

Implementation Policy Service Administration Integrated Sub-district (PATEN) in Sape District, Sape Regency Bima

Farhan Adi Saputra¹

¹Universitas Muhammadiyah Makassar, Indonesia

Correspondent: adisaputraf8@gmail.com¹

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ABSTRACT: The implementation of public service reforms through the Integrated Administrative Services (PATEN) policy aims to simplify administrative processes and enhance service quality at the sub-district level. In Sape Sub-district, Bima Regency, the policy has been adopted to provide fast and integrated services. However, challenges such as poor communication, limited resources, and overlapping bureaucracy hinder its effectiveness. This study evaluates the PATEN policy's implementation in Sape Sub-district, focusing on communication, resources, personnel placement, and bureaucratic structure. The research uses a qualitative descriptive approach with data collected through interviews, observations, and documentation. The findings aim to identify challenges and provide recommendations to improve the efficiency and quality of public services at the sub-district level.

Keywords: Policy Public Service, PATEN, Local Governance, Administrative Reform, Communication Bureaucracy, Structure Organization, Sape District.



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INTRODUCTION

Based on initial observations made by the researcher at the Sape Subdistrict Office, Bima Regency, it is known that the implementation of the Integrated Subdistrict Administration Service (PATEN) is generally in accordance with the established Standard Operating Procedures (SOP). However, despite this, various challenges are still found that hinder the effectiveness of public service delivery ([Steen-Tveit et al., 2024](#)). One of the main issues is the weak managerial communication between the subdistrict government and the community. The policy socialization and information related to the services are often not communicated effectively, which results in a low level of public understanding of the programs being implemented. This impacts public participation, which in turn can hinder the success of the public service programs designed to improve the quality of life for the community ([Andreasson et al., 2024](#)).

In addition, constraints in resource aspects also pose significant obstacles. The Sape Subdistrict government still faces limitations regarding both the quantity and quality of available human resources, as well as a lack of financial support for the development of infrastructure and information technology ([Magnusson et al., 2024](#)). These limitations directly affect the subdistrict apparatus's ability to provide fast, accurate, and professional services. Employee attitude

problems also warrant attention, as there are still issues with commitment, lack of responsiveness to community needs, and insufficient openness in providing information. Such attitudes not only lower the quality of services but also reduce public trust in government institutions ([Taylor et al., 2024](#)).

On the other hand, the ineffective bureaucratic structure and confusion regarding service procedures often hinder the smooth implementation of policies ([Quintana et al., 2025](#)). The lack of coordination among work units and the suboptimal implementation of SOPs further complicate the service delivery problems at the subdistrict level. The service process, which should be completed quickly, sometimes becomes convoluted due to incorrect work channels or the absence of authorized officials. Therefore, it is important to conduct a more in-depth study on various aspects influencing the implementation of the PATEN policy, especially communication, resource management, employee disposition, and bureaucratic structure ([Bäßmann et al., 2024](#)).

No previous research has specifically evaluated the implementation of the PATEN policy at the subdistrict level in East NTB, particularly in Sape District, Bima Regency ([Radianti & Pilemalm, 2025](#)). This highlights a gap in the literature that needs to be addressed to enhance both academic and policy understanding of the effectiveness of PATEN in local contexts.

The aim of this research is to comprehensively evaluate the implementation of the Integrated Subdistrict Administration Service (PATEN) in Sape District, Bima Regency, focusing on four main aspects: communication, resources, employee disposition, and bureaucratic structure ([Bruns et al., 2025](#)). This study also aims to identify the challenges faced in implementing this policy and formulate strategic recommendations to improve the quality of public administration services at the subdistrict level.

METHOD

Study This use approach qualitative descriptive for describe in a way deep implementation policy Service Administration Integrated Sub-district (PATEN) in Sape District, Sape Regency Bima ([Sarasvati, 2025](#)). This method chosen Because capable to reveal phenomenon in a way holistic in context naturally without manipulation variables, as well as allow researcher understand the meaning behind actions of the implementers policy and society recipient service.

