

Study on Implementation of Regulations on Delegation of Regent's Authority to Subdistrict Head in Probolinggo

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Abstract: This study aims to analyze and describe the Implementation of the District Integrated Administrative Service (PATEN) policy in the Pajarakan District, Probolinggo Regency, as well as to identify the factors supporting the Implementation of the PATEN policy in the Pajarakan District, Probolinggo Regency. This study employs an explicative qualitative methodology. This study was conducted in Probolinggo Regency, East Java Province, particularly in the Pajarakan District, which is also a region where Probolinggo Regent Regulation No. 30 of 2015 is implemented. The results indicate that, on average, respondents are satisfied with the offered services; however, there are still deficiencies that must be evaluated to deliver the highest level of service. Thus, the system and procedure for implementing PATEN must conform to the established provisions. The proposed rules are based on government regulations and must be implemented by the applicable policies. The results of the subsequent analysis indicate that PATEN is hindered by factors such as the provision of inadequate facilities and infrastructure, the lack of responsiveness of officers in receiving customer complaints, the condition of solutions that are still difficult for customers to implement, the provision of less skilled and friendlier services, and the provision of time-consuming services. Still quite a while. However, there are also several supporting elements, such as the conformance of offered services to applicable procedures, the simplicity of meeting administrative requirements, and customer satisfaction with service receipt.

Keywords: Public Service, Sub-District, Policy Implementation.

1. INTRODUCTION

Implementation of the regional autonomy policy allows for the regulation and management of the area and the people's interests by the law. Utilizing current regional resources, this authority aims to realize the goals of regional autonomy, which include enhancing the welfare of the populace, enhancing the regional economy, and minimizing socioeconomic inequities. The regions referred to in the context of regional autonomy are province and regency/municipal. However, sub-districts no longer serve as deconcentration ranks and administrative areas but as district/city regional apparatuses. As a territorial element, the sub-district level of government plays an essential role in the framework of direct service to the community (Mayasari *et al.*, 2018; Suparman, 2017). To address the requirements of its inhabitants, the subdistrict government has made efforts to enhance its services. However, this initiative is hampered by the imprecise assignment of authority to subdistricts. Most public service concerns handled by subdistricts consist primarily of letters or suggestions to be referred to the

district government (Febrianti, 2017; Mayasari *et al.*, 2018; Ndraha *et al.*, 2019). This presents a problem for the subdistrict, which, on the one hand, desires to provide accessible, inexpensive, and quick services but is handicapped by a lack of power to give these services to the population.

The 2015 implementation of Government Regulation no. 4 of 2010 concerning Guidelines for Integrated District Administration Services (PATEN) is one of the measures adopted to improve public services. This approach aims to enhance the quality of subpar public services. Reduce problem fees paid by the community for distance, range, time, transit, various documentation charges, and permits and non-permits. It is envisaged that this PATEN will make it simpler for the general population to obtain all types of legality and license. Several empirical studies illustrate the strengths and shortcomings of a region in implementing the transfer of authority from the Bupati to the Camat. In addition, the problem with PATEN is that there are still individuals in numerous locations in Indonesia who

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demonstrate weak or inefficient performance. According to Susanti *et al.*, (2018), sub-districts serve a crucial role as the nearest service centres to the community, particularly in extensive and difficult-to-reach areas. Therefore they must be supported by sufficient funding, infrastructure, and equipment. Veranita & Ganesha (2016), who analyzed the level of service quality and PATEN issues, reported that continual improvements could be made by monitoring, supervising, and evaluating future Implementation.

