

Implications of The Integrated Administration Service (PATEN) Policy on Accountability and Public Satisfaction

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Abstract

The implementation of the Integrated District Administrative Services (PATEN) represents a paradigmatic transformation in the provision of public services, emphasizing the integration of bureaucratic accountability and public satisfaction. This study aims to analyze the policy implications of PATEN on strengthening accountability mechanisms in public services and to examine its impact on the level of public satisfaction as service users. The research methodology employs a qualitative approach with a literature review technique, focusing on the analysis of academic literature and relevant policy documents published between 2021 and 2025. The analysis results show that the implementation of PATEN significantly contributes to strengthening accountability by increasing procedural transparency, standardizing services, and developing an integrated monitoring system. The positive impact on public satisfaction is reflected in increased service accessibility, staff responsiveness, and the simplification of previously complex bureaucratic processes. Furthermore, the determinant factors for the successful implementation of PATEN include the capacity and competence of human resources, the availability of technological infrastructure, leadership commitment, and the ability to adapt to local conditions and characteristics. Nevertheless, this study also identifies a number of challenges, including limited resources, resistance to change, and the digital divide between regions. Overall, the research concludes that PATEN has strategic potential as an instrument for bureaucratic reform capable of realizing good governance through public services that are of higher quality, accountable, and responsive to community needs.

Keywords: Integrated Administrative Services, Public Accountability, Citizen Satisfaction

1. Introduction

The transformation of public services in Indonesia has undergone significant developments in the era of bureaucratic reform, where the service paradigm has shifted from a centralistic approach to a more responsive model oriented towards public satisfaction. In this context, the Integrated Subdistrict Administration Service (Paten) has emerged as a policy innovation that marks the government's systematic efforts to improve the quality of public services at the grassroots level. The Paten policy represents a new paradigm in public administration that integrates various types of services in one place, from the application process to the issuance of final documents, thereby creating sustainable operational efficiency. (Ramdani et al., 2025).



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The implementation of Paten has complex strategic dimensions in realizing good governance, especially in relation to increasing the accountability and responsiveness of government officials to the needs of the community. Research conducted by (Nasution, 2024) indicates that the Paten program plays a fundamental role in strengthening public accountability mechanisms through service process transparency and bureaucratic procedure simplification. The existence of this integrated system shortens the service flow and creates a stricter control mechanism over the performance of the apparatus, thereby encouraging an overall improvement in service quality. This transformation aligns with the concept of New Public Management, which emphasizes efficiency, effectiveness, and a results-oriented approach in delivering public services. (Yudistira, 2024). From the perspective of public satisfaction, the implementation of Paten has had a significant positive impact on public perceptions of the quality of government services. Studies conducted (Rifai & Anadza, 2025) Through the measurement of successful governance transformation, it has been proven that the integration of administrative services in one location creates substantial ease of access for the community while reducing transaction costs and service waiting times. This phenomenon shows a positive correlation between structural service reforms and increased levels of satisfaction among the public's service users. The implementation of Paten also reflects the government's concrete efforts to bring services closer to the community, especially in areas that previously had limited access to administrative services. (Kabupaten et al., 2025).

The evolution of the contemporary public administration paradigm shows a fundamental shift from a procedural orientation to an approach that prioritizes results and impacts on public welfare. This transformation actualizes the concept of responsive governance, which places the community as the main stakeholder in the public service ecosystem. The implementation of PATEN represents a concrete manifestation of this new paradigm, where service integration creates administrative efficiency and facilitates the creation of a more harmonious relationship between the state and its citizens. This integrative approach enables the government to respond to the dynamics of community needs more quickly and accurately, while reducing bureaucratic fragmentation, which has been an obstacle to the delivery of public services.

However, the implementation of the Paten policy faces various complex challenges related to institutional capacity, human resource readiness, and community adaptation to the new system. Research (Devie, 2021) identifies that the effectiveness of Paten is highly dependent on the quality of information technology infrastructure, the competence of officials in operating integrated systems, and the level of digital literacy of service users. These factors are crucial determinants of the success of public service transformation through an integrated approach. In addition, coordination between agencies and regulatory synchronization are important prerequisites to ensure that Paten implementation runs optimally and has a maximum impact on improving service quality. The dimension of accountability in the context of Paten has strategic significance that is closely related to strengthening the transparency and responsibility of the apparatus in carrying out public service functions. A study conducted by (Arroiffah et al., 2023) shows that an integrated service system creates a digital footprint that enables real-time monitoring and evaluation of performance, thereby increasing horizontal and vertical accountability in government administration. This mechanism facilitates the creation of an effective system of checks and balances, whereby the public can monitor service quality and provide constructive feedback for continuous improvement. The implementation of Paten also encourages the creation of a work culture that is focused on results and customer satisfaction, which is the essence of modern bureaucratic reform.

