

EFFECTIVENESS OF THE JUMPA ARTIS PROGRAM IN IMPROVING PUBLIC SERVICE DELIVERY IN SEDATI DISTRICT, SIDOARJO REGENCY

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ARTICLE HISTORY

Received : 20-10-2025
Revised : 07-11-2025
Accepted : 30-12-2025

KEYWORDS

*Effectiveness,
Jumpa Artis,
Ball Pickup,
Public Service,
Population
Administration*

ABSTRACT

This study aims to analyze the effectiveness of the Jumpa Artis Program (Free Ball Pickup Service) in improving public service quality in Sedati District, Sidoarjo Regency. This program is an innovation in population administration services that provides direct services to villages to facilitate public access to documents such as e-KTP, Child Identity Cards, and Job Seeker Cards. The research uses a qualitative approach with a case study method, referring to Sutrisno's effectiveness theory which includes five indicators: program understanding, targeting accuracy, time accuracy, goal achievement, and real change. Data were collected through in-depth interviews with eight informants from district officials, Civil Registry Office, and community service recipients, as well as observations and documentation. The results show that this program is quite effective in increasing accessibility to population administration services, as evidenced by the increase in the number of service recipients from 100 people in 2021 to 160 people in 2024 with a satisfaction rate of 90 percent. The program successfully reached communities with limited access to district offices, reducing costs and time for document processing. However, there are still obstacles in implementation timeliness, inter-agency coordination, limited human resources and infrastructure, and suboptimal population data updates. This study recommends increasing HR capacity, adding infrastructure, developing digital information systems, and strengthening cross-sectoral coordination to improve program effectiveness sustainably.

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INTRODUCTIONS

Public service is an essential governmental activity aimed at fulfilling the needs of citizens in accordance with statutory regulations. In the context of Indonesia as a democratic nation, public service constitutes a fundamental right that must be guaranteed by the government. Law Number 25 of 2009 on Public Services stipulates that public service is an activity or series of activities to fulfill service needs in accordance with the law for all citizens and residents,

encompassing goods, services, and/or administrative services provided by public service agencies. Local governments, as part of public service providers, bear a significant responsibility to deliver services that are high-quality, effective, and responsive to community needs. Thus, the quality of public service becomes a crucial indicator of governmental performance. However, in practice, various issues still arise, such as complicated procedures, lengthy processing times, limited accessibility, and maladministration, all of which contribute to declining public satisfaction.

In the implementation of public services, particularly in population administration, fulfilling administrative requirements is essential as it forms the legal identity of every citizen. Population administration plays a pivotal role because most public services—including education, healthcare, social assistance, and legal services—require valid identity documents. Field conditions indicate that many citizens still encounter barriers related to population administration, such as invalid data, mismatched identity documents, or the absence of legal identity altogether. Rahmadanik (2021) highlights that population administration services in Sidoarjo Regency continue to face major challenges in terms of accessibility, particularly for residents living in remote areas or those with limited mobility. This suggests that administrative hurdles often become the primary factor that impedes access to cross-sector public services.

Challenges frequently emerge in the form of inaccurate personal data, limited access to service points, or low levels of public awareness. In fact, legal identity is a basic right for every citizen—from birth to death—and therefore every individual must possess valid population documents. Data from the Department of Population and Civil Registration (Disdukcapil) of Sidoarjo Regency show that as of 2020, approximately 48.3 percent of children in the regency did not yet possess a Child Identity Card (KIA) (Alim, 2022). This indicates the uneven fulfillment of identity rights, particularly among vulnerable groups. Ideally, every citizen should receive a birth certificate immediately after birth, serving as the legal basis for subsequent administrative services such as the Family Card, KIA, and National Identity Card (KTP). Failure to secure legal identity from an early age can have wide-ranging implications, including limited access to education, healthcare, and other public services.

To address these challenges, local governments must introduce public service innovations. Public service innovation refers to creative and adaptive breakthroughs aimed at improving service effectiveness, efficiency, and accessibility. One common innovation implemented at the local level is the mobile service approach (*jemput bola*), in which service officers proactively meet citizens in their communities. Arma et al. (2021) found that the mobile service initiative implemented by the Civil Registration Office in Sinjai Regency significantly increased the coverage of electronic ID card (e-KTP) registration. This finding reinforces the effectiveness of adaptive and mobile service approaches in overcoming geographical and administrative barriers.

