



Implementation of Integrated District Administrative Services (Patent) Policy in the Order of Improving the Quality of Public Services in Cipondoh District, Tangerang City

R. Rizal Ridolloh^(✉)

Universitas Hasanuddin, Makassar, Indonesia
fajriansyah.wawan@gmail.com

Abstract. Optimizing the role of sub-districts in building access and improving service quality, so that services become fast, easy, affordable, professional so as to encourage the realization of the sub-district as a service center carried out through the District Integrated Administrative Service (PATEN) which aims to assist local governments in improving services and community welfare. The PATEN concept is the administration of administrative services in the sub-district from the application stage to the issuance stage of documents in one place. This is, based on the Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for District Integrated Administrative Services (PATEN) and Domestic Decrees Number 138–270 of 2010 concerning Technical Guidelines for Subdistrict Integrated Administrative Services (PATEN), and followed up by the Tangerang City Government based on Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to Mayor Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City.

Keywords: Policy Implementation · District Integrated Administrative Services · Public Services

1 Introduction

Regional governments as autonomous regions have broad freedom to regulate and manage the interests of their people to obtain quality public services and continue to increase from time to time. These demands are growing in tandem with the growing awareness that citizens have the right to be served and the government's obligation to fulfill these needs. The challenge faced by the government in providing public services is not only creating an efficient service, but also how to make the service possible without discriminating against the status of the community and creating a fair and democratic service.

The 1945 Constitution mandates that the State is obliged to serve every citizen and resident to fulfill their basic needs in order to improve the welfare of the community. All public interests must be carried out by the government as a state administrator, namely in various service sectors, especially those concerning the basic needs of the community.

© The Author(s) 2023

M. I. Ferdiansyah et al. (Eds.): ICAME 2022, AEBMR 239, pp. 308–321, 2023.

https://doi.org/10.2991/978-94-6463-146-3_32

Protecting and serving the community is the main function of government administrators. With the duties and functions of the government optimally, it will guarantee the satisfaction and trust of the community towards the government in power. Service is an essential task rather than the figure of the government apparatus as a public servant, meaning that in carrying out its duties it must always try to serve the interests of the community and facilitate the affairs of each community in accordance with applicable regulations.

The authority of the sub-district is enshrined in Law Number 23 of 2014 concerning regional government, which states that the camat in carrying out his duties obtains a portion of the delegation of authority from the Regent/Mayor to handle some autonomy matters. On this basis, the sub-district as a district/city regional apparatus has a very strategic role, because the sub-district is the spearhead of services and a barometer of the performance of public services in the district/city, this strategic role needs to be continuously supported by all stakeholders in order to provide public services [1].

Optimizing the role of sub-districts in building access and improving service quality, so that services become fast, easy, affordable, professional so as to encourage the realization of sub-districts as service centers carried out through District Integrated Administrative Services (PATEN) which aims to assist local governments in improving services and community welfare. The PATEN concept is the administration of administrative services in the sub-district from the application stage to the issuance stage of documents in one place. This is, based on the Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for District Integrated Administrative Services (PATEN) and Domestic Decrees Number 138–270 of 2010 concerning Technical Guidelines for Subdistrict Integrated Administrative Services (PATEN) [2]. Followed up by the Tangerang City Government based on Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to Mayor Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City [3].

The implementation of the PATEN policy is a service function carried out in the district in order to realize prosperity, as a benchmark for the implementation of good governance and realizing good sub-district governance, because PATEN focuses on improving the quality of public service delivery. The quality of service in the sub-district is not optimal due to limited service facilities, the behavior of officers who are not yet serving, unclear time and costs required to obtain public services, and the length of procedures that must be passed to complete a type of public service.