The complexity of PATEN implementation in the context of Indonesia's decentralized government raises various strategic implications that require in-depth study. The heterogeneity of regional characteristics, whether geographical, demographic, or institutional capacity, creates variability in the effectiveness of PATEN implementation across regions. This phenomenon indicates the importance of a contextual approach that considers local specificities in designing policy implementation strategies. In addition, local political dynamics and the commitment of regional leaders

are crucial variables that determine the success of service transformation through PATEN. The complex interaction between these factors creates diverse implementation patterns, requiring a comprehensive analytical framework to understand the causal mechanisms that link policy to the resulting outcomes.

Research on the implementation of the Integrated Subdistrict Administrative Services (Pelayanan Administrasi Terpadu Kecamatan, PATEN) in Indonesia over the past decade has predominantly centered on administrative effectiveness, service efficiency, and the availability of supporting infrastructure. While these studies have contributed valuable insights into operational challenges, they remain largely descriptive and have yet to thoroughly examine the causal mechanisms that link PATEN implementation to key governance outcomes such as accountability and citizen satisfaction. Notably, there is a scarcity of empirical research that simultaneously investigates how integrated service systems influence bureaucratic accountability through mechanisms of transparency, monitoring, and responsibility as well as the satisfaction levels of service users. Moreover, the existing literature has not comprehensively explored the internal (e.g., bureaucratic capacity, organizational commitment) and external (e.g., citizen characteristics, technological readiness) determinants that shape PATEN's effectiveness in achieving its intended objectives. This disconnect between policy expectations which position PATEN as a tool to advance good governance through transparency, accountability, and citizen-oriented services and the practical realities encountered in local government underscores the need for deeper analytical inquiry.

This study seeks to bridge this gap by developing an analytical framework that links PATEN implementation to improvements in accountability and public satisfaction, while also identifying the critical success factors that condition these outcomes. By integrating theoretical perspectives from public accountability and service quality, this research aims to produce a more holistic model for evaluating local government innovation in Indonesia. The contribution of this study is twofold: theoretically, it enriches the literature on public administration in developing countries by providing a causal explanation of how integrated administrative reforms impact governance outcomes; and practically, it offers evidence-based recommendations to strengthen PATEN as a sustainable instrument of bureaucratic reform at the subnational level.

From a theoretical standpoint, the implementation of PATEN can be viewed as a manifestation of the evolution in public administration paradigms from traditional models to more responsive and accountable digital governance. This transformation aligns with the concept of collaborative governance, which emphasizes the importance of active community participation in service delivery. PATEN functions as a platform facilitating dynamic interactions between government and citizens, thereby generating constructive synergy for continuous service improvement. This approach also reflects the principles of New Public Service, which foregrounds public interest and community empowerment as central elements in governance. The technological dimension of PATEN's implementation necessitates transformation not only in the organizational structure but also in the culture and competencies of implementing personnel. The adoption of information technology requires the development of adequate digital literacy among staff while maintaining a human touch in citizen interactions. The paradox between process automation and service personalization presents a unique challenge, demanding a balanced strategic approach. Technology integration further introduces new vulnerabilities, particularly concerning data security and privacy, thus requiring a robust governance framework. In the long term, the digitization of services risks exacerbating the digital divide, potentially widening disparities in service access between technologically adept and less tech-savvy communities.

Given the complexity of issues surrounding PATEN implementation, this study formulates several fundamental research questions that must be addressed comprehensively. First, how does the implementation of PATEN affect the accountability of government officials in delivering public services at the subdistrict level? This question is crucial, considering that accountability is a cornerstone of good governance and that the transformation of service systems through PATEN is expected to sustainably reinforce public accountability mechanisms. Second, to what extent does PATEN contribute to enhancing public satisfaction as users of administrative services? This is relevant for measuring policy effectiveness from the perspective of outcomes directly experienced by the public, as well as for

identifying the determinants of PATEN's success in improving service quality. Third, what are the critical factors that determine PATEN's effectiveness in achieving increased accountability and public satisfaction? Identifying these factors is essential for formulating applicable policy recommendations for the future development of integrated service systems.