According to ([Merriam & Tisdell, 2015](#)) method qualitative often called method naturalistic Because carried out in natural conditions. ([Lofland et al., 2022](#)) emphasized that approach qualitative produce findings that are not can obtained through procedure statistics. Research this also applies approach naturalistic ([Sukmawati, 2023](#)) with characteristics implementation in the field in a way flexible, data collected from perspective subject, and without standard rigid in technique observation and analysis.

Through approach this, researcher play a role as instrument main in collect, clarify, and analyze data to to obtain comprehensive understanding about aspect policies, administration, and factor social and economic influences implementation of PATEN in the field ([Monday, 2020](#)) field.

Informant in study This consists of on two category, namely informant key and informant Supporter. Informant key includes the Sape Sub-district Head and Sub-district Secretary, while informant Supporter consists of from nine people in the community common that ever interact direct with service Service Administration Integrated Sub-district (PATEN) in Sape District ([Mashuri et al., 2022](#)), Sape Regency Bima. Election informant done in a way purposive with consider involvement direct they in the implementation process policies and experiences direct as recipient service. Approach This allow researcher obtain comprehensive and relevant data related effectiveness and challenges in implementation PATENT policy at the level subdistrict ([Sube et al., 2025](#)).

Study This held at the Sape District Office, Sape Regency Bima, the chosen one Because level implementation policy Service Administration Integrated Subdistrict (PATEN) in the area rated Still not yet optimal in fulfil satisfaction society ([Hemmatian et al., 2022](#)). Election location aiming For make it easier researcher in observe direct the phenomenon being studied in a way directed and contextual. Research implemented during One month filled with consideration that period time the adequate For obtain relevant and in-depth data ([Andika et al., 2025](#)). In accordance, the determination location and time in study qualitative aiming For ensure conformity data context with focus research([Aini et al., 2023](#)). With Thus, researchers can in a way selective gather relevant information and ignore irrelevant data. support focus studies about implementation PATENT policy in Sape District.

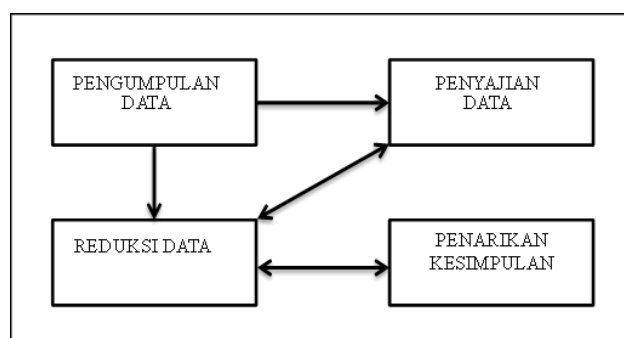


Figure 1. Data Analysis Techniques: Interactive Model

Source: Miles and Huberman (1984)

In research this, researcher use three technique main For collect data, namely observation, interviews, and documentation. Observation done in a way directly on site research, namely the Sape District Office, for observe behavior, actions, and dynamics Work apparatus related implementation policy Service Administration Integrated Subdistrict (PATEN) ([Inanda et al., 2022](#)). Interview done in a way deep with technique open (open-ended) and not structured to informant main such as the Sub-district Head, Sub-district Secretary, and public common that ever use service, use to obtain information factual and opinion they in a way directly. Documentation techniques used For complete the data through collection document written both written and non- written like relevant images, audio and video recordings with Topic research([Parameswaran et al., 2020](#)). Third technique This used in a way triangulative use strengthen validity and accuracy of research data.

Data sources in study This consists of on primary data and secondary data. Primary data is obtained through interview in-depth, observation, and documentation directly in the field, while secondary data collected from books, journals scientific, state documents, and sources other relevant written with Topic research ([Barnard et al., 2021](#)). Selection informant done in a way purposive, with consider involvement direct they in implementation policy Service Administration Integrated Sub-district (PATEN) in Sape District. Informant key in study This are the Sape Sub-district Head and the Sub-district Secretary (Sekcam), who are considered capable give information deep related implementation policies, communications, services, and dynamics administrative in the environment Work they. Election this data source done For ensure suitability, validity, and relevance direct between the data obtained and the focus study ([Cai et al., 2022](#)).