According to empirical investigations, the bureaucratic structure is one of the difficulties in implementing PATEN (Eko *et al.*, 2016). According to Miranti (2015), the successful execution of the PATEN program is contingent on communication, resources, disposition, bureaucratic structure, support from the target group, and resources. People are a crucial success factor. This study aims to go deeper into the Implementation of PATEN in the Probolinggo Regency by utilizing empirical evidence and the concept of decentralization as it relates to the delegation of authority. Without a clear delegation of authority from the Regent/Mayor to the Camat, the Camat's role would not be influential. This became an essential topic of discussion about implementing the policy of delegating a portion of the Regent's authority to the Camat, particularly the PATEN issue. This study aims to analyze and describe the Implementation of the District Integrated Administrative Service (PATEN) policy in the Pajarakan District, Probolinggo Regency, as well as to identify the factors supporting the Implementation of the PATEN policy in the Pajarakan District, Probolinggo Regency. It is envisaged that this research might be utilized as a basis for a more comprehensive review of the system's services.

2. CONCEPTUAL FRAMEWORK

2.1 Public Policy Concepts

Public policy, according to Dye (2013), is anything that governs conduct, regulates bureaucracy, distributes benefits, or collects taxes - or all of these at once. Policy decisions integrate advanced technological understanding with complex social and political realities (Kis-Katos & Sjahrir, 2014; Petrini *et al.*, 2016). The policy model consists of four stages: policy planning, estimation, policy determination, policy execution, and policy evaluation (Fischer *et al.*, 2007; Hondeghem & Vandenabeele, 2007). The decentralization project in Indonesia has resulted in a significant devolution of fiscal spending and administrative authority to local governments. In contrast, the advent of democratic and direct elections

has increased electoral responsibility at the local level. The 2015 Probolinggo Regent Regulation No. 30 is a clear illustration of decentralization. The regulation concerns the Regent of Probolinggo's devolution of authority to the Camat. By the Regent of Probolinggo Regulation No. 30 of 2015, the objectives of the delegation of authority are as follows: implementing community service functions effectively and efficiently, bringing services closer to the community, encouraging the growth of accountability for the performance of the District apparatus, and clarifying and confirming the position of the District in carrying out its duties and responsibilities.

2.2 Public Service Implementation Theories

The subject of "implementation" did not exist in the early phases of public administration development. Implementation is not viewed as a distinct notion or function because it encompasses the entirety of public administration (Fischer *et al.*, 2007; Hondeghem & Vandenabeele, 2007). District Integrated Administrative Services is an example of the public services theory's application (PATEN). PATEN realizes regional autonomy, which allows the flexibility to administer and manage the region and its people's interests in compliance with applicable laws and rules. PATEN is intended to establish the sub-district as a community service centre and become a service hub for the Investment and Licensing Office and other Regional Apparatus Work Units.

2.3 Administration and Service Thinking

Management innovation at the service unit of the Regional Apparatus Work Unit (SKPD) or the level directly engaging with the community, namely the District, can be used to improve regional public services (World Bank, 2012; Al' Padil, 2016). The traditional approach to public administration is based on an elitist, top-down model in which public servants are inculcated with the ideals of hierarchy, independence, and honesty and are segregated from politicians and citizens (Welchman, 2015). Two significant issues in Wilson's essay will dominate the study of public administration for the next half-century. First, there is a distinction between politics (or policy) and administration regarding elected leaders' accountability and administrators' impartial competence. Second,

2.4 PATENT Probolinggo Regency

By Probolinggo Regent Regulation No. 30 of 2015, PATEN services in Probolinggo Regency comprise licensing and non-licensing services (recommendations, coordination, and other facilities).

Table 1: Type Service PATENTS in the Probolinggo

1. Disturbance Permit and Business	12. Recommendation for Introduction of Poor Letter
2. Building permit	13. Recommendation Description Model C
3. Validation of Family Card and Identity Card Application Files	14. Recommendation to Ratify Letters (at the request of individuals/agencies/institutions).
4. Certificate of subdistrict changes within the region	15. Information on Recommendations Unable

