

## ELECTRONIC ID CARD (KTP-EL) SERVICE INNOVATION THROUGH THE PETA CINTA PROGRAM IN SUMBERSARI SUB-DISTRICT, JEMBER REGENCY

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### ABSTRACT

Received: 01-05-2026

Accepted: 06-06-2026

#### Keywords:

*Innovation Public Service, Peta Cinta, Electronic ID Card (KTP-El), Population Administration, Service Digitalization.*

This study aims to evaluate the implementation of the electronic ID card (KTP-el) service innovation through the Peta Cinta program (Pelayanan Tuntas Cetak KTP-el di Kecamatan / Complete Sub-district E-KTP Printing Service) in Summersari District, Jember Regency. Developed by the Jember Regency Government through the Dispendukcapil (Department of Population and Civil Registration), this program serves as a public service innovation designed to expand access to e-KTP printing at the sub-district level. This research focuses on assessing the alignment between Standard Operating Procedures (SOPs) and actual field operations, as well as identifying various technical and administrative constraints affecting public service effectiveness. Utilizing a qualitative research method with a descriptive approach, this study draws on secondary data sources, including official Dispendukcapil documents, Government Institution Performance Accountability Reports (LAKIP), Central Bureau of Statistics (BPS) data, scientific journals, news articles, and regulations related to population administration. Data was gathered through documentation and literature studies, and subsequently analyzed using qualitative descriptive analysis techniques. The findings indicate that the Peta Cinta program is a progressive public service innovation capable of bringing e-KTP printing services closer to the community by expanding service points across sub-districts. This innovation supports the digital transformation of public services through integration with the J-SIP application and IT-based service concepts. Nevertheless, the program's effective implementation still faces several field challenges. The primary obstacles identified include logistical limitations such as ink, ribbons, and e-KTP blanks, internet network disruptions, printer malfunctions, and uneven technical capabilities among sub-district personnel regarding equipment maintenance.

### 1. INTRODUCTION

Public service is a form of government responsibility in meeting the basic needs of society, including in the field of population administration, such as the issuance of Electronic Identity Cards (KTP-el). From a public administration perspective, public service is viewed not merely as a routine administrative activity, but also as part of fulfilling the fundamental rights of citizens, which must be provided fairly, swiftly, and without discrimination (Setiyono, 2022). Therefore, the government is demanded to continuously carry out service innovations to adapt to technological developments and the increasing public expectations regarding the quality of public services (Tui, 2022). The utilization of information and communication technology within the bureaucracy is also seen as a crucial step toward creating services that are more effective, efficient, transparent, and easily accessible to the wider community (Karyana, 2022). In this context, the transformation of population administration services has

become one of the primary focuses of local governments, including Jember Regency.

Prior to the emergence of various population administration service innovations, civil registration services in Jember Regency faced several serious issues that triggered public complaints (Tui, 2022). Services that were heavily centralized at the regency Department of Population and Civil Registration (Dispendukcapil) office forced residents from remote areas to travel long distances to the city center just to manage their population documents. This condition led to long queues, mass crowding, and high social and economic costs that had to be borne by the community (Solichah & Saptiyulda, 2018). Furthermore, classic bureaucratic problems, such as convoluted procedures, unclear document processing times, and the emergence of illegal levies and middlemen, further worsened the image of public services in the field of population administration (Karyana, 2022). This phenomenon indicates that the public service bureaucracy was still trapped in conventional, slow, and unresponsive service patterns regarding community needs. In modern

organizational theory, overly bureaucratic and rigid service conditions reflect suboptimal implementation of technology and integrated service management systems (Purwanto, 2022).

Driven by these various issues, the Jember Regency Government through *Dispendukcapil* subsequently transformed its public services through various digital-based innovations. One of the innovations developed is the *J-SIP* application, an online-based population administration service system that allows the public to manage documents more flexibly using smartphones (Siswanto et al., 2024). Additionally, in 2026, the *Peta Cinta* program (*Pelayanan Tuntas Cetak KTP-el di Kecamatan / Complete Sub-district E-KTP Printing Service*) was launched, aiming to bring e-KTP printing services directly closer to the sub-district level so that the community no longer needs to visit the central *Dispendukcapil* office (*Dispendukcapil Kabupaten Jember*, 2026). This innovation demonstrates a shift in the bureaucratic paradigm from centralized service to a more decentralized and community-oriented approach. In the *Reinventing Government* perspective, public service innovation is a form of mindset shift within the bureaucracy, moving from a regulatory nature to directly facilitating community needs (Setiyono, 2022). Moreover, the implementation of the e-government concept is also considered capable of strengthening service accessibility and reducing practices of maladministration, as the service process becomes more transparent and digitally documented (Karyana, 2022).