This study aims to analyze in depth the implications of PATEN for two crucial dimensions of public service delivery: the accountability of government personnel and public satisfaction. Specifically, it evaluates the effectiveness of PATEN in strengthening both horizontal and vertical accountability mechanisms in subdistrict-level public service systems, including an analysis of changes in personnel behavior, increased transparency in service processes, and the enhancement of monitoring and evaluation systems. Finally, the study seeks to formulate strategic policy recommendations for the future development and improvement of the PATEN system, drawing on empirical findings and best practices from various regions. In this way, the study is expected to contribute both theoretically and practically to the advancement of public administration scholarship, particularly in the areas of public service management and government innovation policy.

The significance of this research lies in the urgent need to develop evidence-based policy for PATEN as an instrument of sustainable bureaucratic reform. The gap between expectations and the reality of PATEN implementation necessitates identification of critical success factors as guidance for policy improvement. This study addresses a notable void in Indonesian public administration literature by specifically examining the causal mechanisms linking PATEN implementation to outcomes of accountability and public satisfaction. The anticipated theoretical contribution is the development of an analytical model for evaluating the effectiveness of integrated service policies in local government contexts. The practical contribution, meanwhile, focuses on actionable recommendations for local governments to optimize the benefits of PATEN.

The application of accountability principles in public services is a fundamental basis for achieving good governance. According to (Jabar & Yuniarni, 2025), accountability serves as a key element in good governance, ensuring transparency, responsibility, and legal compliance in service delivery. Accountability acts as a mechanism to ensure that government actions conform to legal provisions and remain subject to ongoing public oversight. The application of this principle requires clear regulations, the utilization of technology such as e-government, and active public participation in the evaluation of services. Comprehensive regulation provides a clear legal framework to ensure that public services not only meet community needs but also comply with prevailing legal and ethical standards. Information technology not only enhances transparency but also enables data collection for objective performance evaluation. In rule of law theory, technology strengthens the legal system through more inclusive and efficient oversight mechanisms, thereby fostering synergy between regulation, technology, and public participation to promote transparent and effective services.

Comparative studies on the implementation of integrated administrative service policies reveal significant variations in approaches and outcomes across jurisdictions. Cross-sectoral analysis of the one-stop service model suggests that successful implementation is highly influenced by the alignment between policy design and institutional capacity. Positioning PATEN within the global spectrum of integrated service policies shows that Indonesia adopts a hybrid approach, combining centralized coordination with decentralized implementation. This contrasts with the fully centralized models in some developed countries and the fully decentralized models in federal systems. The distinctive feature of PATEN lies in its multi-level governance integration, permitting adaptation to diverse regional characteristics while maintaining standardized service quality. This comparative advantage brings flexibility but also adds complexity to coordination mechanisms, necessitating a strong institutional framework to ensure policy coherence and effectiveness.

The concept of integrated one-stop administrative services has emerged as a new paradigm in bureaucratic reform aimed at enhancing public service quality (Ahmad et al., 2022). Their research identified that administrative services have often been perceived as low-quality due to limited human resources, time uncertainty, and inadequate infrastructure, resulting in low public satisfaction. This context prompted the issuance of Ministry of Home Affairs Regulation No. 24 of 2006 on Guidelines

for the Implementation of One-Stop Integrated Services, aiming to improve the quality of public services provided by the government. However, the implementation of one-stop integrated services has not been uniformly adopted across Indonesian government institutions, with some still encountering challenges and doubts regarding its effectiveness. The study's results indicate that while such services have achieved a 30 percent effectiveness rate, this is not yet significant, and further system adaptation and improvements are required.

The conceptualization of transformative services in public service management literature has shifted from a transactional paradigm to one of ongoing relational engagement. The research framework for transformative services in the context of PATEN identifies services as not merely delivery mechanisms but also as instruments for community empowerment and social capital development. PATEN's transformative quality is evident in its capacity to generate spillover effects that extend beyond immediate service outcomes. Its implementation facilitates the creation of a learning ecosystem, where citizens are not only passive recipients but also active participants in continuous improvement processes. This paradigm contrasts with traditional, one-way, transactional service delivery. The transformative dimension of PATEN is also reflected in its capacity-building effects on implementing agencies, as exposure to integrated service delivery cultivates holistic mindsets and cross-functional competencies. The long-term impact of this transformative approach is the establishment of a sustainable service culture oriented toward value creation for all stakeholders in the public service ecosystem.