In Sidoarjo Regency, Sedati District developed a similar initiative known as the *Jumpa Artis Program* (*Jemput Bola Pelayanan Gratis*). The program aims to facilitate public access to population administration services, such as Child Identity Card (KIA) issuance, Job Seeker Card (AK-1) issuance, and e-KTP recording, without requiring residents to visit the district office. Its implementation involves scheduled visits to villages every two weeks. Irianto et al. (2022) explain that the *Jumpa Artis Program* is designed to provide fast, accessible, and well-targeted population administration services, serving as part of broader efforts to realize dynamic governance in public service delivery (Alim, 2022).

Several other studies have also documented the effectiveness of mobile service programs across different regions. Kasih and Harsanti (2022) found that the mobile service for e-KTP issuance in Buton Tengah Regency successfully expanded service coverage for residents facing mobility or accessibility barriers. Hidayat et al. (2024) further reported that mobile service initiatives in Balangan Regency substantially reduced both processing time and service costs. However, not all programs operate without constraints. Adawia et al. (2022) observed several challenges in the implementation of mobile services in Muna Regency, including weak interinstitutional coordination and shortages of human resources and infrastructure.

In Sidoarjo Regency, previous research by Marfiati and Reviandani (2023) showed that the public responded positively to the quality of integrated mobile service programs. Nazihah and Wahyudi (2023) also emphasized the strategic role of integrated mobile services in improving the quality of population administration services in the region. Nevertheless, no study has specifically analyzed the effectiveness of the *Jumpa Artis* Program in Sedati District using a comprehensive theoretical framework of effectiveness.

Therefore, evaluating the effectiveness of the *Jumpa Artis* Program is essential to understand the extent to which the program has enhanced public service quality. This study employs Sutrisno's (2007) theory of effectiveness, which comprises five key indicators: program understanding, target accuracy, timeliness, goal attainment, and tangible changes. Using this framework, the study aims to provide a comprehensive analytical assessment of the program's effectiveness and generate strategic recommendations for improving public service delivery in Sedati District in particular, and for other local governments more broadly.

Public service is an activity carried out by the government to meet the needs of society in accordance with



Figure 1. Socialization of the *Jumpa Artis* Program

Source: sedati.sidoarjokab.go.id, 2023

METHOD

This study employed a qualitative approach with a case study method. The qualitative approach was chosen because it allows for an in-depth and holistic exploration of phenomena within real-life contexts, particularly when the researcher seeks to understand processes, dynamics, and meanings underlying the implementation of a public service program (Creswell, 2007). The case study method was used because the research focused on an in-depth analysis of the effectiveness of the *Jumpa Artis* Program in Sedati District, thereby requiring comprehensive contextual understanding. The research was conducted in Sedati District, Sidoarjo Regency, which was selected purposively. The selection was based on the consideration that Sedati District has implemented the *Jumpa Artis* Program since 2021 as an innovative mobile-based population administration service.

The focus of the study is the effectiveness of the *Jumpa Artis* Program based on Sutrisno's (2007) five indicators of effectiveness: (1) program understanding, (2) accuracy of targeting, (3) timeliness, (4) goal attainment, and (5) tangible changes. These five indicators serve as the analytical framework for assessing the extent to which the program has successfully achieved optimal administrative service delivery.

Data were collected using three primary techniques: in-depth interviews, non-participant observations, and documentation. In-depth interviews were conducted to obtain informants' views, experiences, and perceptions regarding the implementation of the program. Non-participant observations were conducted at mobile service locations to directly observe the service process, while documentation was used to gather supporting evidence, such as activity photos, district archives, and statistical service data.