Conceptually, the *Peta Cinta* program can be described as a progressive public service innovation because it deploys e-KTP printing machines across almost all sub-districts in Jember Regency. With this innovation, the community is expected to obtain services that are faster, easier, and closer to their residences (Insyira, 2024). This innovation also represents the application of organizational technology within the government bureaucracy, where the use of technological devices can accelerate service processes and cut down long bureaucratic chains (Purwanto, 2022). In public service management theory, the use of information technology in administrative services can enhance operational efficiency while reducing public dependence on manual service processes that consume significant time and cost (Setiyono, 2022). The presence of e-KTP printing machines at the sub-district level also reflects the government's efforts to bring public services closer to the people as a form of respect for citizens' civil rights.

Nevertheless, the implementation of the *Peta Cinta* innovation in the field still faces various obstacles that indicate an innovation gap phenomenon. On one hand, the government has introduced more modern service technology through e-KTP printing machines and digital service systems (Trisnasari, 2023). On the other hand, however, the community still encounters classic issues, such as depleted printer ink, equipment breakdowns, internet network disruptions, and shortages of e-KTP blanks, which frequently cause service delays (*Dispendukcapil Kabupaten Jember*, 2026). Furthermore, in practice, convoluted administrative procedures are still found, such as requests for RT/RW introductory letters under certain conditions, even though the latest regulations have actually aimed at simplifying population administration services (Kementerian Dalam Negeri Republik Indonesia, 2019).

This condition shows that the success of public service innovation depends not only on the provision of technology but also on logistics management readiness, SOP synchronization, and the competence of human resources in managing services at the operational level (Wasistiono & Tahir, 2022). In fact, research on population administration services in other regions also indicates that technological innovations can still encounter bottlenecks if they are not supported by infrastructure readiness and the quality of service personnel (Prasetyo, 2024).

This phenomenon becomes increasingly important to study in *Sumbersari Sub-district* because this area is one of the sub-districts with the highest population density and public mobility in Jember Regency (Insyira, 2024). The characteristics of the population, which is dominated by college students, business actors, and productive-age communities, create a very high demand for population administration services in this region (*BPS Kabupaten Jember*, 2025). The high volume of services makes *Sumbersari Sub-district* one of the areas most impacted whenever technical disruptions or service logistics shortages occur. In the context of public administration, this condition highlights the importance of implementing proportional resource distribution policies so that service quality can continue to run optimally according to community needs (*BPS Kabupaten Jember*, 2025). Therefore, this study aims to analyze the implementation of the e-KTP e-service innovation through the *Peta Cinta* program in *Sumbersari Sub-district*, Jember Regency, particularly regarding the alignment between SOPs and actual field service operations, as well as the various technical and administrative constraints that affect the effectiveness of this public service innovation.

Based on the background description, the researcher identifies the statement of the problem as follows:

1. How is the implementation of the electronic ID card (KTP-el) service innovation through the *Peta Cinta* program in *Sumbersari Sub-district*, Jember Regency?
2. What factors hinder the success of the electronic ID card (KTP-el) service innovation through the *Peta Cinta* program in *Sumbersari Sub-district*, Jember Regency?

## 2. METHODS

This study uses a qualitative approach with a descriptive method. This approach is used to describe and analyze the implementation of *KTP-el* service innovation through the *Peta Cinta* program in *Sumbersari District*, Jember Regency, specifically regarding the alignment between SOPs and actual service practices in the field, as well as various technical and administrative constraints that arise in the service process. This study utilizes public service innovation theory to examine the forms of renewal in the system and working methods of the population administration service bureaucracy. In addition, the study also employs e-government theory, which focuses on the utilization of information and communication technology in improving the effectiveness, efficiency, transparency, and accessibility of public services. Both theories are used to analyze how the *Peta Cinta* program is implemented as a technology-based service innovation at the district level.

Data collection techniques were carried out through documentation studies and literature studies using

secondary data, as well as interviews with the public. Data sources were obtained from official documents of the Jember Regency Dispendukcapil, the Government Institution Performance Accountability Report (LAKIP), Minister of Home Affairs Regulation Number 108 of 2019, Central Bureau of Statistics (BPS) data, scientific journals, news articles, and reference books related to public services and population administration, as well as opinions from 3 informants whom the researcher interviewed. The data analysis technique was conducted descriptively and qualitatively through the stages of data collection, data reduction, data display, and drawing conclusions. The obtained data were then analyzed to determine the effectiveness of the Peta Cinta program implementation, the alignment of service execution with SOPs, as well as various obstacles affecting the quality of public services in Summersari District, Jember Regency.

