of procedures and the readiness of officers to clarify, but not satisfied with the total time of service processes. In this case responsiveness is not even distributed: at the guidance and interaction levels, it is robust, whereas at the execution level, it turns fragile.

The study by Nursyam (2024) on the use of e-KTP services also emphasizes that accuracy and procedural reliability are essential in maintaining institutional credibility, as the authors indicate that citizens usually form judgments about service quality, as well as beliefs of officer competency and data reliability. The current results support this argument as they indicate that the level of dissatisfaction in terms of delays can be partially compensated by due care in the verification practices and the low rate of errors. Citizens also seem to have more tolerance towards increased waiting duration provided that they are convinced that the procedure safeguards them against future administrative issues. This implies that responsiveness is not just with regard to immediacy, but also the perception of seriousness and reliability of administrative work.

Nevertheless, one should not overestimate the worth of digital communication channels. As demonstrated by Putra (2023), usability and information quality are considered to be more likely to influence the user satisfaction in the context of Disdukcapil web site services than simple interactive features do. This revelation brings into focus the interpretation of the current findings. Communication channels can add to responsiveness only when they bring active

clarity and increase certainty. The structural issues concerning processing capacity and systems stability cannot be solved by them alone.

The functional value of complaint mechanisms in the current study is not only of a strictly technical meaning. Susanti (2025) argues that complaints in the context of the services made by the citizens do not merely act as corrective notions, but also as a tool of participatory governance that can strengthen the legitimacy of the institution. The existence of the several channels of complaining in Disdukcapil Bone, indicates that the organization has adopted the fact that the dissatisfaction of the citizens can not be enjoyed as an unnecessary nuisance, but as a channel of feedback, which must be accommodated in the institution.

However, complaint handling would be effective only when there is a significant follow-up and coordination capacity. In their study of SP4N LAPOR, Nabiilah and Pertiwi (2025) show that, more often than not, the problem with digital complaint systems is not the design, but the lack of consistency when it comes to coordinating between units and the ability of the staff to handle the cases consistently. Based on this, the real complaint responsiveness in Disdukcapil Bone can be tested not only on the channels offered, but also on the disclosed institutional learning and correctional action that follows

The latter statement can be supported by the fact that Ernawati (2023) examines the JAKLAPOR feature of Jakarta and states that citizens are willing to feel that the complaint system responds to their complaints when they are provided with a timely response along with clear clarifications. The implication to the existing study is that responsiveness as an experience is a relational and procedural experience and not a technological quality per se. It is only by the fact that it leads to communicative repair that an effective complaint system can be considered to mean something.

The larger digital environment is also worth considering. According to Soantahon (2023), many local governments are using the social-medias without establishing regular response procedures, which leads to a reduction in real responsiveness. It is on this basis that the comparatively dynamic communication practice at Disdukcapil Bone takes on an analytical value. They specify that the institutional norms and organisational culture are decisive in determining the way responsiveness is realised in quotidian practice.

According to the organisational readiness, Alfiani et al. (2024) claim that the interaction between technological infrastructure, organisational capacity, and environmental pressure determines e-government performance in the context of developing conditions. This framework puts the current findings in a larger explanatory schema. The network instability and staffing constraints are not accidental impediments in Disdukcapil Bone, but they are structural conditions that determine the limit of the attainable local responsiveness.

Another element of interpretation is brought by international scholarship on frontline public services. As the study by Afzal et al. (2024) shows, frontline officials often address the digital transformation impromptu by making informal changes and using workarounds that maintain service delivery and, at the same time, increase invisible workloads. This explains the fact that police officers at the Disdukcapil Bone can look attentive and careful even when the stress is high. Part of the reason why they are responsive is their discretionary effort which is not stipulated by formal performance indicators.