Informants were selected using purposive sampling based on specific criteria, namely adequate knowledge of the program, direct involvement as implementers or recipients, and willingness to provide information openly. The study involved eight informants, consisting of three key informants the Head of General Affairs, Staffing and Services of Sedati District as the program supervisor; the Head of Social Welfare Section as the program coordinator; and the Acting Head of Governance as part of the implementation team along with five supporting informants, comprising two technical officers from the Department of Population and Civil Registration (Disdukcapil) of Sidoarjo Regency and three service recipients representing the categories of elderly citizen, housewife, and worker. The number of informants was determined based on the principle of adequacy and data saturation, whereby data collection ceased once no new information emerged.

Data analysis followed the interactive model of Miles, Huberman, and Saldana (2014), consisting of data collection, data condensation, data display, and conclusion drawing. Data validity was ensured through source, time, and technique triangulation to maintain the credibility of research findings. Source triangulation was conducted by comparing information across informants; time triangulation by conducting interviews at different times; and technique triangulation by verifying interview results through observations and documentation. These procedures were carried out to ensure that the findings are reliable, comprehensive, and scientifically accountable.

RESULT AND DISCUSSION

Through the Jumpa Artis Program (Free Mobile Public Service Delivery), Sedati District in collaboration with the Population and Civil Registration Office of Sidoarjo Regency aims to simplify public access to population administration services and accelerate the processing of various administrative documents. With this mobile service initiative, residents no longer need to visit the district office or the civil registry office in person. Instead, they can process their population documents directly at their respective village offices, as service officers visit the villages on a scheduled basis every two weeks. To analyze the effectiveness of services provided through the Jumpa Artis Program, this study employs the effectiveness theory proposed by Sutrisno (2007), which states that program effectiveness can be measured through five key indicators: program understanding, target accuracy, timeliness, goal achievement, and tangible change. These five indicators form the analytical framework for assessing the extent to which the Jumpa Artis Program enhances the quality of population administration services and meets community needs optimally.

Program Understanding

Interview findings indicate that the Jumpa Artis Program is generally understood by the community as an innovative public service designed to facilitate the processing of population administration documents. Many residents perceive the presence of officers directly in the villages as a practical solution to accessibility barriers they had previously experienced. However, the level of public understanding varies across villages. Several villages exhibit lower awareness due to insufficient socialization and inconsistent information dissemination. This condition results in some residents arriving without complete requirements or lacking knowledge about the available services on the day of implementation.

Field officers emphasized that improving community education is essential to ensuring smooth program implementation. Information regarding document requirements, service procedures, and schedules needs to be delivered more consistently through village authorities, the district's social media, and other public communication channels. The uneven distribution of information contributes to varied levels of understanding, although overall public awareness can still be categorized as good.

However, the level of public understanding still varies across villages. Program socialization needs to be improved, particularly regarding the types of services offered, required documents, and implementation schedules.

Field officers from the Civil Registry Office also highlighted the importance of educating residents so they can prepare the necessary documents before the program takes place. Field findings show that uneven socialization efforts have contributed to some residents arriving without complete requirements.

Overall, the study indicates that the level of understanding among residents and village apparatus regarding the Jumpa Artis Program falls into the “good” category, although it is not yet evenly distributed across all areas. Most residents already understand that the program aims to simplify access to administrative services such as e-KTP registration, issuance of Child Identity Cards (KIA), Family Cards (KK), and work registration documents (AK-1) without having to visit the sub-district office. However, limited socialization and insufficiently clear information still cause some residents to come unprepared. This condition suggests that although public understanding has generally formed well, equal distribution of information still needs to be strengthened to optimize service quality.

In terms of program effectiveness, a clear understanding of the program serves as the foundation for successful policy implementation. In this context, the Jumpa Artis Program has achieved short-term goals in expanding service access, but improvements in socialization, data validation, and inter-agency coordination are still needed to reach optimal effectiveness. These findings further indicate that the success of mobile administrative services is influenced significantly by the intensity of communication, clarity of information, and consistency of the socialization methods used in reaching the community.

The study also reveals that most residents and village officials clearly understand the program’s objective: to provide easier access to population administration services, including e-KTP registration, Child Identity Cards (KIA), Family Cards (KK), and Job Seeker Cards (AK-1), without requiring residents to visit the district office. Nevertheless, challenges such as incomplete socialization, suboptimal coordination, and varied preparedness among citizens indicate that program understanding needs to be strengthened to improve service effectiveness.