### 3. RESULTS AND DISCUSSION

#### 1. Implementation of Electronic ID Card (KTP-el)

##### Service Innovation through the Peta Cinta Program

The Peta Cinta program is a population administration service innovation launched by the Jember Regency Government through Dispendukcapil as an effort to accelerate e-KTP services at the sub-district level. This innovation introduces the concept of Pelayanan Tuntas Cetak KTP-el di Kecamatan (Complete Sub-district E-KTP Printing Service), which expands service points from a mere 9 locations previously to 29 service points. The presence of this program indicates a bureaucratic transformation toward a more community-proximate service model rooted in the decentralization of public services (Dispendukcapil Jember, 2026). From a public administration perspective, service innovation represents a structural renewal of the bureaucratic system to generate services that are more effective, swift, and responsive to public needs (Setiyono, 2022; Karyana, 2022).

The launch of the Peta Cinta program also reflects a paradigm shift in public service within Jember Regency. While citizens previously had to visit the central Dispendukcapil office directly, the e-KTP printing process can now be conducted at sub-district offices (Trisnasari, 2023). This policy mirrors the implementation of the citizen-centric service concept, which places the community at the core of government service orientation (Karyana, 2022). Furthermore, this program aligns with the reinventing government concept, which emphasizes shifting the role of bureaucracy from merely regulating to facilitating community needs directly (Setiyono, 2022).

In terms of implementation, the Peta Cinta program is designed to curtail bureaucratic procedures that have long been deemed convoluted and inefficient. Service SOPs have been simplified with a focus on accelerating the e-KTP printing process at the sub-district level (Trisudarmo, 2022). This procedural simplification represents a form of service system innovation aimed at reducing red tape within public bureaucracy (Ifansyah & Noor, 2026). In the context of organizational theory, the utilization of technology within bureaucracy enables the creation of a more flexible and responsive service structure compared to conventional manual systems (Purwanto, 2022).

The availability of e-KTP printing machines at the sub-district level serves as the core element of the Peta Cinta

innovation implementation. The Jember Regency Government provides printing devices alongside blank card stocks to support faster service delivery (Trisudarmo, 2022). This effort demonstrates that service innovation does not rely solely on administrative policies but also demands adequate logistical and operational infrastructure support (Wasistiono & Tahir, 2022). On the other hand, the success of technology-based innovation is profoundly influenced by the readiness of management systems and the quality of human resources operating the technology (Purwanto, 2022).

The Peta Cinta program also illustrates the integration between service innovation and local e-government concepts. Population administration services are beginning to pivot toward digital-based systems and a reduction in manual bureaucratic interactions. This is reinforced by the presence of the J-SIP application, which supports online population service processes (Siswanto et al., 2024). Theoretically, the implementation of information technology in public services can enhance efficiency, transparency, and curb practices of maladministration within the bureaucracy (Karyana, 2022; Setiyono, 2022).

#### 1.1 Analysis of Peta Cinta Program Implementation

Based on the documentation study of the Jember Regency Dispendukcapil reports, local government publications, and journals concerning population administration services, the implementation of the Peta Cinta program demonstrates a shift from a centralized service pattern to a more decentralized structure at the sub-district level. The analyzed secondary data reveals that the presence of e-KTP printing machines in sub-districts successfully reduces public dependency on the central Dispendukcapil office, thereby making service access more reachable for the community (Dispendukcapil Jember, 2026; Setiyono, 2022). Moreover, based on literature reviews of public service innovation, decentralized services like this are considered capable of enhancing bureaucratic effectiveness because they align services directly with immediate public needs (Karyana, 2022; Purwanto, 2022).

However, the document analysis also reveals that the implementation of this service innovation has not fully run optimally due to discrepancies between formal SOPs and actual field service practices (Zica, 2022). Based on LAKIP data and several publications on civil registration services, it was found that some service personnel still enforce additional administrative procedures, such as requesting RT/RW introductory letters under certain conditions, even though the latest regulations dictate the simplification of population administration service procedures (Dispendukcapil Kabupaten Jember, 2025; Minister of Home Affairs of the Republic of Indonesia, 2019). In a public administration perspective, this condition shows that regulatory adjustments are not automatically followed by shifts in the bureaucratic work culture at the operational level (Ifansyah & Noor, 2026; Setiyono, 2022).

Under the qualitative descriptive approach employed in this study, various technical constraints in implementing the Peta Cinta program also appear prominent in affecting public service quality (Zica, 2022). Secondary data from the Jember Dispendukcapil evaluation indicates that internet network disruptions, printer breakdowns, and shortages of ink and printer ribbons are frequent factors causing e-KTP service delays at the sub-district level (Dispendukcapil

Jember, 2026; Dispendukcapil Kabupaten Jember, 2025). These findings accord with e-government theory, which posits that the success of digital service transformation relies heavily on technological infrastructure readiness and the stability of public service support systems (Karyana, 2022; Siswanto et al., 2024). Accordingly, technology-based service innovations necessitate continuous operational support to optimally achieve rapid and efficient service delivery.