Capacity building for civil servants through training programs is a determining factor for the successful implementation of PATEN. This study examines the effectiveness of PATEN training in improving the quality of public services at the subdistrict level by identifying the factors influencing program success. Findings reveal that the effectiveness of PATEN training is associated with three main factors: the training organizers, the sending agencies, and the supervising agencies. From the organizer's perspective, there was a lack of guarantees for training effectiveness, insufficient rigor in participant selection, and training content not aligned with technological advances. Factors associated with the sending agencies include the support and commitment from subdistrict leadership, unsynchronized employee transfer and coaching systems, limited budgets and infrastructure, and expectations for technology-based training development. Meanwhile, the supervising agency's role concerns PATEN as a reference for training content, underscoring the importance of cross-institutional coordination in optimizing training effectiveness.

The integration of information technology in PATEN reflects the broader trend toward digital government, which is fundamentally altering the relationship between state and citizens. PATEN's digital governance framework actualizes e-government principles, including automation, informatization, and transformation processes. In the digital government maturity model, PATEN is situated between the transaction and integration stages, where institutions not only digitize services but also interconnect them. Comparative analysis with digital service delivery in countries with best practices demonstrates that PATEN uniquely balances technological sophistication with contextual appropriateness. Its technology implementation is adaptive, calibrated to local capacities and infrastructure. Digital transformation through PATEN also encounters a paradox between efficiency gains and concerns regarding the digital divide, as accelerated digitization can marginalize citizens with limited digital literacy. Addressing this paradox requires an inclusive digital strategy that emphasizes accessibility, usability, and equity in technology deployment.

The implementation of good governance principles in integrated one-stop services demonstrates a tangible transformation in public service delivery oriented toward public satisfaction (Hasyim et al., 2025). A case study of the Investment and One-Stop Integrated Service Agency identified optimal application of good governance principles, adapted to public service standards including accountability, transparency, rule of law, participation, and professionalism. Service officers were able to coordinate, socialize, and communicate effectively to ensure accountability. Transparency was realized through both social media and direct information disclosure at service offices. Legal regulations were established through standard operating procedures serving as the foundation for

community services. Professionalism was fostered through biannual performance evaluations, incentivizing employees to maintain high standards in fulfilling their duties. The application of these principles illustrates systematic efforts to create quality public services responsive to community needs.

From the perspective of institutional theory, analyzing PATEN implementation offers deep insights into change mechanisms in local government organizations. Institutional isomorphism in PATEN is manifested through coercive pressures from central regulations, mimetic pressures from best practices in other regions, and normative pressures from professional service standards. Localities experience variations in implementation patterns due to the dialectic between institutional constraints and agency creativity. As an institutional innovation, PATEN faces tensions between the need for institutionalization to ensure consistency and the need for localization to ensure relevance. The embedding of PATEN into existing bureaucratic structures presents both opportunities and challenges: opportunities in leveraging existing institutional capacity and legitimacy, and challenges in overcoming path dependency and resistance to change inherent in entrenched organizational routines. Successful institutional work involves not only technical adaptation but also cultural transformation, shifting fundamental assumptions about service excellence. The sustainability of institutional change through PATEN depends on the ability to create a new institutional logic compatible with democratic governance principles and the ethos of public service.

The expanding literature on the Internet of Things (IoT) and green industry primarily highlights the technological potential and environmental benefits of digital transformation. However, most studies remain normative, focusing on adoption trends or sustainability promises, while paying limited attention to the strategic management dimensions necessary to align IoT initiatives with the competitive realities faced by firms, particularly in developing economies. This presents a critical research gap: technological adoption alone does not ensure long-term success or competitive advantage without a structured managerial strategy connecting innovation to organizational capabilities and market positioning.

In this context, applying strategic management frameworks such as SWOT (Strengths, Weaknesses, Opportunities, Threats), QSPM (Quantitative Strategic Planning Matrix), and Blue Ocean Strategy (BOS) offers a novel analytical perspective for assessing IoT adoption in the green industry. SWOT analysis facilitates the identification of internal and external factors influencing IoT implementation, while QSPM provides a systematic approach for prioritizing strategic options based on their relative attractiveness. BOS offers a pathway to create uncontested market space through sustainable innovation leveraging IoT. To date, few studies have explicitly combined these strategic frameworks with IoT adoption discourse, especially in developing countries where institutional constraints, market readiness, and environmental challenges intersect.

Thus, the urgency of this research lies not only in examining the IoT as a technological trend but also in critically evaluating how it can be strategically managed to create sustainable value for industries operating under resource constraints. By integrating classical strategic management tools into the analysis of IoT adoption in the green industry, this study contributes original insights that bridge the gap between technology-driven innovation and evidence-based managerial decision-making. The expected contribution is twofold: theoretically, it enriches the intersection of innovation studies and strategic management; practically, it provides a structured decision-making model for policymakers and industry leaders seeking to align IoT initiatives with sustainable industrial development.