According to Sutrisno (2007), understanding a program serves as the foundational element of effective implementation. Within the context of the Jumpa Artis Program, this indicator demonstrates positive results, as the community increasingly benefits from direct access to services. However, optimal effectiveness can only be achieved if socialization is intensified, data validation is improved, and inter-agency coordination is strengthened. Thus, program understanding is considered effective but still requires significant refinement to ensure equitable access for all residents.

Target Accuracy

The Jumpa Artis Program is fundamentally designed to reach community groups facing limited access to the district office, such as elderly individuals, persons with disabilities, pregnant women, workers with long working hours, and residents living in remote or border areas. Interviews with officers and community members confirm that the program has successfully reached most of these priority groups, showing that the mobile service approach aligns with the principle of equity in public service delivery—prioritizing those most in need.

The Jumpa Artis Program is designed to reach community groups that experience difficulties accessing the sub-district office, such as the elderly, persons with disabilities, pregnant women, workers with long working hours, and residents living in remote areas. Interviews with the Head of Social Welfare at Sedati Subdistrict indicate that the program has successfully reached its intended target groups. This achievement is reflected in the increasing number of services provided to vulnerable groups each year, demonstrating that the mobile service mechanism is capable of expanding the inclusiveness of population administration services.

However, challenges remain in target mapping and information dissemination. Several individuals who should have been prioritized were not served due to quota limitations or inaccurate data. The Acting Head of Government Affairs at Sedati Subdistrict explained that population data in several villages had not been fully updated, making it difficult for officers to accurately identify priority groups. Similar findings were reported in a study in Bogor Regency, which showed that data limitations are a major obstacle to reaching all intended beneficiaries in mobile civil registration services.

In terms of target accuracy, the Jumpa Artis Program has generally succeeded in reaching community groups with limited access, including the elderly, persons with disabilities, pregnant women, workers with demanding schedules, and residents living in border areas of the subdistrict. This indicates that the program aligns with the principle of equity in public service delivery as mandated by national regulations. Nonetheless, several obstacles persist, such as outdated village-level data, limited cross-sector coordination, and cases where priority residents were unable to attend service schedules due to delayed information. These conditions suggest that although the program's targeting can be considered fairly effective, improvements in data accuracy and strengthened coordination remain essential.

Target accuracy is a crucial indicator of program effectiveness. In this context, the Jumpa Artis Program has shown positive achievements in reaching vulnerable groups but still requires further enhancement in data updating, outreach expansion, and the development of priority scales based on actual community conditions. These findings are consistent with previous research showing that mobile population administration services require an integrated data system to ensure optimal targeting.

Despite its successes, the study identifies several issues related to optimal target accuracy. Obstacles arise due to outdated village population data, which prevents some urgent-need residents from being identified in the service database. Moreover, uneven information dissemination causes some priority residents to miss the scheduled services. Limited service quotas during each visit further exacerbate the problem, resulting in some vulnerable residents remaining unserved despite being part of the priority group.

These findings indicate that while target accuracy is generally effective, it still requires improvements in data mapping, inter-agency coordination, and communication mechanisms. Accurate data validation is essential to ensure that services reach the intended beneficiaries. Strengthened collaboration between district authorities, village governments, and the civil registry office is needed to ensure no priority group is overlooked.

Sutrisno (2007) highlights that target accuracy is a critical indicator of program effectiveness, as it reflects how well a program reaches its intended population. In the context of the Jumpa Artis Program, the indicator has shown promising results but requires ongoing enhancements in socialization, population data updates, and prioritization based on real conditions in the field.

Timeliness

Timeliness remains one of the major challenges in implementing the Jumpa Artis Program. Although the service schedule is prepared in advance, delays frequently occur due to technical, administrative, and field-related obstacles. Interview data reveal that several residents experienced sudden schedule changes or delays in officer arrival, which ultimately affected service effectiveness. These delays are typically caused by lengthy administrative preparations, insufficient coordination between district staff and village authorities, limited human resources, and external factors such as weather or geographical barriers. Timeliness remains one of the main challenges in the implementation of the Jumpa Artis Program. Although service schedules are set every two weeks, the execution often experiences delays due to technical problems, coordination issues, and field conditions. One of the interviewed residents stated that service schedules had been changed several times without prior notice, causing difficulties for those who had already prepared their documents. Officers from the Civil Registration Office explained that such schedule changes are sometimes unavoidable due to factors beyond the control of field personnel.