Other problems, the lack of response and attention of officers in providing services and not understanding the procedures and stages of the service flow, are still obstacles that often occur. As a result, people who will perform services do not feel comfortable and are helped by service officers. The explanation and flow of services and what conditions must be met, have not been fully socialized to the community. For example, in making a KK, the first thing that must be done is to ask for a cover letter from the RT/RW and kelurahan accompanied by a stamp for the change in KK, but there are still people who come to the sub-district without bringing a cover letter and a form for the change in KK, and there are still people who come to the sub-district without bringing a cover letter and a form of KK change have not fulfilled the requirements.

Based on this background, the researcher intends to conduct a study with the title “Implementation of the Integrated District Administrative Service Policy (PATEN) in Cipondoh District, Tangerang City”.

2 Theoretical Basis

2.1 The Nature of Public Policy

The nature/definition of public policy by Carl Frederich which says that policy is “a series of actions or activities proposed by a person, group, or government in a certain environment where there are obstacles (difficulties) and possible - the possibilities (opportunities) in which the policy is proposed to be useful in overcoming it to achieve the intended goal. For the purpose of the policy as part of the activity [4].

Federich added his provision that the policy relates to the completion of several purposes or objectives. Although the intent or purpose of government activity is not always easy to see, the idea that policy involves intentional behavior is an important part of the definition of policy. However, the policy should show what is actually being done rather than what is proposed in some activities on a given problem [5].

Policies are the same as the provisions applied to regulate the lives of many people, they can also be a guide for the community to do and not to do something as a rule that must be followed by the community in carrying out community life. While the understanding of public policy itself is still a cross of opinion from experts. However, from several opinions regarding public policy, there are several similarities, including those conveyed by Thomas R. Dye who defines public policy as “is what ever government chose to do or not to do”. Government to do or not to do [6]. If the government chooses to do something, then there must be a goal (objective) and the state’s policy must cover all government “actions”, so it is not merely a statement of the government’s desire or government officials. In addition, “something that is not implemented” by the government is also a state policy.

This is because “something that is not done” by the government will have the same effect (impact) as something that is done by the government. George C. Edward III and Ira Sharkansky have almost the same opinion as Thomas R. Dye regarding public policy, namely “...is what government says to do or not to do, it is goals or purposes of government program...” (... is what is stated and done or not done by the government, public policy is in the form of goals or objectives of government programs...). However, it is said that public policy can be clearly defined in laws and regulations or in the form of speeches by top government officials or in the form of programs and actions taken by the government.

Based on several expert opinions regarding the policy, there is a correlation that policies are made to achieve goals where policy is an action or a way to solve problems. Policies are made by decision makers and then implemented by implementers as orders that must be implemented.

Therefore, in this terminology, public policies are carried out by the government to overcome real problems that arise in the midst of society to find a way out either through laws and regulations, government regulations, decisions of bureaucratic officials and other decisions including regional regulations, official decisions. politics and so on. In

his role for problem solving, Dunn argues that the important stages in solving public problems through policy are:

1. Setting the policy dairy.
2. Policy formulation.
3. Policy adoption.
4. Policy implementation.
5. Policy assessment.

On this occasion, researchers will discuss more deeply on the policy implementation process because implementation according to the Minister of Home Affairs Regulation Number 04 of 2007 is an activity or process of implementing or implementing public policies that have been determined [7].

2.2 The Nature of Policy Implementation

The essence of implementation is an activity to distribute policy outputs (to deliver policy outputs) issued by implementers to target groups as an effort to realize the policy objectives that have been determined during the policy formulation process. Policy objectives are expected to emerge when the policy can be accepted and utilized properly by the target group so that in the long term the policy results will be able to be realized.

Furthermore, the implementation of public policy can also be interpreted as the activity of completing or implementing a public policy that has been determined/approved by using means (tools) to achieve policy objectives. Policy implementation in principle is a way for a policy to achieve its goals. No more and no less.

Meanwhile, according to Van Meter and Van Horn defines policy implementation, as actions taken either by individuals or officials or government or private groups directed at achieving the goals outlined in the policy decision [8].