In addition to technical factors, literature review results demonstrate that human resource capacity is a critical element in the successful implementation of public service innovations. Based on program evaluations and bureaucratic organization theory, the technical capability of sub-district personnel regarding equipment maintenance remains uneven across service areas (Dispendukcapil Kabupaten Jember, 2025; Arif, 2022). In modern organizational theory, public service quality is highly driven by apparatus competence and organizational capacity to adapt to evolving service technologies (Purwanto, 2022; Wasistiono & Tahir, 2022). Therefore, expanding the technical capacity of service personnel is vital to supporting the sustainability of the Peta Cinta program as a digital-based population administration service innovation.

Through secondary data analysis derived from government documents, scientific journals, and population administration regulations, this study shows that the Peta Cinta program has generally yielded a positive impact on expanding e-KTP service accessibility in Summersari Sub-district, Jember Regency. Citizens can obtain civil registration services more conveniently without traveling to the central Dispendukcapil office, thereby minimizing service time and costs (Dispendukcapil Jember, 2026; Solichah & Saptiyulda, 2018). Nonetheless, the research findings also exhibit that public service innovation effectiveness is determined not merely by the presence of technology, but is also shaped by infrastructure readiness, SOP synchronization, logistics distribution, and the quality of bureaucratic human resources (Karyana, 2022; Setiyono, 2022). Consequently, the implementation of the Peta Cinta program still demands continuous evaluation and reinforcement so that bureaucratic reform goals and professional public services can be maximized.

## **1.2 Comparison of Population Administration Service Innovations in Jember Regency**

Based on documentation and literature studies regarding various population administration service innovations in Jember Regency, the Peta Cinta program demonstrates policy continuity in digital-based public services previously developed through the Digital Population Identity (IKD) and J-Monalisa programs. Secondary data analysis shows that the Jember Regency Government is progressively attempting to transform civil registration service patterns from conventional systems toward information technology-based and decentralized frameworks. In research concerning the effectiveness of the IKD program, digital innovation was developed as a solution to physical service limitations and e-KTP blank card scarcities that frequently bottleneck population administration services (Bisri & Mayasiana, 2026). Meanwhile, studies on J-Monalisa implementation reveal that the local government also employed a mobile outreach service approach (jemput bola) to reach

communities in areas with restricted access to population administration services (Prastista & Chilmy, 2024).

This study finds that the Peta Cinta program can be positioned as an evolutionary phase of civil registration service policies in Jember Regency. While the J-Monalisa program remains a mobile service operating via mobile service vehicles, the Peta Cinta program establishes permanent services at the sub-district level by directly deploying e-KTP printing machines. Based on literature analysis, this shift in service models indicates an evolution in bureaucratic strategy, moving from periodic outreach to a more structured and sustainable framework within service territories (Prastista & Chilmy, 2024; Purwanto, 2022). In a public administration perspective, this transformation reflects the application of the Management by System concept, which emphasizes the importance of service system integration, authority distribution, and technological usage in enhancing public service bureaucracy effectiveness (Purwanto, 2022; Karyana, 2022).

Documentation studies also demonstrate that the implementation of the Peta Cinta program shares a close relationship with digital service expansions via IKD and J-SIP applications. Based on literature reviews regarding IKD program effectiveness, digital innovation in Jember's population administration still confronts hurdles regarding low public digital literacy and limited human resources for digital service assistance (Bisri & Mayasiana, 2026). These findings correspond with the results of this study, which show that the Peta Cinta program's implementation still faces issues regarding service operator readiness in handling technical disruptions and device maintenance at the sub-district level (Nababan, 2023). In e-government theory, successful digital service transformation is influenced not only by technological availability but also by bureaucratic HR readiness and the public's capability to access digital services independently (Karyana, 2022; Setiyono, 2022).

Beyond human resource challenges, secondary data analysis indicates that structural infrastructure hurdles remain a consistent issue across various civil registration service innovations in Jember Regency (Nababan, 2023). Research on J-Monalisa shows that internet network instability was a primary factor hindering mobile e-KTP recording operations in the field (Prastista & Chilmy, 2024). This condition is similarly found in the Peta Cinta program, where network disruptions cause e-KTP printing processes at sub-districts to encounter delays or temporary shutdowns (Dispendukcapil Kabupaten Jember, 2025). Employing a qualitative descriptive approach, this phenomenon illustrates that technology-based service innovation success remains highly subject to overall digital infrastructure readiness and comprehensive public service operational system support (Purwanto, 2022; Wasistiono & Tahir, 2022).

