

The Effectiveness of Requests for Moving Arrivals to Services Via Online Population and Civil Registration Administration (PLAVON DUKCAPIL) Sidoarjo Regency

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ABSTRACT

Objective: This study aims to examine the effectiveness of the PLAVON DUKCAPIL online service in managing relocation applications in Sidoarjo Regency, with a focus on improving efficiency, accessibility, and transparency in population administration. **Method:** The research employed a qualitative descriptive approach, using Richard M. Steers' effectiveness model, which emphasizes goal achievement, integration, and adaptation. Data were collected through observations, interviews, and documentation to capture perspectives from service providers and users. **Results:** The findings reveal that PLAVON has been relatively effective in accelerating service processes and reducing physical queues, thereby enhancing public access to population administration services. Nonetheless, several challenges remain, including limited infrastructure, high application volume, low levels of digital literacy, incomplete system integration, and unstable internet connectivity, all of which hinder optimal service delivery. To address these issues, the Department of Population and Civil Registration (Disdukcapil) has conducted routine evaluations and collaborated with universities to strengthen implementation. **Novelty:** This study contributes by applying Steers' organizational effectiveness model to assess digital population administration services at the regional level, providing new insights into how structural, technological, and human factors intersect to influence the success of e-government innovations.

INTRODUCTION

Public services are an important aspect of people's lives because they reflect the quality of governance. Public service is the provision of services or assistance for the community who utilize various public facilities and infrastructure, both in the form of services and goods, which are carried out by public institutions [1]. As a fundamental part of governance, public services aim to meet the needs of the community effectively and efficiently. In carrying out public services, the government has an obligation to ensure the fulfillment of the rights of every citizen. This is in line with the principles of good governance which emphasize transparency, accountability, effectiveness, and efficiency in the implementation of public services [2]. These principles are the main standards in creating quality services that are easily accessible to the public.

To improve the quality of services, the government continues to innovate by adopting more modern and effective ways [3]. One of the main strategies implemented is the digitization of public services, the digitization of public services aims to increase the effectiveness and efficiency in government administration. The implementation of e-government is one of the tangible manifestations of this effort, especially in the population sector.

One form of e-government implementation in the population sector is Plavon (Online Via Service) developed by the Sidoarjo Regency Disdukcapil. This service is designed to simplify population administration procedures, such as the submission of moving letters, so that it becomes easier, faster, and more accessible online [4]. With this innovation, public services are increasingly adaptive to technological developments, allowing the public to obtain services more efficiently and transparently.

The PLAVON (Online Via-Like Services) program is implemented based on three main regulations in population administration. First, Law Number 24 of 2013 concerning Population Administration, which guarantees the right of citizens to obtain population documents and encourages the use of technology for data efficiency and accuracy [5]. Second, Law Number 25 of 2009 concerning Public Services, which emphasizes the importance of fast, easy, and quality public services [6]. Third, the Regulation of the Minister of Home Affairs Number 7 of 2019 which specifically regulates the implementation of online population services [7]. Based on this legal basis, PLAVON was developed by the Sidoarjo Regency Disdukcapil as a digital service system that makes it easier for the public to take care of various population documents online. Launched in 2021, PLAVON allows the submission of documents such as ID cards, family cards, birth certificates, and moving letters to come and go independently through a web-based platform [8]. The system is available in two mechanisms: public access through an online portal for the public, and internal access for officers to verify and process applications more efficiently. Since its launch, PLAVON has undergone various updates to improve system performance, expand features, and fix bugs according to user feedback. In 2023, a real-time monitoring feature was added so that applicants can track the status of their documents directly. On the other hand, data security is also being strengthened to protect residents' personal information in accordance with data protection standards. To expand the reach and understanding of the community, Disdukcapil actively conducts socialization through social media and the "Dukcapil Sapa Masyarakat program," which is a routine online question and answer session every Friday. Through this digital approach, PLAVON.

It is expected to be a more effective, efficient, transparent, and inclusive model of population administration services for all people of Sidoarjo Regency. PLAVON services can be accessed through the following link <https://plavon.sidoarjokab.go.id>.

The image shows a web registration form for the Sidoarjo Regency's online population and civil registration services (PLAVON DUKCAPIL). The form is titled 'Daftar' and is for 'Daftar Layanan Dinas Kependudukan & Pencatatan Sipil Sidoarjo'. It contains several input fields: 'NIK *', 'Nomor KK *', 'Nama *', 'Email *', and 'No Telepon *'. On the right side, there are dropdown menus for 'Provinsi', 'Kab/Kota', 'Kecamatan', and 'Desa/Kelurahan', followed by 'Password *' and 'Konfirmasi Password *' fields. A 'Scan KTP [jpg/png]' button is present with a red warning message 'Harap Upload Scan KTP'. Below it is a 'Selanjutnya' button and a link 'Sudah Punya Akun? Masuk'.