From the top-down approach model formulated by Van Meter and Van Horn in it is called A Model of The Policy Implementation. This implementation process is an abstraction or performance of a policy implementation which is basically deliberately carried out to achieve high performance of public policy implementation that takes place in the relationship of various variables.

This model controls that policy implementation runs linearly and the available political decisions, implementation, and performance of public policies. According to Van Meter and Van Horn there are six variables that influence the implementation of these public policies, namely:

1. Policy Size and Objectives. This variable is based on the main importance of the factors that determine policy performance. The performance of policy implementation can be measured for its success if and only if the size and objectives of the policy are realistic with the socio-culture that exists at the level of implementing the policy. When the policy measures or policy objectives are too ideal (even too utopian) to be implemented at the citizen level, it is rather difficult to actually realize public policies to the point that it can be said to be successful. Meanwhile, according to Van Meter and Van Horn the identity of performance indicators is a crucial stage

in analyzing policy implementation. These indicators assess the extent to which baseline measures and objectives are useful in outlining the overall policy decision objectives.

2. **Resources.** Besides the basic measures and policy objectives, what needs to get attention in the policy implementation process are the available resources. Resources deserve attention because they support the success of policy implementation. These sources include funds or other incentives that encourage and facilitate effective implementation. Humans are the most important resource in determining a successful implementation process. Certain stages of the success of the implementation process require the existence of qualified human resources in accordance with the work required by politically determined policies. But when the competition and the capability of these resources are nil, then the performance of public policies is very difficult to expect. But apart from human resources, other resources that need to be taken into account are: financial resources and time resources. Because like it or not, when competent human resources are available while the disbursement of funds through the budget is not available, then it is indeed a complicated problem to realize what the goals of public policy are trying to achieve. The same is true of time resources. When human resources are actively working and the disbursement of funds is going well, but collided with the issue of time being too tight, then this can also be the cause of the unsuccessful implementation of policies.
3. **Characteristics of Implementing Agents.** Achievement of policies that have been influenced by the characteristics of implementing agents. In looking at the characteristics of implementing agents, as stated by Van Meter and Van, this discussion cannot be separated from the bureaucratic structure. Bureaucratic structure can be interpreted as the characteristics, norms and patterns of relationships that occur repeatedly in executive bodies that have both potential and real relationships with what they have by carrying out policies. The focus of attention of implementing agencies includes formal organizations and non-formal organizations that will be involved in implementing public policies. This is very important because the performance of (public) policy implementation will be very much influenced by the right characteristics and matches the implementing agents. For example, the implementation of public policies that seek to radically change human behavior or behavior, the project implementing agent must have strict characteristics or be strict with the rules and legal sanctions. Meanwhile, if the public policy does not change the basic human behavior too much, then the implementing agency may be lowered not as hard and as firm as in the first picture. In addition, the scope or area of policy implementation needs to be taken into account when determining the implementing agent. The wider the scope of policy implementation, the greater the number of agents involved.
4. **Attitude/Tendency (Disposition) of the Executors.** The attitude of acceptance or rejection of the implementing (agent) will greatly affect the success or failure of the performance of public policy implementation. This is very likely to happen, therefore the policies implemented are not the result of the formulation of local residents who are well acquainted with the problems and problems they feel. But the policy that will implement the implementation is a policy from the top (top down) where it is very possible that the decision makers will never know (not even be able to touch) the needs, desires, or problems that residents want to solve.

5. Communication between organizations and implementing activities Coordination is a powerful mechanism in the implementation of public policies. The better the coordination of communication between the parties involved in an implementation process, the assumption is that very small errors will occur, and vice versa. Implementation will be effective if the measures and objectives are understood by the individuals who are responsible for policy performance. Thus, it is very important to pay great attention to the clarity of the basic measures and objectives of the policy, the accuracy of their communication with implementers, and the consistency or uniformity of the baseline measures and objectives communicated with various sources of information. The basic measures and objectives cannot be implemented unless the basic measures and objectives are stated clearly enough, so that the implementer can know what is expected from the measures and objectives.
6. Economic, Social and Political Environment. The last thing is the extent to which the external environment contributes to the success of the public policies that have been set. An unfavorable social, economic, and political environment can be the root cause of the failure of policy implementation performance. Efforts to implement policies must also pay attention to the conducive conditions of the external environment.