2. Method

The study uses a qualitative method with a library research approach that aims to examine in depth the implications of the Integrated Subdistrict Administration Service policy on accountability and public satisfaction. The library research approach was chosen because it provides a comprehensive understanding of the phenomenon of PATEN implementation through analysis of various relevant and reliable literature. This method allows researchers to explore the theoretical and practical dimensions of PATEN policy by utilizing the wealth of information available in academic literature sources. The

literature review in this study was conducted by identifying, analyzing, and synthesizing various literature sources related to the research topic, including scientific journals, textbooks, research reports, and policy documents. This process is carried out systematically to ensure that all aspects relevant to the implementation of PATEN can be assessed thoroughly and objectively.

Data collection techniques in this study were carried out through documentation studies involving searching and collecting literature from various credible academic sources. Primary data were obtained from reputable national and international scientific journals, particularly those discussing integrated administrative services, public accountability, and community satisfaction. Meanwhile, secondary data was collected from reference books, research reports, and government policy documents related to the implementation of PATEN. The literature search process was conducted using specific keywords such as “Integrated Subdistrict Administration Services,” “public service accountability,” “public satisfaction,” and “good governance” in various academic databases. The criteria for selecting literature included topic relevance, source credibility, and publication recency, with priority given to literature published between 2021 and 2025 to ensure the data and information analyzed were current. By (Hasyim et al., 2025), The technique of data collection through literature studies requires careful selection of credible and relevant sources to ensure the quality of the resulting analysis.

Data analysis was conducted using a qualitative content analysis approach that focused on identifying patterns, themes, and relationships between concepts relevant to the implementation of the PATEN policy. This method was chosen for its ability to systematically interpret textual data to understand deeper meanings. The initial stage of analysis begins with data reduction, where relevant literature is selected and classified according to the research focus. Next, thematic coding was conducted to identify the main categories and themes, including indicators of apparatus accountability and public satisfaction. The coding process followed the framework of reflexive thematic analysis, which emphasizes flexibility and openness to interpretation (Braun & Clarke, 2019). The next step is data interpretation, linking emerging themes to comprehensively understand the implications of the PATEN policy. To ensure validity and reliability, this study employed source triangulation by comparing findings from international journals, government policies, and local research. Additionally, dependability and confirmability are maintained through documentation of the analysis process (audit trail) as recommended by (Nowell et al., 2017).

The validity of the research is ensured through the application of strict criteria in the selection of literature sources and the use of multiple sources for each concept analyzed. Researchers apply the principle of credibility by only using sources that have been verified for academic quality, such as journals indexed by Scopus, Web of Science, or accredited by SINTA. Transferability is ensured through detailed descriptions of the PATEN implementation context so that research findings can be understood and applied in similar contexts. Research dependability is maintained through consistency in the application of analytical methods and systematic documentation of the entire research process. Meanwhile, confirmability is ensured through transparency in data presentation and analysis processes so that readers can verify the conclusions drawn. The limitations of this study lie in its dependence on the availability of relevant and high-quality literature, as well as its lack of primary data from the field that could provide a direct empirical perspective on the implementation of PATEN.

3. Result

Implementation of PATEN Policy in Strengthening Public Service Accountability Mechanisms

Implementation of the Subdistrict Integrated Administration Service policy shows a significant transformation in strengthening public service accountability mechanisms at the grassroots level. Based on a comprehensive analysis of various literature, it was found that PATEN serves as a catalyst in creating a more transparent and measurable accountability system.. (Dharmika & Subanda, 2023) In his research on the effectiveness of public services in realizing good governance, he identified that the use of online systems in integrated services can save time, simplify service processes, and provide better information transparency to service recipients. These findings show that the digitization of services

through PATEN not only improves operational efficiency but also creates a digital footprint that enables continuous monitoring and performance evaluation.

The dimension of accountability in the context of PATEN is manifested through the standardization of service procedures that create legal certainty for service users. (Gharyn et al., 2024) In his study on the implementation of PATEN in Genuk District, he explained that the implementation of the policy was in accordance with the principles of administration, which include simplicity, clarity and certainty, accuracy, security, and convenience. This standardization creates an effective control mechanism for the performance of the apparatus, where each stage of service can be monitored and evaluated based on predetermined indicators. The clarity of standard operating procedures not only provides guidance for officials in carrying out their duties, but also enables the public to monitor the quality of services received.