5. Recommendation for Certificate of Police Record	16. Rekomendasi Keterangan Domisili Perusahaan
6. Recommendations for construction permit applications (> 60 square meters);	17. Recommendation Description The inheritance (land and buildings)
7. Rekomendasi permohonan Izin Gangguan	18. Recommendation Regarding Travel Information
8. Recommendation on business viability for LetterPermissionBusiness Establishment, Company Registration Certificate, Warehouse Registration Certificate, and Industry Registration Certificate applications;	19. Recommendations for submitting services for changes/mutations of the subject of Rural and Urban Land and Building Tax on the Tax Returns Payable when accompanied by a certificate or deed of sale
9. Recommendations for funding social and religious institutions	20. Recommendation for Study/Research Keterangan
10. Recommendation for Land Rights Release (public interest)	21. Suggestions Regarding the Transfer of Land Rights
11. Letters of Recommendation and Legalization	22. Proposal Recommendations

Sources: Year 2015 Probolinggo Regent Regulation No. 30

2.5 Policy Evaluation Definition

Evaluation of a policy employs evaluation principles and techniques to assess the policy's content, execution, or impact. Understanding an approach's benefits, value, and utility is the objective of evaluation

(Boulay & Han, 2008; Stufflebeam & Coryn, 2015). The Evaluation Implementation Standards cover utility, appropriateness, and accuracy (National Center for Injury Prevention and Control, 2012).



Figure 1: Phases of Policy Development and Evaluation Types

The source: (National Center for Injury Prevention and Control, 2012)

2.6 Conceptual Structure

This research is supported by three theories: the concept of public policy, the idea of implementing public policy (PATEN), and the concept of public service and administration. These theories serve as the foundation for solving the challenges addressed in this study.

3. METHODOLOGY

3.1 Varieties of Research

This research employs an explanatory qualitative methodology, which is used to collect data from respondents and test hypotheses. In other words, the descriptive approach explains the relationship between one variable phenomenon and another variable phenomenon.

3.2 Investigate Sites

This study was conducted in Probolinggo Regency, East Java Province, particularly in the Pajarakan District, which is also a region where Probolinggo Regent Regulation No. 30 of 2015 is implemented. The study population consisted of 12 Pajarakan District villages, and the sample size was 4.

3.3 Research Emphasis

This study focuses on implementing the District Integrated Administrative Service (PATEN) policy in Pajarakan District, Probolinggo Regency, using HR, infrastructure, and government commitment as indicators. Factors influencing implementing the District Integrated Administrative Service (PATEN) policy in Pajarakan District, Probolinggo Province.

3.4 Informant

The most significant factors in this study are the informants and responders. In this example, the informants and responders are individuals associated with the District Integrated Administrative Service (PATEN), including government personnel in the sub-district, village employees, and members of society.

3.5 Techniques for Data Collection and Analysis

This study's data collection methods included observation, interviews, and documentation. This study's data analysis technique consists of five steps: data collecting, data reduction, data presentation, data analysis, and conclusion drafting.

4. RESULTS AND DISCUSSION

4.1 A summary of Pajarakan District and Probolinggo Province

Pajarakan District is one of Probolinggo Regency's 24 subdistricts. The purpose of the research in the subdistrict is to determine the conditions and

issues in the community regarding the Implementation of PATEN in a relatively small area compared to other subdistricts in Probolinggo Regency. The Pajarakan sub-district comprises 1% of Probolinggo Regency's total area, which is 20,98 km² (Central Bureau of Statistics Probolinggo Regency, 2020).



Figure 2: Map Pajarakan District, Probolinggo Regency, East Java, Indonesia

Implementation of the Integrated District Administration Services (PATEN) policy in Pajarakan District, Probolinggo Regency, with indicators such as human resource implementation. Figure 4.5, which pertains to the HR utilizing PATEN services, depicts the data collection results on the reliability factor. The analysis findings revealed that seven respondents were extremely satisfied, six were satisfied, and the remaining respondents were happy with the officers' accuracy in serving the community. In addition, nine respondents indicated they were satisfied with the officers' solution factor, while six stated they were delighted. Seven individuals expressed satisfaction, including one who showed they were pleased.