2.3 The Nature of Public Service

The essence of service is closely related to the community. So that the service is better known as public service. Public services are often seen as a representation of the existence of a government bureaucracy, because it is in direct contact with the demands of the community's needs, according to Law Number 25 of 2009 concerning Public services, namely: Activities or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident of goods, services and/or administrative services provided by public service providers [9].

Based on the description of the definition of public service, it can be concluded that public service is every service activity provided by the government to the community, both public goods and public services. Meanwhile, what is meant by District Integrated Administrative Services or PATEN is the implementation of public services in the District from the application stage to the issuance stage of documents in one place. In the Regulation of the Minister of Home Affairs Article 3 Number 4 of 2010 concerning Guidelines for District Integrated Administrative Services, the purpose of implementing PATEN is to realize the sub-district as a community service center and become a service node for integrated service offices/agencies in districts/cities. In addition, the implementation of PATEN aims to improve the quality and dedicate services to the community [10].

In organizing a PATEN there is a substantive requirement, namely delegation so that the authority of the regent/mayor is to the Camat. The delegation of part of the authority of the regent/mayor is carried out so that efficiency and effectiveness and the provision of such services are achieved. The implementation of this PATEN includes licensing and non-licensing services. The PATENT service standards include:

- Kind of service;
- Service requirements;

- Service process/procedure;
- The official responsible for the service;
- Service time;
- Service fee.

As part of efforts to improve the quality of public services, especially the types of administrative services, PATEN adheres to the principles of public services in accordance with Law Number 25 of 2009 concerning public services [11]. These principles are:

1. Public interest which means that the provision of services by PATEN implementing officers may not prioritize personal or group interests.
2. Legal certainty means that there is a guarantee for the realization of rights and obligations between service recipients (citizens) and service providers (districts) in administering PATEN.
3. Equality of rights means that the provision of services in PATEN does not discriminate against ethnicity, race, religion, class, gender, and economic status.
4. The balance of rights and obligations means that the fulfillment of these rights must be proportional to the obligations that must be carried out, both by the service provider and the recipient.
5. Professionalism means that every PATEN implementer must have competence in accordance with his/her field of work.
6. Participatory means increasing community participation in the administration of PATEN by taking into account the aspirations, needs, and expectations of the community.
7. Equality of treatment/non-discrimination means that in the administration of PATEN every citizen has the right to receive fair services. h. Openness means that each recipient of the service can easily access and obtain information about PATEN.
8. Accountability means that the PATEN administration process must be accountable in accordance with the laws and regulations.
9. Facilities and legal treatment for vulnerable groups means that there is provision of facilities for vulnerable groups so as to create justice in services.
10. Timeliness means that the completion of each type of service that is managed is carried out on time in accordance with the PATEN service standard.

3 Discussion

3.1 Cipondoh District Overview

The sub-district is one of the city's regional apparatuses as regional technical implementers which has a certain work area and is led by the Camat which is formed based on the Tangerang City Mayor Regulation Number 82 of 2016 concerning Position, Organizational Structure, Duties and Functions and Sub-District Work Procedures [12].

Cipondoh District is a District in the Tangerang City area which was formed based on Regional Regulation No. 16 of 2000 concerning the Establishment of 7 (seven) Districts in the Tangerang City area. Cipondoh District is located in the south of Tangerang City

with the following territorial boundaries: In the north it is bordered by Batuaceper District; In the east, it is bordered by the DKI Jakarta District; In the south, it is bordered by Pinang District and Karang Tengah District; and in the west it is bordered by Tangerang District [13].