Data analysis techniques in study This refers to the interactive model of Miles and Huberman which includes four stages Main: data collection, data reduction, data presentation, and data extraction. conclusion. Analysis done in a way continuously since beginning until end study with objective compile and interpret data systematic([Joyce et al., 2025](#)). Data collection is carried out through observation, interviews, and documentation. The data collected Then reduced, namely selected and focused only on relevant information with Topic research. Next, the data is presented in form narrative, tables, and figures for make it easier understanding to the phenomenon being studied. The final stage is withdrawal conclusion, where the researcher do verification For to study validity results findings as answer on problem study.

RESULT AND DISCUSSION

Communication in Implementation Policy Service Administration Integrated Sub-districts in Sape District, Sape Regency Bima

Based on results interviews and observations conducted and observed by researchers that transmission communication to between policy implementers service administration integrated Subdistrict and community Not yet implemented with good([Asha & Makalela, 2020](#)), because seen from results interviews and observations on the implementation Policy Service Administration Integrated Sub-districts in Sape District, Sape Regency Bima, that the transmission process communication PATENT policy still not enough due to socialization that has not been implemented in a way intensive and not yet delivered in a way expand.

During the observation and interview process That ongoing, communication process direct only socialized to the environment of the Sape sub-district area with instrument in the form of an information platform or media that contains all type information related to the Implementation Program Policy Service Administration Integrated at level Sape District, Sape Regency Bima([Jatmikowati, 2021](#)). Besides that transmit communication through socialization programs this is also done with structure element government villages, namely with stage counseling or meeting with RT and RW heads in the area Sape district, Sape regency Bima. Transmission Communication this is the point is is a fundamental part of implementation of PATEN at the Sape District level.

That PATENT Alone own goals and responsibilities big answer For give convenience and service policy to public in matter management problem administration in Sape sub - district. As expressed by several Informant convey that : this PATENT of course Actually is very good policy, because That public or public local need given convenience to arrive in the service process No can confusing. Therefore That in this PATENT it is regulated about Standard Operational Procedures (SOP), such as fields What only what is needed set up in a way effective and efficient in propes management field licensing or non- licensing.

Implementation Process Policy Service Administration Integrated Sub-district (PATEN) in Sape sub -district based on results study past observation and interview from party informant, Service policy integrated succeed carried out and implemented with good. Because of the policy That Alone can enjoyed and felt direct its use by the public or public local ([Murphy & Moosa, 2021](#)). Access purposes service This PATENT policy Already clear For give standard excellent service to public in question about management documents and data, both data and documents in field licensing or non- licensing. The PATENT policy in Sape District, according to description results study Already it is said successful. Because with equality information received and data obtained researcher In the field, the PATEN policy is very fast and helpful society. With the existence of community PATENTS Already No confused with channel management difficult and complicated administration in Sape District, Sape Regency Bima ([Nuraeni et al., 2025](#)).

Based on results interviews and observations researcher see that size and purpose policy in implementation policy service administration integrated sub-district in Sape District, already implemented with well, that's it This seen from the service process which is not convoluted ([Kweku et al., 2020](#)).

Resources in Implementation policy Service Administration Integrated Sub-districts in Sape District, Sape Regency Bima

Human Resources

Based on results study past interviews and observations encountered by researchers find that resource policies and access service public in Implementation Policy Service Administration Integrated sub-districts in Sape sub-district have not yet implemented with good ([Hendren et al., 2023](#)), because based on results statement and statement they That Still found a number of things that become obstacles for officers services and policies : one of them is they not enough experience, knowledge and skills, in addition than That his attitude is lacking beautiful and friendly to public.