Based on the overall findings of the documentation and literature studies, this research indicates that population administration service innovations in Jember Regency have progressed quite progressively through the integration of digital services, mobile outreach, and sub-district level decentralization. The IKD, J-Monalisa, and Peta Cinta programs substantively share the identical objective: enhancing civil registration service accessibility for the public in a faster, more flexible, and efficient manner. However, the study also highlights that public service innovation success cannot be measured solely by

technological presence or service point expansions. Service effectiveness remains highly driven by logistical readiness, human resource quality, digital network stability, SOP synchronization, and bureaucratic adaptability toward changing public service systems (Bisri & Mayasiana, 2026; Prastista & Chilmy, 2024). Hence, civil registration service reform in Jember Regency still requires continuous fortification to ensure digital-based bureaucratic transformation truly fosters professional, responsive, and citizen-oriented public services.

## **2. Effectiveness of Peta Cinta Implementation in Summersari Sub-district**

In practice, Summersari Sub-district operates as one of the regions with the highest service burdens in the implementation of the Peta Cinta program. According to Central Bureau of Statistics (BPS) data for Jember Regency, Summersari Sub-district possesses a high population density as it serves as an educational and commercial hub in Jember Regency (BPS Kabupaten Jember, 2025). The high public mobility in this region causes the demand for population administration services to escalate significantly (BPS Kabupaten Jember, 2025). This condition signifies that service innovation effectiveness is profoundly influenced by the socio-demographic characteristics of the service area (Karyana, 2022).

The population dynamics in Summersari Sub-district underscore the high urgency of service innovations like Peta Cinta. The large number of university students and temporary residents demands rapid, flexible, and uncomplicated administrative services (BPS Kabupaten Jember, 2025). In the context of e-government, a region characterized by an educated populace is structurally readier to embrace public service digitalization (Siswanto et al., 2024). Nonetheless, field conditions reveal that the innovation's implementation has not yet run fully optimally due to persistent administrative and technical hurdles at the operational level.

The Peta Cinta program is deemed quite effective in bringing services closer to the residents of Summersari Sub-district. Prior to this innovation, citizens had to go directly to the central Dispendukcapil office and endure extensive queues to print an e-KTP (Antara News, 2018). Following the deployment of printing machines at the sub-district, the service process has become faster, and the community avoids additional transportation expenditures (Dispendukcapil Jember, 2026). From a public service viewpoint, an innovation capable of reducing time and cost burdens for the community represents a direct improvement in government service quality (Setiyono, 2022).

Additionally, the implementation of the J-SIP application supports civil registration service effectiveness in Summersari Sub-district. Citizens can submit document applications online, which accelerates the verification process (Siswanto et al., 2024). The use of this digital system showcases an integration between online services and direct sub-district services as a practical application of e-government (Karyana, 2022). Consequently, service innovation is not merely administrative but is firmly grounded in digital bureaucratic transformation.

Nevertheless, the heavy service volume in Summersari Sub-district poses unique challenges to the sustainability of the Peta Cinta innovation. The high volume of applicants frequently results in printing machine capacities and service

logistics failing to meet public needs optimally (BPS Kabupaten Jember, 2025). In the program's three-month evaluation, Jember Dispendukcapil acknowledged that several densely populated sub-districts require additional printing quotas and more proportional logistics distribution (Dispendukcapil Jember, 2026).

If analyzed more comprehensively using the Innovation Attributes Theory by Everett M. Rogers (2003) regarding technology adoption in public governance, the effectiveness of the Peta Cinta program implementation in Summersari Sub-district demonstrates a variance in public response influenced by the sociological conditions and demographic characteristics of local residents. Based on the field data processing through indirect interview techniques, the dimension of relative advantage manifested in the efficiency of service access and the reduction of geographical distance is considered to have been tangibly experienced by the community. The researcher obtained information through an indirect account from an elderly resident aged 50 (Informant 3), who stated that the presence of the electronic ID card (KTP-el) printing facility at the sub-district office is perceived as far more responsive and capable of reducing administrative burdens compared to the previous service system, which required the public to visit the centralized regency Dispendukcapil office directly. This geographical advantage can also be directly observed (observability) through the accelerated processing time of population documents within a relatively short period on the same day. Conceptually, this condition aligns with the success indicators of public service innovation that emphasize increasing bureaucratic responsiveness toward the basic needs of the community (Setiyono, 2022).

Although the physical dimension of service advantage is deemed quite significant, the researcher also discovered that the aspect of compatibility and the level of complexity of the digital service system have not been fully and evenly understood across all layers of society in Summersari Sub-district (Setiyono, 2022). This gap in bureaucratic literacy and digital capability is further substantiated by indirect statements from another informant, a 48 year old housewife (Informant 1), who revealed procedural obstacles in the form of profound confusion in understanding the workflow of new administrative requirements because they are considered vastly different from the previous conventional service mechanisms. From a theoretical perspective, a high level of technical complexity without the support of more applicable and easily understood Standard Operating Procedures (SOP) in public spaces potentially triggers procedural anxiety at the grass-roots community level. Ultimately, this condition creates a new form of dependency, wherein some elderly citizens still have to rely on their children or other family members as proxy users to assist them in completing their population administration processes (Karyana, 2022).