Cipondoh sub-district has an area of 1.791 ha with the number of sub-districts included in the Cipondoh sub-district as follows: 1) Cipondoh sub-district; 2) Cipondoh Makmur Village; 3) Cipondoh Indah Village; 4) Gondrong Village; 5) Kenanga Village; 6) Lightning Village; 7) Ketapang Village; 8) Poris Plawad Village; 9) North Poris Plawad Village; and 10) Poris Plawad Indah Village.

Cipondoh District seen from its development potential seen from the MSME, Trade and Services Sector is a sector that has a considerable contribution to economic development in Tangerang City. The development of this sector will have a significant impact on the people of Cipondoh District and Tangerang City in general.

The potential for superior development in the Kelurahan area in Cipondoh Subdistrict is trade, home industry/MSMEs and services (commercial), because of the 10 existing Kelurahans are metropolitan areas and support the State Capital City (DKI Jakarta) thus making this region a region densely populated with a variety of wants and needs for goods and services.

Meanwhile, one of the attractions in the Tangerang City area is Situ Cipondoh-Cipondoh. Geographically, Situ Cipondoh is located in the Cipondoh and Pinang sub-districts, with an area of approximately 170 ha, consisting of 50 hectares of water and 120 ha of land. Cipondoh Lake is an area that physically has the area and characteristics as a lake and functions hydrologically as a water reservoir for the Cipondoh District, Cipondoh District and its surroundings, as well as a reservoir.

Based on the RDTRK (Detailed Urban Spatial Plan) of Situ Cipondoh, the arrangement of the water area of Cipondoh Lake is planned as a conservation area, preservation, recreation area, while the land area is planned as a green belt area and residential area.

The Vision and Mission of the Cipondoh sub-district refers to the Vision and Mission of the Tangerang City Government is "The Realization of a Prosperous, Good and Competitive Tangerang City" and its Mission are: a) Together developing the quality of human resources through improving the quality of education, health and social welfare by realizing professional governance and integrity; b) Together increasing the development of sustainable and environmentally friendly urban facilities and infrastructure; and c) Together to increase independent and just economic growth.

3.2 Implementation of the Subdistrict Integrated Administrative Service Policy (PATEN) in Cipondoh District, Tangerang City

District Integrated Administrative Services, hereinafter abbreviated as PATEN, is the implementation of public services in the sub-district from the application stage to the issuance of documents in one place. The Patent Policy is a mandate from the Minister of Home Affairs Number 4 of 2010. The Regulation of the Minister of Home Affairs clearly regulates the implementation of PATEN, starting from general provisions, scope, aims and objectives, requirements to provisions governing targets for all sub-districts in the district/city. Cities throughout Indonesia are designated as PATENT organizers.

The delegation of some authority which is one of the requirements for holding a PATEN must be fulfilled by the regions in order to support the successful implementation of the PATEN policy. As with the City of Tangerang, which already has a legal basis that regulates the delegation of authority from the Mayor to the Camat, namely the Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to Mayor's Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City. PATEN itself has the aim of providing convenience to the community in terms of managing administrative issues in the sub-district. As in the field, "This patent is really very good, because people need convenience in terms of service, don't get confused. This patent regulates the SOP, which fields are regulated both in the licensing and non-licensing fields. Indeed, basically the duty of the government is to serve the people" [14].

The implementation of the PATEN policy is not in line with the expectations of the Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to the Mayor's Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City. The theory of Van Meter and Van Horn states that there are six important factors in the process of implementing government policies on PATEN, namely the size and purpose of the policy, resources, characteristics of implementing agents, attitudes/tendencies of implementers, communication between organizations of implementers, and the socio-economic, social, and environmental environment. political.

Meanwhile, the implementation of the PATEN policy in the Cipondoh sub-district cannot be separated from the obstacles and obstacles that occur in the field faced by policy implementers in implementing the program. For this reason, in order to provide excellent service according to the vision of the Cipondoh sub-district. The success of policy implementation can be measured through six variables from Van Meter and Van Horn, namely: 1) the size and objectives of the policy; 2) Resources; 3) characteristics of implementing agents; 4) attitude tendencies (disposition) implementers; 5) communication between organizations and implementing activities; and 6) the economic, social, and political environment.