Based on results observation and interview with the Informants in a way overall about resource policy is access related services with experience, knowledge and skills in matter ability executor For to communicate policies and access servant at level public That still very far from hope public([Shafritz et al., 2022](#)). Including reason question about availability source Power budget, resources Power knowledge and resources Power experience in their respective fields. As well as the needs facilities and infrastructure Can found direct to : the ability of the implementers,

executors or stakeholders policy in to communicate policies and access service That show results not yet maximum.

Budget / Financial Resources

Based on results Interview and Observation researcher analyze and conclude that There is in field resource budget / financial can concluded No there is experience constraints. However party government Sape district, regency Bima not enough Can utilise source Power budget / financial owned provided by the government area regency Bima For fulfillment facilities in accordance with the provisions stated in Regulation of the Minister of Home Affairs Number 4 of 2010 concerning guidelines Guidelines Service Administration Integrated District. Like For repair platform room and one of the toilets was broken, procurement cooler room / air conditioning in the room service, quantity computer that has not been facilitated and also availability less chairs adequate.

Disposition in Implementation policy Service Administration Integrated Subdistrict in Sape District, Sape Regency Bima

Attitude

Based on results observations of those interviewed and those observed by the researcher, stated that ; attitude / response (disposition) of the implementers in implementation policy service administration integrated sub-district in Sape district, Sape regency Bima Not yet implemented with good, because many are indicated No democratic in service, and not open to public to service public. However based on results observation and those interviewed about disposition / tendency from attitudes and characters of the implementers in carry out policy service administration integrated sub-districts in the Sape sub-district area in the study this can also it is said Still good, because existence Power support full from all parties, namely Power support public. So that implementation policy walk in accordance plan society and government. Implementation policy administration in a way integrated can walk with Good if fully supported by all parties, including the implementation process policy public.

Characteristics

Based on results observations of those interviewed and those observed by the researcher, stated that attitude / response (disposition) of the implementers in implementation policy service administration integrated sub-district in Sape district, Sape regency Bima Not yet implemented with good, because many are indicated No democratic in service, and not open to public to service public. However based on results observation and those interviewed about disposition / tendency from attitudes and characters of the implementers in carry out policy service administration integrated sub-districts in the Sape sub-district area in the study this can also it is said Still good, because existence Power support full from all parties, namely Power support

public. So that implementation policy walk in accordance plan society and government. Implementation policy administration in a way integrated can walk with Good if fully supported by all parties, including the implementation process policy public.

When implementing services and policies public in Sape sub-district, a waiter public That required own two characteristics, namely moral character and character performance ; moral character is those who have attitude honesty, applicable fair to fellow, friendly friendly to society, clever communicate and be open to people who ask about all type the problem. While character performance is Work hard, tenacious, persistent, tough, tough easy surrender and be able accept changes in a environment.

Structure Bureaucracy in Implementation Policy Service Administration Integrated Sub-districts in Sape District, Sape Regency Bima

Structure Organization

Based on results observation, interviewed and observed by researchers see that character, ethics and characteristics structure organization bureaucracy, and agents executor in question Implementation Policy Service Administration Integrated in Sape district, Sape regency Bima Not yet implemented with effective, because Lots the implementing parties indicated double position in a way structural carried out by PATENT officers.

With that's it researcher can conclude that organization Implementation Policy Service Administration Integrated in Sape District, Sape Regency Bima No in accordance with structure organization good bureaucracy, or good governance, because they many duplicates position, minimum experience, and skills. As a diameter of policy and standards quality service general is structure organization bureaucrat or a government that has a lot of experience and knowledge, so when faced with with problem good governance.

Implementation Service Administration Integrated Subdistricts in Sape district, Sape regency Bima is effort implementation administrative reforms carried out by the Ministry of Home Affairs with publish Regulation of the Minister of Home Affairs Number 4 of 2010 concerning Guidelines Service Administration Integrated Sub-district and Decree of the Minister of Home Affairs Number 138-270 of 2010 concerning Technical Guidelines Instructions Service Administration Integrated Subdistrict. Administrative and service reform policy general formulated by the Ministry of Home Affairs in accordance with Constitution Number 23 of 2014 concerning government and public How overcome problems that occur in services and policies public.