Marienfeldt (2024) also cautions that digital government has the ability to redefine the street-level work by raising the standardisation to a higher level and possibly dehumanising the relationship in service delivery. This current paper indicates that Disdukcapil Bone has so far been able to maintain a comparatively strong relational aspect through communicative

openness and direction. It means that, despite the inevitability of the decline of human interaction in the context of digitalisation, institutional efforts to maintain relational responsiveness are not unintentional.

Perspective of the public servants is a fundamental aspect. As demonstrated by Marienfeldt (2025), the motivation of frontline officials and service orientation depends on the perceived helpfulness or heavy load of digital technologies. This revelation provides a more profound meaning to the current results. The issue of keeping Disdukcapil Bone responsive is not merely a matter of upgrading systems, but rather of preserving the morale of staff, their professional identity and sense of a common purpose in the face of growing administrative demands.

Last, the regional situation can provide a crucial comparative point of reference. As it is proven by Tissayakorn et al., (2025), the performance of e-government in the region of ASEAN is highly dependent on the difference in telecommunications infrastructure, human capital and governance capacity. This comparative view supports the argument that the restrictions that are witnessed in Disdukcapil Bone cannot be interpreted as the individual failure; instead, they indicate the larger capacity differences in the national and regional digital governance ecosystems.

Conclusion

Based on the research results, it can be concluded that the level of responsiveness of public service delivery at the Bone Regency Population and Civil Registration Office is considered good. The apparatus is considered capable of responding to community needs quickly, accurately, and communicatively, although several technical obstacles still exist that hinder the speed of service. Of the six responsiveness indicators according to Zeithaml, Parasuraman, and Berry (1990), four indicators showed satisfactory results: the ability to respond to the community, service accuracy, accuracy, and the ability to respond to complaints. Meanwhile, the other two indicators speed and timeliness of service still need to be improved due to network factors, limited human resources, and high workloads.

Overall, these findings indicate that the Bone Regency Population and Civil Registration Office (Disdukcapil) has strived to implement good governance principles through digital-based services, an electronic queuing system, and public information transparency. However, the implementation of these innovations still needs to be balanced with increased staff capacity and optimization of technological infrastructure to achieve effective, efficient, and community-focused public services.

Suggestion

These four recommendations can be understood as an integrated strategy to improve public service governance at the Population and Civil Registration Office of Bone Regency with a clear orientation toward enhancing service quality and public satisfaction. Strengthening the capacity of human resources constitutes the main foundation of this effort, since the quality of public services is ultimately determined by the competence, professionalism, and work ethics of civil servants. For this reason, the regional government needs to consistently and seriously invest in developing the capacity of its personnel through relevant technical training and continuous guidance on public service ethics, so that service processes can be carried out more quickly, more accurately, and more responsively to the needs of the community.

In line with this, the optimization of information technology has become an unavoidable necessity in the context of bureaucratic reform and the modernization of public services. Digital based service systems should not merely be introduced, but must be supported by reliable

network infrastructure and well integrated data systems, so that all administrative processes can run smoothly, efficiently, and with minimal technical obstacles. In this way, potential service delays caused by system problems can be significantly reduced.

Beyond strengthening capacity and systems, mechanisms of evaluation and monitoring also play a crucial role in maintaining service consistency and quality. Regular evaluations of service completion times, as well as systematic follow up on public complaints, need to be institutionalized as part of the organizational work culture. Through such mechanisms, the principles of accountability and transparency will not remain rhetorical commitments, but will be genuinely realized in everyday service practices.

At the same time, considering that several aspects of civil registration services depend heavily on policies and support from the central government, stronger coordination with the central government is also a strategic necessity. The Population and Civil Registration Office needs to build more intensive cooperation, particularly in relation to the procurement of e ID card forms and the synchronization of national population data, in order to avoid structural obstacles that could lead to service delays. If these four directions of reform are implemented consistently and in an integrated manner, public services in Bone Regency can be expected to become more professional, more responsive, and more strongly oriented toward public satisfaction.

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