Therefore, the researchers used these six variables as dimensions in the research on the implementation of integrated administrative service policies in the sub-districts in Mustikjaya District, Tangerang City. So the researchers conducted research into the field and will be described in detail below.

3.3 The Size and Objectives of the Policy in the Implementation of the Policy for Integrated District Administration Services in Cipondoh District

According to Van Meter and Van this variable is based on the importance of the factors that determine policy performance. The performance of policy implementation can be measured by the level of success. The size and objectives of the policy in implementing the policy must be in accordance with what is meant by the formulation of a government policy or program.

As for the existing policies, they must be implemented appropriately, the size and objectives of implementation must also be clear, not just accepted. This variable assesses

the extent to which the policy is realized, where the implementation of the policy can be said to be successful if the size and objectives of the policy are realistic.

Meanwhile, the success rate in implementing the PATEN policy is based on the results of research in the field, the policy is successfully implemented if the community feels helped by the presence of the PATEN policy. As happened in the field, one of the services to the community that takes care of making electronic ID cards at the Cipondoh District Office is the hope that the community will feel very helped by this PATEN policy, of course before the PATEN it was difficult and uncomfortable to have to enter the room. But with a service like this it becomes one counter. Just go to one counter and wait in the waiting room until it's finished.

The process of implementing the PATEN policy in Cipondoh sub-district is based on the results that the policies made have been implemented successfully. So that the policy can be felt by the community. The purpose of this PATEN policy is clear to provide excellent service to the community in terms of management both in the licensing and non-licensing fields and also to provide convenience for the community. The PATEN program in Cipondoh District, according to the existing description, has been said to be successful.

Thus there is a harmony of information that can be obtained in the field, that the PATEN program is very helpful for the community. With the PATEN, the community is no longer confused with the complicated flow of administrative arrangements, and it is also easier for the community to take care of administration in the sub-district. Furthermore, this PATEN is very helpful and provides a solution to our complaints so far. In the past, administrative management seemed complicated and there were many extortion practices, now they are no longer. With the community counter system, it is easy to make anything. And it can minimize meeting with government officials directly so that there is no extortion, even now trying to go online to avoid Covid 19 conditions.

3.4 Resources in the Implementation of Integrated District Administration Services Policy in Cipondoh District

According to Van Meter and Van, the success of the policy implementation process depends on the ability of the available resources. Humans are the most important resource in determining a successful implementation process. In addition to human resources, other resources that need to be taken into account are financial resources and time resources. The availability of human resources in carrying out the process of implementing the PATEN Policy in Cipondoh District is sufficient. With the program implementers who have expertise in their respective fields. So that the implementation process runs smoothly.

Availability of reliable resources is a mandatory thing, but in practice there are still officers who are far from expectations. For example, officers who do not provide services, are less clear in providing explanations to the public regarding the administrative requirements needed. In addition, there is also unfriendly service.

In addition to human resources, other sub-merdaya are also needed, one of which is financial resources. Of course, in the implementation of the service there is no charge and no illegal fees are allowed in the implementation process. So in terms of financial

resources there are no obstacles. Both in the process of issuing permits and civil records, funds are also fulfilled to support the implementation of PATEN.

Based on the results in the field, it can be said that the policy resources in the implementation of integrated administrative service policies in the sub-districts in Cipondoh District have not been implemented properly, it can be seen that there are still some officers who are not friendly to the community. In the field of financial resources, it can be concluded that there are no obstacles. However, the sub-district is less able to utilize the sources of funds provided by the local government to fulfill the facilities in accordance with the provisions contained in the Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to Mayor Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City. Such as the air conditioner that is not functioning properly, and also the availability of inadequate seats.