Standard Operational Procedure (SOP)

Based on results observations and interviews conducted in Sape District, Sape Regency Bima, it is known that implementation policy Service Administration Integrated The sub-district (PATEN) has own Standard Operational Sufficient Procedure (SOP) complete, includes type

service, flow procedures, conditions administration, costs, time services, as well as means infrastructure used. This SOP become runway important in support mechanism effective and efficient service as well as make it easier public in access service public. Structure organization implementers in Sape District have also formed in a way systematically, with distribution clear duties and functions, as part from effort strengthen taking decisions and implementation policy public.

However Thus, findings in the field show existence weaknesses in aspects management complaint community. Facilities suggestion and complaint box available in the room service Sape District does not functioning optimally because lack of participation public in use it. On the other hand, society tend convey complaint via social media like Facebook, which actually make it difficult party subdistrict in do evaluation direct to satisfaction public. This is indicates existence gap in system bait come back as well as weak monitoring of implementation policy. As a result, leaders and implementers policy experience constraint in measure effectiveness service and level satisfaction public.

Situation This show that, although the SOP and structure bureaucracy has available formally, still required strengthening in matter implementation practice in the field, especially in the aspect participation society and system more complaints responsive. Monitoring and evaluation carried out by the Government Regency Bima become very important For ensure that implementation of the PATENT in accordance with with guidelines Minister of Home Affairs Regulation No. 4 of 2010, and capable give really great service in accordance with hopes and needs public.

CONCLUSION

Based on the study results regarding the implementation of the Integrated Subdistrict Administration Service (PATEN) policy in Sape District, Bima Regency, it can be concluded that the PATEN program has generally had a positive impact in improving the accessibility and convenience of administrative services for the community. The community no longer faces the difficulties of dealing with complex bureaucracy, as the service channels are now more structured and clear. However, despite these positive outcomes, the policy implementation still faces several challenges related to four main aspects, according to Edward III's theory: communication, resources, disposition, and bureaucratic structure.

From the communication aspect, there are still constraints in delivering information and socializing the policy to the community, particularly at the village level, which causes ambiguity and confusion. In the aspect of resource power, although the budget is adequate, the quality of services still requires improvement, especially regarding the attitude of officers, who are not yet fully communicative or friendly. In terms of disposition, the attitudes and behavior of policy executors do not yet fully reflect the principles of neutrality and consistency in providing services. However, public support remains a crucial factor for the success of the program. Regarding the bureaucratic structure, while the implementation of SOPs in Sape District is progressing, it still faces obstacles such as double duties and the non-functioning suggestion/complaint box, which reduces the effectiveness of the feedback system.

This study has several limitations. First, the research was conducted in a single district, Sape District, and therefore may not fully represent the implementation of PATEN in other regions of Bima Regency or in other districts in East NTB. Second, the study relied heavily on qualitative data from interviews and direct observations, which, while valuable, might be subject to personal biases or limitations in the sample size. Third, the research mainly focused on evaluating the current state of the policy implementation without assessing longitudinal changes or long-term impacts on the community's quality of life. Finally, the study did not include a detailed examination of the local government's internal challenges, such as political influences or administrative changes, which may affect the policy implementation.

Future research should address several aspects to deepen the understanding of the PATEN program's effectiveness. First, it would be beneficial to conduct comparative studies across different subdistricts or regions to assess whether the challenges identified in this study are consistent in other areas or if they are specific to Sape District. Second, a longitudinal study that tracks the long-term impacts of PATEN on service quality, community trust, and overall public satisfaction would provide more comprehensive insights. Third, future studies could explore the impact of technological advancements in improving communication and resource management within the PATEN framework. Additionally, research could investigate the role of political dynamics and administrative changes in shaping the implementation of the policy. Lastly, a quantitative approach could complement the qualitative data, enabling a more robust analysis of the correlation between resource allocation, staff performance, and service quality.

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