Strengthening accountability through PATEN is also reflected in the development of a more systematic performance reporting and evaluation system. (Nga, 2025) In his research on the application of legal policies to improve the quality of public administrative services, he identified factors such as reliability, empathy, responsiveness, competence, physical aspects, legal regulations and policies, technology implementation, and management capacity as the main determinants of service quality. The integration of these factors in the PATEN system creates a holistic evaluation framework, where accountability is measured not only from a procedural aspect, but also from the substantive impact on public satisfaction and welfare.

The implementation of PATEN also encourages the creation of an organizational culture that is results-oriented and accountable to the public. (Ulumudin & Dwiandini, 2021) The study of PATEN in Karangpawitan Subdistrict shows that despite obstacles such as limited human resources and infrastructure, the implementation of PATEN has shown improvements in the dimensions of reliability, responsiveness, empathy, assurance, and physical evidence of service. This transformation indicates that PATEN has not only changed the structure of services, but also changed the orientation and behaviour of officials in carrying out public service functions. An accountable work culture is reflected in the commitment of officials to provide quality and accountable services to the public.

Accountability mechanisms in PATEN are also strengthened through active community participation in the service evaluation process. An integrated feedback system allows the community to directly assess the quality of services received, thereby creating an effective check and balance mechanism. This community participation not only functions as an external control instrument, but also as a valuable source of information for continuous improvement of the service system. Thus, the implementation of PATEN creates synergy between internal accountability (through internal monitoring and evaluation systems) and external accountability (through community participation and oversight), which reinforce each other in efforts to improve the quality of public services.

4. Discussion

Analysis of the impact of PATEN implementation shows a significant positive correlation between service system transformation and the level of satisfaction among the public as service users. (Permata Sari et al., 2025) In his research on transformative services and public satisfaction at Indonesian Public Service Malls, he identified that the dimension of individual welfare contributed the most at 57.2 percent, followed by group welfare at 51.2 percent and social welfare at 38.9 percent to public satisfaction. These findings show that PATEN not only provides practical benefits in terms of ease of access and time efficiency, but also contributes to improving the welfare of the community in a broader dimension. The increase in public satisfaction through PATEN is manifested in various aspects of service that have undergone significant transformation. (Dharmika & Subanda, 2023) shows that the implementation of the integrated service system has achieved Indonesian public service standards with a public satisfaction survey score of 93.680, which falls into the category of A-level quality service. This achievement indicates that the integration of various types of services in one location not only creates operational efficiency but also improves the overall user experience. The ease of access created

through the one-stop concept eliminates the bureaucratic complexity that is often a source of public dissatisfaction with government services.

Responsiveness dimension in PATEN implementation is a key factor in improving public satisfaction. (Triana et al., 2024) In his research on one-day service models and public satisfaction, he found that the implementation of rapid service models had a positive effect on public satisfaction levels. This responsiveness was reflected in reduced service waiting times, clarity of information provided to the public, and the ability of officials to respond effectively to public needs and complaints. The positive experiences gained by the public through responsive services created trust and loyalty towards government institutions. Public satisfaction is also influenced by the quality of interaction between officials and service users in the context of PATEN. (Rusdia & Ujud, 2024) In his study of the effectiveness of PATEN malam for the industrial community, he shows that services can be measured based on the achievement of objectives, integrity, and system adaptation. The quality of these interactions includes effective communication, empathy on the part of officials in understanding the needs of the community, and the ability to provide targeted solutions. Quality interactions not only meet the administrative needs of the community, but also create a satisfying and meaningful service experience.

Innovation in the implementation of PATEN also contributes to increased public satisfaction through the development of services tailored to the specific characteristics and needs of the community. (Puspitasari, 2024) In its evaluation of the PATEN program in Tanjungsiang Subdistrict, it was found that despite shortcomings in terms of facilities and socialization, the PATEN program was able to provide easy and affordable services to the community free of charge. The affordability of services is an important factor in increasing satisfaction, especially for people with limited economic means. The free services provided through PATEN reflect the government's commitment to providing quality public services and social justice, which in turn improves the community's positive perception of the government's performance.