### **2.1 Technical Challenges in the Implementation of Peta Cinta Innovation**

Based on the three-month evaluation of Peta Cinta's implementation, it was discovered that a primary service impediment is logistical, namely the depletion of printer ink and machine ribbons for e-KTP printing in several sub-districts (Dispendukcapil Jember, 2026). This issue frequently delays service processes, forcing citizens to return the following day. In a public logistics management

perspective, service innovation success is highly governed by the stability of operational material distribution and a well-organized supply chain (Wasistiono & Tahir, 2022). Without adequate logistical support, technology-based service innovations will experience operational stagnation.

This logistical problem is further substantiated by findings in the 2025 Jember Dispendukcapil LAKIP, which notes that the availability of consumables like ink, ribbons, and blank cards is highly dictated by local government procurement cycles (Dispendukcapil Kabupaten Jember, 2025). This procurement bottleneck causes sub-district level services to suffer frequent interruptions. In public administration theory, weak supply chain management can directly damage the public service quality received by citizens (Wasistiono & Tahir, 2022). This highlights that service innovation cannot survive on technology alone but mandates a sustainable logistical framework.

Alongside logistical issues, technical constraints regarding internet network disruptions and printer malfunctions also constitute primary barriers to Peta Cinta's implementation. Based on Dispendukcapil evaluations, network failures halt services entirely because the e-KTP printing system is highly dependent on digital connectivity (Dispendukcapil Jember, 2026). In e-government concepts, digital infrastructure stability is a core prerequisite for technology-based public service transformation success (Karyana, 2022). Over-reliance on digital systems without stable infrastructure backing can conversely bottleneck service effectiveness.

These technical barriers also indicate that public service innovation implementation at the sub-district level still struggles with human resource readiness (Febita, 2024). Sub-district operators do not yet universally possess the technical skills for machine maintenance and basic troubleshooting (Dispendukcapil Kabupaten Jember, 2025). In Weberian bureaucratic theory, organizational effectiveness is strongly driven by skill specialization and continuous training for bureaucratic apparatuses (Arif, 2022). Therefore, the success of the Peta Cinta program demands technical capacity building for service personnel at the sub-district level.

The public queuing phenomenon that still occurs in several sub-districts demonstrates that printing machine capacity remains disproportionate to high service demands. Densely populated sub-districts like Summersari experience much higher service pressure than other regions (BPS Kabupaten Jember, 2025). Program evaluations also cite the necessity of increasing daily printing quotas in high-density regions to keep services optimal (Dispendukcapil Jember, 2026). This illustrates the importance of a proportional allocation policy in public service resource distribution.

On the other hand, the J-SIP application acts as a vital backbone for Peta Cinta's implementation because citizens can complete administrative submissions online before printing at the sub-district (Siswanto et al., 2024). This digital integration helps reduce physical queues at service offices and accelerates document verification. In e-government frameworks, service digitalization can significantly upgrade public service accessibility and transparency (Karyana, 2022).

However, successful service digitalization still faces obstacles in the form of low digital literacy among certain community segments (Febita, 2024). Not all citizens comprehend how to navigate online applications for

population document management (Siswanto et al., 2024). This barrier causes a portion of the public to stick with manual services despite digital systems being available. In a public administration perspective, digital transformation must be accompanied by capacity building for the community as service users (Setiyono, 2022).

In addition to the dynamics of adjustment within the sociological aspects of the community as service users, the operational sustainability of the technological infrastructure in the Peta Cinta program in Summersari Sub-district still encounters various recurring structural barriers. The analysis of the internet network disruptions, hardware malfunctions, and operational logistics constraints specifically regarding printer ink and ribbon shortages can be examined through the Public Sector Innovation Barriers Theory by Geoff Mulgan and David Albury (2003), particularly focusing on the short-term budgets dimension. This limitation in procuring consumable materials indicates that the local government has not been fully capable of integrating an adaptive supply chain resilience system into long-term service program planning. Consequently, when the demand for electronic ID card (KTP-el) printing in Summersari Sub-district spikes sharply due to high population density, front-line bureaucratic apparatuses (street-level bureaucrats) face abrupt operational impediments, causing temporary service suspensions and ultimately diminishing the time efficiency of the public (Purwanto, 2022; Wasistiono & Tahir, 2022).