The data collection results connected to the Empathy factor (Empathy) indicate that the item of service's compatibility with the type of service offered is a significant community satisfaction factor. This assertion is supported by the fact that four respondents are extremely satisfied, ten are met, and the remaining respondents are pretty content with the accuracy of police in serving the community. In addition, 10 respondents were satisfied with the administrative

fulfilment process, while 5 were extremely satisfied. Officers must serve clients in line with the methods, mechanisms, and procedures of the PATEN service, where, according to the results, 9 respondents were satisfied, 5 respondents were very satisfied, and 1 respondent was pretty happy. As for system understanding.

Based on field data collection related to tangible factors (physical evidence), it was determined that 5 of 15 respondents were extremely satisfied with using queue numbers in PATEN services, eight were confident with the Implementation of queue numbers, and the remaining respondents were satisfied. Regarding tangible evidence of the cleanliness of officers' equipment, it was reported that eight respondents were satisfied, four were extremely satisfied, three were met, and 3 were not happy. Furthermore, the politeness and neatness of officers in serving the community is a significant element, as ten respondents said they were satisfied, and three said they were delighted. The remaining respondents said they were satisfied. The comfort of the service room is a crucial issue. The Pajarakan subdistrict has offered

satisfactory service, as indicated by the responses of 10 respondents and five delighted with the comfortable service room.

Based on field data collection connected to the Assurance factor, it was determined that 5 out of 15 respondents were extremely satisfied with the officers who ensured the timeliness of document issuing in the PATEN service. At the same time, nine were satisfied, and the remaining claimed they were somewhat satisfied. Regarding the assurance aspect of document security guarantees, eight respondents expressed satisfaction, six said extreme pleasure, and others expressed satisfaction. In addition, the quickness with which cops serve the community is a significant aspect, as ten respondents were satisfied, and five were extremely satisfied with these factors. The officer's understanding of services is also an important component. The Pajarakan subdistrict has offered satisfactory service, as indicated by the responses of eight satisfied respondents and seven delighted with the service room.

Seven respondents are satisfied, five are met, two are displeased, and 1 is very satisfied, indicating that the community has sufficient comprehension of the systems, mechanisms, and procedures. Respondents' responses about the service provided by officers by the system, method, and process revealed that nine were satisfied, one was extremely satisfied, four were somewhat happy, and one was unsatisfied. Whether the fees imposed on clients conform with the rules that have been established, seven respondents were satisfied, five were pretty satisfied, two were extremely satisfied, and one was not happy with the fees levied. These results imply that the price must comply with the regulations and not be a burden on the community. In terms of another component of customer satisfaction, namely product requirements for the type of service, eight respondents reported being quite satisfied. In comparison, seven respondents reported being satisfied with the outcomes of the services supplied by the specified provisions.

In this study, the variables enabling the Implementation of the PATEN policy include tangibles, responsiveness, and service requirements. Based on the results of field data collecting about tangible elements. The results revealed that 5 of 15 respondents were highly satisfied using queue numbers in PATEN services. In contrast, eight others were satisfied with the Implementation of queue numbers, and the remaining respondents were satisfied. Regarding tangible evidence of the cleanliness of officers' equipment, it was reported that eight respondents were satisfied, four were extremely satisfied, 3 were met, and 3 were not satisfied. Regarding Responsiveness (Responsiveness) in implementing PATEN in the Pajarakan District, eleven respondents indicated they were satisfied with officials' responsiveness in handling customer

complaints. In contrast, the remaining respondents were either extremely satisfied or satisfied. Eleven respondents were satisfied, three were extremely satisfied, and one was quite happy with the officer's initiative in providing services. Nine respondents said that they were satisfied with the service items supplied, with five expressing extreme satisfaction and the remaining respondents expressing satisfaction.