Determinants of Successful PATEN Implementation

The success of PATEN implementation is influenced by the complexity of determining factors that interact with each other in creating an effective and sustainable service ecosystem. (Gharyn et al., 2024) identify that factors influencing the successful implementation of policies include communication, resources, disposition, and bureaucratic structure. Communication is fundamental in ensuring a uniform understanding among all stakeholders regarding the objectives, procedures, and service standards of PATEN. Effective communication occurs not only vertically between organizational hierarchy levels, but also horizontally between work units involved in the implementation of PATEN. Human resource capacity is a crucial determinant of the quality of PATEN implementation at the operational level. (Gharyn et al., 2024) identified that the limited number of employees was a significant obstacle to the implementation of PATEN in Karangpawitan Subdistrict. In addition to quantity, the quality of human resources in terms of technical competence and interpersonal skills was a determining factor in providing satisfactory services. Capacity building of the apparatus through continuous training programs was a strategic investment to ensure the long-term success of PATEN implementation.

Information and communication technology infrastructure is the backbone that supports the operationalization of PATEN in the era of digital governance. (Dharmika & Subanda, 2023) shows that the development of a website-based system called PRESTISE (Integrated Electronic Licensing) is capable of providing information transparency and service process efficiency. Investment in technology infrastructure not only includes hardware and software, but also the development of data security and backup systems that ensure service continuity. Reliable and user-friendly technology is a prerequisite for creating a positive service experience for the community.

External environmental factors, including the demographic and geographic characteristics of the implementation area, also influence the effectiveness of PATEN. (Dharmika & Subanda, 2023) Identify that external constraints such as lack of public awareness in seeking information about

documentation and difficult road access due to natural disasters can hinder the implementation of PATEN. Challenging geographical conditions require adaptation of implementation strategies, including the development of mobile services or the provision of alternative access to ensure that the community can access PATEN services. Understanding the local context is important in designing a PATEN implementation that is responsive to the needs and limitations of the community. Leadership commitment and policy support at the strategic level are determining factors in the sustainability of PATEN implementation. This study emphasizes the importance of legal regulations and policies as factors that influence the quality of public administrative services. Consistent and comprehensive policy support creates a clear framework for PATEN implementation, including budget allocation, performance standard setting, and reward and punishment mechanisms. Transformational leadership in driving organizational culture change is a catalyst in creating a shared commitment to the successful implementation of PATEN. Without strong leadership support, efforts to transform services through PATEN will face resistance and obstacles in their implementation.

Challenges and Obstacles in PATEN Implementation

Implementation of the PATEN policy faces various complex challenges that require integrative and sustainable solutions to ensure the program's success. (Ahmad et al., 2022) In its evaluation of the PATEN program, it was identified that suboptimal facilities and infrastructure, as well as a lack of socialization, were the main problems still faced in implementation. Infrastructure limitations were not only related to physical aspects such as service rooms and equipment, but also to the information technology infrastructure that was the backbone of PATEN's operations. Inadequate infrastructure conditions could result in operational disruptions that would lead to a decline in service quality and public satisfaction.

Human resource challenges are a crucial dimension that affects the overall effectiveness of PATEN implementation. (Jabar & Yuniarni, 2025) Identifying internal constraints in the form of a lack of human resources, particularly employees or staff in the public service sector. The limited number of service personnel results in a high workload for existing employees, which can lead to a decline in service quality and high levels of work stress. In addition to quantity, the quality of human resources is also a serious concern, as not all personnel have the necessary skills to operate the integrated system and interact effectively with service users. Community resistance to adapting to the PATEN system poses a significant external challenge to policy implementation. Lack of public awareness in seeking information about document requirements and service procedures reflects a communication gap between administrators and service users. Resistance to changes in the service system may also arise from communities that are accustomed to conventional service patterns. The varying levels of digital literacy among the community are a limiting factor in the utilization of the technological features provided in the PATEN system, thereby hindering the optimization of the benefits that can be obtained from service transformation.

Inter-agency coordination and regulatory synchronization are structural challenges in the implementation of PATEN, which involves multiple stakeholders. The complexity of a bureaucracy that remains segmented can result in overlapping authorities or gaps in service that are detrimental to the community. Differences in interpretation of regulations between agencies can create inconsistencies in the application of service standards. Suboptimal coordination mechanisms can also lead to inefficiencies in resource allocation and unnecessary duplication of activities. The challenge of financial sustainability is a long-term concern in the implementation of PATEN. Significant initial investments in technological infrastructure development, staff training, and public awareness campaigns require a commitment to sustainable budgeting. Limited local government budgets can hamper the development and maintenance of the PATEN system, especially for technology upgrades and capacity building for officials. Dependency on government budgets also creates vulnerability to changes in policy priorities that can affect the allocation of resources for the PATEN program. Therefore, a strategy to diversify funding sources and develop partnership models with the private sector is needed to ensure the sustainability of PATEN implementation.