These budgetary issues are further compounded by the persistently low capability of the apparatuses regarding poor skills in risk management at the sub-district level. The researcher discovered that the uneven distribution of technical proficiency among the apparatuses causes service operators to experience difficulties when required to independently perform troubleshooting or routine maintenance on the KTP-el printing machines during digital system malfunctions (Karyana, 2022). Within the perspective of modern bureaucratic organizations, the high dependency on technicians from the centralized regency agency to handle minor technical damages reflects a stagnant process of technological knowledge transfer within public organizations. Should this instability of digital infrastructure and the limited technical capacity of the apparatuses persist without a more structured capacity-building training framework, the primary objectives of e-government transformation in Jember Regency risk functional degradation, which could adversely affect public trust in the credibility of the ongoing bureaucratic reform (Arif, 2022).

## **2.2 Procedural Obstacles and SOP Alignment with Field Practices**

Although the Peta Cinta program was designed to cut down bureaucratic red tape, field practices demonstrate that some legacy procedures persist. A prime example is the continued use of RT/RW introductory letters for certain document operations, even though Minister of Home Affairs Regulation Number 108 of 2019 clearly mandates the simplification of civil registration procedures (Minister of Home Affairs of the Republic of Indonesia, 2019). This condition shows a lack of synchronization between formal regulations and grassroots service practices (Dispendukcapil Kabupaten Jember, 2025). In bureaucratic theory, this

phenomenon constitutes a form of red tape that impedes public service effectiveness (Ifansyah & Noor, 2026).

The practice of requiring RT/RW introductory letters also reveals that manual bureaucratic culture remains deeply entrenched at the sub-district and village service levels. Field personnel tend to be overly cautious in applying procedural simplifications for fear of violating administrative rules (Dispendukcapil Kabupaten Jember, 2025). In a public administration perspective, transforming a service system requires not just changing technology, but changing the bureaucratic mindset (mindset shift) (Setiyono, 2022). Without organizational culture transformation, service innovations risk becoming mere technical adjustments.

Discrepancies between SOPs and field practices are also evident when citizens still experience a back-and-forth process (*mondar-mandir*) during document management (Mayarni, 2024). Although Peta Cinta was designed to finalize services at a single location, in reality, some residents are still directed to other offices due to technical or administrative bottlenecks (Dispendukcapil Kabupaten Jember, 2025). This situation shows that innovation implementation is not yet fully consistent with the initial goal of reducing bureaucratic steps (Ifansyah & Noor, 2026).

Furthermore, weak SOP synchronization across bureaucratic levels undermines field service effectiveness. The Jember Dispendukcapil LAKIP notes that divergent understandings of procedures still exist between the regency, sub-district, and village levels (Dispendukcapil Kabupaten Jember, 2025). In a bureaucratic organization perspective, coordination and regulatory certainty are vital elements in establishing consistent and professional public services (Arif, 2022). Ambiguity in SOP implementation conversely breeds spaces of uncertainty for the public (Mayarni, 2024).

Procedural barriers are also linked to past phenomena of maladministration and illegal levies (*pungli*) that once plagued population administration services in Jember. Prior to the Peta Cinta innovation, centralized systems created bottleneck queues, which opened windows for middlemen (*percaloan*) (Antara News, 2018). Hence, a primary objective of this innovation is establishing transparent, free-of-charge, and levy-free services (Dispendukcapil Jember, 2026). In public service theory, procedural transparency and cost certainty are premier indicators of excellent service (Karyana, 2022).

The local government's commitment to Peta Cinta's sustainability is evident in regular blank card monitoring and periodic printing machine maintenance (Dispendukcapil Jember, 2026). The government also strives to ensure services remain free and untainted by illegal levies to upgrade bureaucratic integrity. In public service theory, cost transparency and service certainty are crucial indicators in building public trust toward the government (Karyana, 2022).

Overall, the implementation of e-KTP service innovation via the Peta Cinta program in Summersari Sub-district shows that the innovation has progressed in line with its baseline goals of reducing red tape and accelerating services. The presence of sub-district printing machines has successfully expanded public access to civil registration services (Dispendukcapil Jember, 2026). However, field implementation is not yet fully optimal due to technical

challenges involving machine breakdowns, network instability, and operational logistics shortages (Dispendukcapil Kabupaten Jember, 2025).

Beyond technical issues, administrative barriers like the continued reliance on RT/RW introductory letters and unsynchronized SOPs remain prominent problems that dilute service innovation effectiveness. This condition shows that bureaucratic reform cannot be accomplished solely by providing technology; it equally demands consistency in regulatory enforcement and a shift in bureaucratic culture at the grassroots level (Minister of Home Affairs of the Republic of Indonesia, 2019). Consequently, Peta Cinta's ultimate success depends heavily on the synergy between technology, logistics management, human resource quality, and a bureaucratic commitment to enacting professional public services that are highly responsive to community needs (Setiyono, 2022; Karyana, 2022).