Several obstacles contribute to these delays, including lengthy administrative preparation processes, suboptimal coordination with village governments, limited staff resources, and field-related factors such as weather and geographical conditions. The Head of General Affairs, Staffing, and Services added that internet disruptions and malfunctioning e-KTP recording equipment are among the main causes of postponements. Similar findings were reported in studies indicating that technological infrastructure limitations significantly hinder the punctual implementation of mobile administrative services.

Timeliness is the indicator with the lowest level of effectiveness in the Jumpa Artis Program. Schedule changes—caused by network disruptions, equipment failures, limited personnel, or other external factors—have reduced public satisfaction, as expressed by several informants who felt disadvantaged by sudden adjustments. Nevertheless, subdistrict officers have attempted to mitigate these issues by rescheduling services, extending service hours, and prioritizing vulnerable groups to ensure that service delivery continues. Overall, timeliness can be categorized as moderately effective, yet improvements in logistical readiness and time management are still needed.

Timeliness is a crucial indicator of program effectiveness because it is directly related to user satisfaction. Delays can lower public satisfaction even if the program's overall objectives are eventually achieved. Therefore, enhancing the effectiveness of the Jumpa Artis Program requires stronger inter-agency coordination, improved technological infrastructure, and better time management. This aligns with previous studies showing that effective time management is essential for improving the quality of public service delivery, especially within mobile administrative innovations.

Technical problems—such as internet connectivity issues and malfunctioning e-KTP recording devices—are the most frequent causes of service delays. Additionally, high service demand often exceeds the capacity of available field officers, leading to long queues and extended service times. Such challenges lower community satisfaction, particularly among residents who travel long distances or wait for several hours.

Despite these obstacles, officers have implemented various adaptation strategies to minimize delays. These include rescheduling services, extending service hours in high-demand villages, and prioritizing vulnerable groups such as the elderly, pregnant women, and persons with disabilities. These efforts demonstrate the officers' commitment to maintaining service quality despite operational constraints. Referring to Sutrisno (2007), timeliness is a key component of program effectiveness because it directly influences public satisfaction and trust. While the Jumpa Artis Program's timeliness can be categorized as moderately effective, it has not yet reached optimal performance. Enhanced time management, improved infrastructure readiness, increased staffing, and stronger coordination between institutions are needed to improve this indicator.

Goal Achievement

Goal achievement is a crucial indicator in assessing the effectiveness of the Jumpa Artis Program. The program aims to provide easier access to population administration services without requiring residents to visit the district office. Findings demonstrate strong progress in this indicator.

Table 1. Annual Number of Service Recipients and Satisfaction Levels

YEAR	SERVICE RECIPIENTS	SATISFACTION LEVELS
2021	100	85 %
2022	115	85 %
2023	130	88 %
2024	160	90 %
2025	100	87 %

Source: Sedati District, 2025

Service data show consistent annual increases in the number of beneficiaries up until 2024. In 2021, there were 100 beneficiaries with an 85 percent satisfaction rate; in 2022, beneficiaries increased to 115 with the same satisfaction rate. In 2023, 130 beneficiaries were served with 88 percent satisfaction, and the peak occurred in 2024 with 160 beneficiaries and a 90 percent satisfaction rate. Although 2025 experienced a decline to 100 beneficiaries with 87 percent satisfaction, the overall trend indicates substantial benefits to the community.

The primary objective of the Jumpa Artis Program is to provide accessible and direct population administration services to the community. Available data indicate a significant increase in both the number of service recipients and

overall public satisfaction. This improvement demonstrates that the program consistently delivers positive impacts for residents. Community informants expressed high levels of satisfaction with the convenience offered by the program. A housewife noted that the mobile service greatly helps reduce travel time and transportation costs, while an elderly respondent stated that the program allows them to obtain services without traveling to the subdistrict office, which is located relatively far from their residence.