PATEN Optimization Strategy and Development Recommendations

Optimizing PATEN implementation requires a comprehensive strategy that integrates institutional capacity building with technology-based service quality improvement. (Sulila et al., 2024) shows that integrated service organizations are able to adapt well to internal and external changes through the development of website-based digital services and the provision of training to employees in the use of technology. This adaptive strategy serves as a replicable model in the development of PATEN, where organizational flexibility in responding to environmental changes is a key factor for success. The development of a clear and measurable technology roadmap enables the gradual and sustainable implementation of PATEN in accordance with the capacity and needs of each region.

Strengthening human resource capacity through continuous training programs and a clear career development system is a fundamental strategy in optimizing PATEN. Training programs focus not only on the technical aspects of system operations, but also on developing soft skills in public service, including effective communication, conflict management, and customer satisfaction orientation. Rotation and cross-training systems can be implemented to create multi-skilled personnel capable of providing holistic services. Developing a reward and recognition system for personnel who excel in service can increase overall motivation and performance. The technology infrastructure development strategy must integrate aspects of data security, system interoperability, and optimal user experience. (Supriyanto, 2021) emphasizing the importance of balancing individual and collective welfare interventions in the development of integrated public service facilities. The implementation of cloud computing systems can improve operational efficiency and reduce infrastructure investment costs. The development of user-friendly mobile applications and digital platforms can improve service accessibility for people with limited time and mobility. A comprehensive communication and socialization strategy needs to be developed to increase public awareness and adoption of PATEN (Hasyim et al., 2025) shows that public satisfaction with public services is greatly influenced by the quality of information and communication provided. A multi-channel communication strategy that utilizes traditional and digital media can reach various segments of society with diverse characteristics. Public education programs on service digitization and the benefits of PATEN can increase public participation and satisfaction.

Developing strategic partnership models with various stakeholders can strengthen the sustainability and effectiveness of PATEN. Collaboration with the private sector in technology and infrastructure development can reduce the government's investment burden while improving service quality. Partnerships with educational institutions can facilitate research and development of innovations in public services. Engagement with civil society organizations can strengthen feedback mechanisms and public oversight of PATEN's performance. A well-designed public-private partnership model can create a win-win solution that optimizes value for money in the implementation of PATEN while maintaining the principles of quality and equitable public services. (Ulumudin & Dwiandini, 2021).

5. Conclusion, Limitations, and Suggestions

Conclusion

The implementation of the Integrated Sub-district Administrative Services (PATEN) policy demonstrates a paradigm shift in the delivery of public services, where the dimension of accountability is integrated with a focus on community satisfaction. Comprehensive analysis results show that PATEN serves as a catalyst in strengthening accountability mechanisms through the standardization of service procedures, increased information transparency, and the development of an integrated monitoring system. The research findings also indicate a positive correlation between the implementation of PATEN and increased public satisfaction. This is reflected in increased service accessibility, better responsiveness from government officials, and the simplification of previously complex bureaucratic

processes. Determinant factors for successful implementation include the capacity and competence of human resources, the availability of information technology infrastructure, leadership commitment, and the ability to adapt to local conditions and characteristics. Despite still facing a number of challenges, such as limited resources and resistance to change, the implementation of PATEN still shows significant potential in realizing good governance. Overall, this policy is capable of fostering the creation of public services that are of higher quality, more accountable, and more responsive to community needs.

Limitation and suggestion

This research has several limitations that need to be considered. First, the analysis conducted is entirely based on literature studies and policy documents, thus not involving primary data from the field. This limits the depth of understanding of the empirical dynamics of PATEN implementation in diverse local contexts. Second, the research focus is still limited to integrating the dimensions of accountability and public satisfaction, without a detailed examination of other factors such as political, social, and cultural aspects that also have the potential to influence policy effectiveness. Third, the proposed analytical framework has not been quantitatively tested, so the validity of the identified causal relationships is still conceptual and requires verification through empirical research. Based on these limitations, future research is recommended to use a mixed methods approach to gain a more comprehensive understanding of PATEN implementation. The use of primary data through surveys, in-depth interviews, and field observations is important for capturing empirical experiences, challenges, and best practices in various regions. Additionally, future research needs to integrate the analysis of contextual factors such as local political conditions, bureaucratic culture, and the level of community participation in influencing policy success. From a practical standpoint, local governments are advised to adopt an adaptive strategy that tailors the implementation of PATEN to the specific characteristics of each region, including strengthening human resource capacity, developing sustainable information technology infrastructure, and building cross-sectoral strategic partnerships to support program sustainability.

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