3.5 Characteristics of Implementing Agents in the Implementation of Integrated District Administrative Services Policies in Cipondoh District

According to Van Meter and Van Horn variable is the center of attention of implementing agents including formal organizations and non-formal organizations that will be involved in implementing public policies. In the PATEN policy, the executor is tasked with facilitating the needs of the community in terms of fulfilling services at the sub-district level. The role of the implementers is very important for the program implementation process. The implementers are only tasked with providing excellent service in accordance with the service motto in Cipondoh District, namely "CIPONDOH BISA" which is an acronym for all things that CAN be completed and served properly. So in this case the implementing agent does not have to be hard-pressed because the PATEN policy is not to change human behavior.

The characteristics of implementing agents in implementing the PATEN policy require characteristics that are able to protect and serve seriously all the needs of the community. The implementing agent for the PATEN policy does not need to have a strong character, because this policy is not a regulation that has sanctions. PATEN policy as a government program to provide services in the field of providing administrative needs. In the implementation of PATEN in Cipondoh District, the sub-district secretary is very supportive of the PATEN program.

Attitudes/Tendencies (Disposition) of Implementers in Implementing Integrated District Administration Service policies in Cipondoh District.

According to Van Meter and Van Horn this variable is the attitude of acceptance or rejection of the implementing (agent) will greatly affect the success or action of the performance of public policy implementation. The tendency or attitude of policy implementers plays an important role in realizing policy implementation in accordance with the objectives of the policy itself.

That the important attitude that must be had by policy implementers is to accept the policies that have been made by policy makers. Attitudes that reflect the implementer's acceptance of the policy, such as exemplary, honesty, and high commitment. One of the factors that influence policy implementation is the attitude of policy implementers. If the implementers agree with the contents of the policy, the implementers will carry out

their functions with pleasure, but if they are seen as different from the policy makers, the policy process will experience obstacles.

The attitude of the policy implementer will greatly influence the implementation of the policy. If the implementers of the policy have a good attitude, the implementers will be able to carry out the policy well as desired by the policy maker, preferably if the attitude is not good, then in carrying out their duties it will be good.

3.6 Inter-organizational Communication and Implementing Activities in Implementing Integrated District Administrative Services Policies in Cipondoh District

Meanwhile, coordination is a powerful mechanism in the implementation of public policy. The better the coordination of communication between the parties involved in an implementation process, the assumption is that very small errors will occur and vice versa.

Communication carried out by policy implementers is smooth by holding meetings between implementers to be optimal if in the process the implementers must know what policy implementers should do. This communication requires clarity, so that there are no different responses in conveying the PATEN program. Policies must be implemented appropriately, implementation measures must not only be accepted or just known, but the policy must be impacted by the policy targets themselves.

Based on the results, it can be seen that communication between organizations and implementing activities in the implementation of integrated administrative service policies in Cipondoh District has not been carried out properly, it can be seen from the socialization that was carried out only at the beginning of the implementation of the PATEN implementation in 2015. carried out in the sub-district environment in the form of information boards containing all information related to procedures and requirements. Communication is the most important part for the implementation of PATEN. Socialization of this program by holding a meeting with the heads of RT and RW in Cipondoh sub-district.

3.7 Conditions of the Economic, Social, and Political Environment in the Implementation of the Policy for Integrated District Administration Services in Cipondoh District

Still according to experts Van Meter and Van state this variable is the extent to which the external environment contributes to the success of public policies that have been implemented. The unfavorable economic, social and political environment can be the root cause of the failure of policy implementation performance. The external environment also needs to be considered in the implementation process, to find out to what extent the economic, social and economic environment encourages the success of public policies. External environment such as the surrounding community, namely community support in the PATEN program in the implementation process. In order to get optimal results in the implementation process requires support from the external environment. The community has so far been very supportive of this PATEN program.

Based on the results in the field, it can be seen that the environmental, economic and political conditions in the implementation of integrated administrative service policies in Cipondoh District have not been carried out properly, it can be seen from the social, economic and political environment so far have not fully supported the implementation of the PATEN policy. The external environment includes the community who support the PATEN program so that the implementation process can be optimal.