From the perspective of the Civil Registration Office, the Jumpa Artis Program has contributed to expanding the coverage of essential civil registration documents in Sidoarjo Regency. However, officials also emphasized the need for continuous improvement, particularly regarding staff readiness, supporting facilities, and monitoring mechanisms in the field.

In terms of goal achievement, the program has demonstrated highly positive outcomes. Data show an increase in service recipients from 100 in 2021 to 160 in 2024, with public satisfaction reaching 90 percent. These results confirm that the program has succeeded in fulfilling its primary objective of enhancing community access to population administration services. Furthermore, the presence of mobile services has helped reduce queues at the subdistrict office, save time and transportation costs for residents, and raise awareness regarding the importance of possessing valid civil registration documents. These findings indicate that the goal achievement indicator has operated very effectively, consistent with studies reporting that integrated mobile service programs in Sidoarjo have met community expectations.

Based on Sutrisno's (2007) theory of effectiveness, goal attainment can be assessed through improvements in service accessibility and community satisfaction—both of which show positive results in the Jumpa Artis Program. However, Sutrisno also highlights that sustained program success requires strengthened monitoring and evaluation, accurate data management, and effective cross-sector coordination. Similar conclusions were drawn in studies on the effectiveness of public service innovations in Sidoarjo, which emphasized the importance of structured monitoring and evaluation systems to ensure the sustainable achievement of service objectives.

The rising service numbers signify that the program has successfully achieved its primary objective: expanding access to population administration services. Community members noted that the program made services more accessible, convenient, and cost-effective. From the perspective of the civil registry office, the program effectively reduced queues at the district office, accelerated data updates, and improved administrative efficiency. Additionally, the program increased public awareness of the importance of population documents such as e-KTP, KIA, KK, and AK-1. Many individuals who had previously postponed document updates were finally able to complete them through village-based services. The program has also reduced disparities in access among remote villages. Aligned with Sutrisno's (2007) theory, the program's achievement of goals is considered highly effective, as evidenced by increased service coverage, improved satisfaction levels, and realization of short-term and medium-term program objectives. Nevertheless, the program requires continuous improvements, particularly in monitoring and evaluation, data accuracy, and cross-institutional coordination to ensure sustainability.

Tangible Change

The Jumpa Artis Program has produced significant tangible changes in public service delivery, particularly in population administration. Service data demonstrate a remarkable increase in output following program implementation.

Table 2. Data Before and After the Jumpa Artis Program in Sedati District

YEAR	BEFORE	AFTER
2021	56	100
2022	72	115
2023	80	130
2024	84	160

Source: Sedati District, 2025

Before the program, service achievements were relatively low, with 56 services in 2021, 72 in 2022, 80 in 2023, and 84 in 2024. After program implementation, service outputs increased dramatically to 100 in 2021, 115 in 2022, 130 in 2023, and a peak of 160 in 2024. The near twofold increase in 2024 illustrates the program's substantial impact in expanding service reach.

The Jumpa Artis Program has generated significant and tangible improvements in the delivery of population administration services. This transformation is evident not only in statistical figures but also in the concrete impacts experienced by the community in daily life. Data show a substantial increase in service achievements following the implementation of the program.

The near twofold increase in 2024 (from 84 to 160 services) demonstrates the program's strong impact in expanding service accessibility. The consistent upward trend from year to year indicates that the program provides not only short-term benefits but also long-term solutions to accessibility challenges in population administration services. Community members reported concrete improvements, including increased ownership of civil registration documents, easier access to services without transportation costs, reduced processing time, decreased queues at the subdistrict office, greater public awareness of the importance of civil registration documents, and faster updates to population data. The program also succeeded in increasing community participation in orderly population administration, which had previously been hindered by geographical and economic barriers. These behavioral changes—particularly the growing proactiveness in managing administrative documents—serve as important indicators of the program's success in fostering a culture of administrative awareness.