The data indicates that the administrative requirements are readily met, as eight respondents are satisfied, one is extremely satisfied, and six are satisfied. In addition to service needs, service requirements, and the appropriateness of the sort of service supplied. Three respondents said they were delighted, six said they were met, five said they were somewhat satisfied, and one said they were not happy. In this study, the factor impeding the Implementation of the PATEN policy is related to the acquisition of facilities and infrastructure; the management of complaints, recommendations, and inputs; the completion time of services; and the competency of service implementers. The analysis results indicate that most respondents were satisfied with the service area's provision of facilities and infrastructure. In contrast, six respondents were satisfied, and one was very satisfied and dissatisfied with the service area's facilities and infrastructure. Concerning the adequacy of the service area's facilities and infrastructure, 7 respondents stated they were satisfied, 5 said they were pretty, two extremely satisfied, and one was not happy.

PATEN officers' handling of client complaints, ideas, and input contributes to customer satisfaction. The service's complaint system feature reveals that six respondents were satisfied or extremely satisfied with the method, while three were not. Six respondents are satisfied, five are extremely satisfied, and four are not happy. In gauging client happiness, the behavioural element of service providers is equally crucial. The results revealed that one respondent was dissatisfied, three were extremely satisfied, and eight were pretty happy with the appearance/tidiness of the services provided. According to the responses of four respondents, some respondents were disappointed with the services offered because the officers lacked friendliness and politeness.

The Implementation of the District Integrated Administrative Service (PATEN) policy in Pajarakan District, Probolinggo Regency, with the implementing HR indicator, demonstrates that the data collection results relating to the reliability factor indicate that the accuracy of officers in serving PATEN is a significant factor in community satisfaction. In addition, PATEN officers must provide suitable problem solutions to those in need to ensure community satisfaction. The capacity to communicate with clients is also related to the dependability of other officials. The results of the data analysis explain why communication is an

essential aspect of PATEN services in the Pajarakan subdistrict. Thus, the reliability of service employees is a crucial component in the Pajarakan District's Implementation of PATEN.

According to the research analysis results, the queue numbers implementation can give PATEN service participants in the Pajarakan District pleasure. In addition, the neatness of the officers' attire and the civility with which they provide services are highly valued by PATEN service recipients. The Pajarakan subdistrict has offered good service in the comfort of the service room, which is a crucial component. The results of research related to the government's commitment indicate that the government's commitment to the first PATEN service is related to Assurance, which demonstrates that the public is generally satisfied with the guarantees provided, namely in the form of officers' service-related knowledge, quick service, document security guarantees, and guarantees—the promptness of document distribution. PATEN services must adhere to established systems, methods, and procedures for service operations to be structured, well-coordinated, and responsive to the community's needs. Thus, it may be concluded that there is a need for PATEN-related assistance and counselling for officers and information easily understood by customers/communities.

Furthermore, based on the results of the data analysis, it is clear that the processes and methods for executing PATEN must adhere to the established regulations. The proposed rules are based on government regulations and must be implemented by the applicable procedures. The intervention of village, sub-district, and regional governments is vital to implementing PATEN systems and processes. Indicators that must be evaluated are familiarity with PATEN systems, methods, and procedures and whether or not they are appropriate and satisfy customers. The abilities, responsibilities, initiatives, and performance of service professionals, which directly affect the efficacy and efficiency of PATEN services, are a further significant indicator.

The primary factor enabling the Implementation of the policy is proper infrastructure and facilities, supported by the conduct of service workers. The study results indicate that the community is pleased with physical evidence such as comfortable service rooms, the courteous and neat appearance of officers, the cleanliness of attributes, and the existence of a queue numbering system that promotes order in the Implementation of the PATEN policy. Essential factors in implementing PATEN policies are the supporting factors associated with the responsiveness of officers who are indispensable to PATEN activities and the officers' skills. PATEN services must also be fair to all associated parties, especially clients or the public. Thus, it can be concluded that the response of officers in the

form of skills, service initiatives, and equitable services are crucial factors in the Pajarakan subdistrict's Implementation of PATEN. According to the field study, some respondents are satisfied with service requirements; thus, service officers must provide customers with easy-to-understand information and directions so that customers may quickly meet administrative needs.