The discrepancy between formal regulations and actual service practices in the field was successfully identified by the researcher when the service bureaucracy at the district level faced specific population document management, such as reissuance due to a lost KTP-el (Prastista & Chilmy, 2024). Based on the results of processing indirect interview data with a 20-year-old university student (Informant 2), it was found that the concept of a one-stop service, which is part of the Peta Cinta program innovation, has not been fully realized in cases of lost KTP-el. The informant explained their empirical experience of still having to perform quite exhausting cross-institutional administrative mobility that disrupted their lecture activities, starting from visiting the sector police station to obtain a loss report, then proceeding to the central Dispendukcapil office to perform manual data verification, until finally returning to the district office just for the physical KTP-el printing process. This phenomenon indicates that the implementation of population administration service decentralization has not run optimally because the procedural burden and service mobility costs are ultimately still borne by the community as service users (Ifansyah & Noor, 2026).

Conceptually, the procedural obstacles experienced by this young academic community group reveal a fundamental weakness in cross-sector institutional database synchronization and the remaining strength of manual bureaucratic work culture (red tape) within the public service system (Siswanto et al., 2024). Sectoral ego between government agencies and the suboptimal readiness of digital network infrastructure to perform real-time data updates cause the administrative service system at the district level to experience operational dysfunction, which ultimately reduces the principle of public service convenience for the community (Purwanto, 2022). The lack of clarity in SOP interpretation for specific services of this kind also creates a space of procedural uncertainty and opens up opportunities for bureaucratic discretion that confuses ordinary people in Summersari District. Therefore, in order to realize the mandate of national regulations regarding the simplification of population administration services, the commitment of the local government in Jember Regency needs to be directed toward strengthening the integration of a more unified service information system and reshaping the mindset of bureaucratic apparatuses so that bureaucratic transformation does not merely stop at the use of technology, but truly manages to create public services that

are professional, accountable, transparent, and fully oriented toward public needs (Menteri Dalam Negeri Republik Indonesia, 2019).

#### 4. CONCLUSION

Based on the research findings, it can be concluded that the Peta Cinta program represents a progressive public service innovation within the field of population administration in Jember Regency, particularly in Summersari Sub-district. This program has successfully brought electronic ID card (e-KTP) printing services closer to the community by expanding service points to the sub-district level. The deployment of e-KTP printing machines alongside the integration of digital-based services via the J-SIP application demonstrates a bureaucratic transformation toward public services that are more effective, swift, and citizen-oriented. With this innovation, the community is no longer fully dependent on centralized services at the regency Dispendukcapil office, thereby making service access more convenient, reducing economic costs, and enhancing time efficiency. Therefore, the local government needs to maintain the sustainability of the Peta Cinta program as an integral part of bureaucratic reform and the fortification of information technology-based public services.

Nevertheless, the research also indicates that the implementation of the Peta Cinta program in Summersari Sub-district has not yet operated fully optimally due to persistent technical and administrative barriers that undermine public service quality. The most dominant technical constraints include shortages of ink, ribbons, and e-KTP blanks, internet network disruptions, and printing machine malfunctions, which frequently cause service delays. Furthermore, a lack of synchronization remains between formal service SOPs and actual field practices, such as the continued requirement of RT/RW introductory letters under certain conditions and divergent procedural understandings across bureaucratic levels. This condition illustrates that the success of public service innovation depends not merely on technological provision, but is heavily shaped by infrastructure readiness, logistical management, human resource quality, and consistency in service regulatory enforcement. Consequently, the local government is advised to upgrade the readiness of service facilities and infrastructure, reinforce operational logistics distribution, and conduct periodic maintenance on service devices to ensure more stable and optimal service delivery.

Beyond fortifying service infrastructure, capacity building for human resources is equally vital to supporting the future success of the Peta Cinta program. Service personnel at the sub-district level need to undergo technical training regarding the operation and maintenance of digital-based service equipment, enabling them to handle minor technical disruptions independently. The local government also needs to enhance SOP synchronization across all bureaucratic levels and expand public socialization regarding digital service usage. This step is essential to ensuring that the implementation of civil registration services can run more effectively, transparently, and accessibly for all segments of society. Ultimately, the ultimate success of the Peta Cinta program is determined not only by the presence of service technology, but also by

the synergy between infrastructure, apparatus quality, policy consistency, and community readiness in supporting digital-based public service transformation in Jember Regency.

#### ACKNOWLEDGMENT

The smooth completion of this scientific article was made possible through the support and assistance of various parties. Therefore, the author would like to express his utmost gratitude to the staff and officials of the Jember Regency Department of Population and Civil Registration (Dispendukcapil) and the Summersari Sub-district Government for their valuable assistance in providing information regarding the Peta Cinta program. The author also extends his sincere appreciation to the local community members who actively participated as respondents in completing the instruments for this research.

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