4 Conclusion

The implementation of the District Integrated Administrative Service Policy in Cipondoh District, Tangerang City has the size and policy objectives in implementing the integrated sub-district administration service policy in Cipondoh District, this can be seen from the service process that is not complicated.

Policy resources in the implementation of integrated sub-district administrative service policies in Cipondoh District are carried out well, this is that the existing officers must be friendly to the community. Furthermore, the characteristics of implementing agents in implementing integrated administrative service policies in Cipondoh District must be able to carry out their duties properly, lest there be double jobs carried out by PATEN officers.

Attitudes/tendencies (disposition) of the implementers in the implementation of integrated administrative service policies in Cipondoh District must be carried out properly, this requires a democratic attitude and consistency of officers in providing services. And communication between organizations and implementing activities in the implementation of integrated administrative service policies in Cipondoh District must be carried out properly.

Meanwhile, further suggestions that are expected to help improve the PATEN implementation process, the Cipondoh Camat must further improve services in the PATEN program so that services are more effective and efficient. The Cipondoh Sub-district Head must add Human Resources for PATEN officers so that there are no officers who do double work. The Cipondoh sub-district head must emphasize to PATEN officers to be more democratic in providing services. And the Cipondoh Sub-district Head must often disseminate the PATEN program in sub-district weekly meetings so that village officials can pass on the information to the community. The Cipondoh Sub-district Head must make the sub-district environmental conditions conducive so that the community feels comfortable, safe and satisfied in getting services.

References

1. Government of the Republic of Indonesia.: Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government. State Secretarit of the Republic of Indonesia, Jakarta (2014).
2. Government of the Republic of Indonesia.: Minister of Home Affairs Regulation Number 04 of 2007 concerning General Guidelines for Formulation, Implementation, Performance Evaluation and Policy Revision in Central and Regional Government Institutions. State Secretarit of the Republic of Indonesia, Jakarta (2007).

3. Tangerang City Government.: Tangerang Mayor Regulation Number 22 of 2018 concerning Amendments to Mayor Regulation Number 13 of 2016 concerning the Implementation of Integrated District Administrative Services in Tangerang City. Secretariat of Tangerang City, Tangerang City (2018).
4. Suharto, E.: Public Policy Analysis. ALFABETA, Bandung (2014).
5. Winarno, B.: Public policy process theory and case studies. CAPS II,, Yogyakarta (2014).
6. Anggara, S.: Public Policy. : Faithful Library, Bandung (2014).
7. Agustino, L.: Fundamentals of Public Policy. Alfabeta, Bandung (2012).
8. Tangerang City Government.: Profile of Cipondoh District. Secretariat of Tangerang City, Tangerang City (2022).
9. Tangerang City Government.: Regional Regulation Number 16 of 2000 concerning the Establishment of 7 (seven) Districts in the Tangerang City area. Secretariat of Tangerang City, Tangerang City (2000).
10. Government of the Republic of Indonesia.: Government Regulation Number 19 of 2008 concerning Districts.State Secretarit of the Republic of Indonesia, Jakarta (2008).
11. Sugiyono.: Qualitative, Quantitative and R&D Research Methods.Alfabeta, Bandung (2016).
12. Government of the Republic of Indonesia.: Law Number 25 of 2009 concerning Public Services. State Secretarit of the Republic of Indonesia, Jakarta (2009)
13. Government of the Republic of Indonesia.: Minister of Home Affairs Regulation Number 24 of 2006 concerning Guidelines for the Implementation of One Stop Services.State Secretarit of the Republic of Indonesia, Jakarta (2006).
14. Government of the Republic of Indonesia Regulation of the Minister of Home Affairs Number 4 of 2010 concerning Guidelines for Integrated District Administration Services. State Secretarit of the Republic of Indonesia, Jakarta (2010).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