The study's findings indicate that facilities and infrastructure are crucial to implementing PATEN, as they affect the comfort and happiness of clients and the efficacy and efficiency of officers/executors in providing services. If the facilities and infrastructure are suitable, the material and time costs associated with implementing PATEN can be reduced, allowing for its proper, effective, and efficient operation. The second factor is that service officers are less responsive to PATEN customers' complaints. A further factor is an inability of the implementing party to educate customers, as well as the inability of customers to comprehend the procedures for filing service complaints. Consequently, it can be stated that customer satisfaction is associated with complaint handling.

The analysis results suggest that most respondents are happy with the responsibilities and capabilities of PATEN implementers and officers in terms of service delivery. Therefore, it is necessary to evaluate the performance of PATEN implementers so that their service delivery performance can be optimized. In the Implementation of PATEN, the appearance/tidiness of the officers is crucial because it affects the comfort of the receiving customers. Additionally, the officers' courtesy and friendliness are essential to the provision of services. Therefore, service officers must obtain training in skills linked to providing services to the community, particularly neatness, charity, and courtesy. The next limiting element is whether the service time agrees with the established schedule/informed to the public, with which most respondents indicated they were pretty content. This suggests that PATEN service time requires adequate management and careful planning to provide effective and efficient community services. Based on the results of the previously described analysis, some factors inhibit PATEN, including the provision of inadequate facilities and infrastructure, the lack of responsiveness of officers when receiving complaints from customers, the condition of solutions that are still difficult for customers to implement, the provision of services that are less skilled and friendly, and the length of service time. Therefore,

5. CONCLUSIONS

Based on the results of the research and discussion in chapter IV, it is concluded that the Implementation of the policy of Integrated District Administration Services (PATEN) in Pajarakan District, Probolinggo Regency, with indicators implementers,

particularly in the reliability factor is an essential factor owned by HR implementing PATEN services to provide the best service possible to the community. Implementing HR must consider officer intelligence, providing appropriate problem solutions to the community, customer communication skills, and empathy factors. Facilities and infrastructure are variables that contribute to the effective Implementation of PATEN. Indicators of the facilities and infrastructure include the comfort of the service area, the tidiness of the officers' attire, the courtesy of the service personnel, and the use of queue numbers to keep order in the service area. The government's commitment to executing the PATEN policy relates to the Assurance (Guarantee) provided to the community, system, methods, and procedures that have been built so that service operations can be structured, well-coordinated, and responsive to the community. The intervention of village, sub-district, and regional governments are vital to implementing PATEN systems and procedures. Factors contributing to the successful Implementation of the District Integrated Administrative Service (PATEN) policy in Pajarakan District, Probolinggo Province. This contains adequate facilities and infrastructure backed by the conduct of service officers, a responsive attitude and skills among officers, and fair service and service initiatives. Therefore, the village administration must provide training programs for service officers to provide excellent service to the community. Implementation of the District Integrated Administrative Service (PATEN) policy in the Pajarakan District, Probolinggo Regency is hindered by the provision of inadequate facilities and infrastructure, the lack of responsiveness of officers in receiving customer complaints, the condition of solutions that are still difficult for customers to implement, and the provision of inadequate services. Skilled and pleasant, but the service time is still lengthy. Based on the findings of the analysis and discussion, as well as the conclusion of the research on the Implementation of Perbup No. 30 of 2015, we can make the following recommendations: To achieve optimal results from the Implementation of PATEN in the Pajarakan subdistrict, additional evaluation of the services provided is required, including not only the system, mechanism, and service procedures but also the supporting facilities and infrastructure and the performance of service personnel.

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