Real changes emerged as the strongest indicator in this study. The Jumpa Artis Program proved to have generated concrete impacts, reflected in the significant increase in service achievements, such as the rise from 56 services before implementation to 160 services in 2024. The program's multiplier effect is also evident in the increased access to other public services that require civil registration documents, such as healthcare, education, and social assistance programs. The increase in document ownership is further demonstrated by the issuance of 258,788 Child Identity Cards (51.7 percent coverage) in Sidoarjo Regency and 2,930 applicants for the AK-1 certificate as of early 2025. These figures show the program's substantial contribution to supporting government efforts to achieve national targets for civil registration coverage.

Additionally, the community experienced greater efficiency in both time and cost because they no longer needed to travel to the subdistrict office. Population data updating processes also became faster, as services were delivered directly at the village level. The program helped reduce service disparities between urban and rural areas, thereby improving equity in public service delivery. Sedati Subdistrict even received an award from the regional government for achieving a "good" category in the Community Satisfaction Index, further reinforcing that the program has had a positive impact on public service quality.

Overall, based on the five indicators of effectiveness proposed by Sutrisno (2007), the Jumpa Artis Program can be categorized as moderately to highly effective in improving the quality of population administration services. Although certain technical and coordination challenges remain, the program has delivered significant real changes for the community and shows strong potential for continued development. Real changes, as noted by Sutrisno, are key indicators of program effectiveness because they reflect the actual benefits experienced by the public. The findings confirm that the Jumpa Artis Program has produced substantial improvements, although further enhancements in coordination, infrastructure, and data management are needed to optimize its long-term implementation.

Residents also reported experiencing real improvements, including easier access to services without transportation costs, reduced waiting times, fewer queues at the district office, and more efficient document processing. The program particularly benefited vulnerable groups such as the elderly, pregnant women, individuals with disabilities, and workers with limited free time.

Other tangible impacts include increased ownership of population administration documents. Civil registry data indicate that the number of children owning KIA reached 258,788 (51.7 percent), while AK-1 applicants reached 2,930 individuals by early 2025. The program also accelerated population data updates, as officers conducted direct verification in villages, resulting in more accurate and up-to-date records. Furthermore, Sedati District received recognition from the regional government through a “good” rating in the Public Satisfaction Index, affirming the positive contribution of the Jumpa Artis Program to public service improvement.

Overall, tangible change is the strongest indicator in this study. The Jumpa Artis Program successfully delivered substantial improvements in access, service efficiency, administrative orderliness, and community awareness of population documentation. According to Sutrisno (2007), tangible change reflects the core evidence of a program’s effectiveness, demonstrating direct benefits to the community. Despite these achievements, the program still requires further enhancement in coordination, infrastructure, and data management systems to maintain and strengthen its long-term impact. With its proven effectiveness, the Jumpa Artis Program holds strong potential to continue as an innovative and sustainable model for public service delivery.

CONCLUSION

Based on the analysis using the five indicators of effectiveness proposed by Sutrisno (2007), the Jumpa Artis Program in Sedati District can be considered moderately effective in improving the quality of public services. In terms of program understanding, the community views this program as an innovation that simplifies the processing of population administration documents. However, wider socialization is still required to ensure more even public understanding of service procedures and requirements across all villages. Regarding target accuracy, the program has successfully reached groups with limited access to the district office, although improvements in population data updates and inter-agency coordination are still needed to ensure more precise targeting.

In terms of timeliness, delays in service implementation are still encountered due to technical issues and field coordination challenges; thus, improvements in time management and infrastructure readiness are required. The goal achievement indicator demonstrates significant progress, as shown by the increase in service recipients from 100 people in 2021 to 160 people in 2024, accompanied by a community satisfaction rate reaching 90%. Nevertheless, a more systematic monitoring and evaluation mechanism remains necessary to ensure that program achievements continue to be measurable.

The tangible change indicator also reflects positive impacts, including nearly doubling service coverage, reducing queues at the district office, increasing ownership of population documents, and improving time and cost efficiency for the community. Overall, the Jumpa Artis Program has made a real contribution to improving the quality of public services through a proactive outreach approach that brings services closer to the community and reduces access barriers. To achieve optimal effectiveness, improvements in socialization intensity, population data accuracy, inter-agency coordination, additional human resources and support facilities, as well as strengthened digital information systems are needed.

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