Figure 1. of the account registration page
Source: PLAVON DUKCAPIL Sidoarjo Regency

Through the Plavon Program (Online Via Services), the Sidoarjo Regency Disdukcapil increases the effectiveness of population administration services with a digital system. Plavon makes it easier for people to submit moving letters online, so that the process of verifying and issuing documents becomes faster, more accurate, and more transparent. Submission of a letter of relocation is a population administration process carried out by residents who change their domicile from one region to another, both between sub-districts, districts/cities, or between provinces, to report their new place of residence and obtain valid population documents from the destination area. This process is important to update the population data in the national system to match the most recent residence location. The first step is to take care of the letter of moving out of the area of origin. After that, residents submit a letter of relocation to the Population and Civil Registration Office (Disdukcapil) in the destination area. One of the documents published in this process is the Indonesian Citizen Arrival Certificate (SKDWNI).

With this digitalization, coordination between Disdukcapil, villages, and sub-districts is more efficient, reduces queues, and improves service accessibility. The local government supports this program through training for service operators and optimization of technological infrastructure. In addition, regular monitoring and evaluation are carried out to ensure that services run optimally.

Previous research that is the reference for this research is among the research conducted by M. Rizki Fadilah and Sunasih (2024) assessing the effectiveness of the

Sintren application in moving services to the Cirebon Regency Disdukcapil. Using the five dimensions of effectiveness of Sutrisno (2010), this study found that only user satisfaction is good enough, while production, efficiency, adaptation, and development are still less than optimal. The main obstacles include low public trust, lack of socialization, and limited infrastructure. The supporting factors are competent human resources and supportive regulations. To increase effectiveness, it is recommended to increase operator training, provision of facilities, and intensive socialization through the KETUWON program [9].

Research by Siti Nur Amanah and Oktarizka Reviandani (2023) assesses the effectiveness of the Klampid New Generation (KNG) application in the issuance of Child Identity Cards (KIA) in Klampis Ngasem Village, Surabaya. Using five Sutrisno indicators of effectiveness, this study found that the application of KNG was effective in program understanding, target accuracy, timeliness, and goal achievement, but less than optimal in creating real change due to low public awareness of KIA. The supporting factors are the readiness of employees and ease of access to services, while the obstacles include a lack of socialization and lack of public awareness. To overcome this, it is recommended to increase socialization, employee training, and reopen independent access to the KNG website [10].

Research by Takahepis, Kasenda, and Monintja (2021) assessed the effectiveness of online birth certificate services at the Manado City Disdukcapil based on the theory of effectiveness of S.P. Siagian. This study found that these services are not optimal due to the low utilization of online applications, lack of socialization, and limited technology infrastructure. The main obstacles in the implementation of this service include the lack of public understanding of the digital system, limited server capacity that is often disrupted, and the preference of people who prefer to take care of documents directly at the Disdukcapil office. However, there are supporting factors such as the innovation of the BIVI application for online queue registration and the pick-up strategy in population services [11].

Based on a literature review, the effectiveness of public services can be measured through several aspects, such as the accuracy of targets, ease of access, achievement of goals, and service monitoring mechanisms [12]. In the context of population administration services, especially relocation requests, the effectiveness of services is an important factor that determines community satisfaction and the smooth administration process.

Based on the results of field observations, a number of problems were found that affected the effectiveness of the management of relocation applications came through the Plavon system at the Population and Civil Registration Office. First, there has been a surge in the number of applications for population services, especially relocation requests, which are not proportional to the number of available staff. This inequality causes long service queues as well as delays in the verification and printing process of population documents. Second, limited infrastructure and supporting devices, such as

computers and internet networks, also hinder the smooth operation of the Plavon system. Frequent connectivity disruptions cause the process of input and upload data for moving requests to be unstable, thereby slowing down the completion of services. Third, the process of socialization and assistance to the community regarding the use of the Plavon system for relocation applications still needs to be improved. Many applicants are not familiar with online service procedures, so they need more help in the process of filling out and uploading documents independently. This can increase the workload of officers and slow down the overall service process. These problems reflect that the digitization of services, especially in the management of relocation requests, has not been fully supported by the internal readiness of the organization and the digital literacy of the community. Therefore, increasing the capacity of human resources, technological infrastructure, and public communication strategies is a crucial aspect in realizing effective and responsive services.

Based on the problems found in the field, the author is interested in analyzing the effectiveness of moving services through the Plavon system using Richard M. Steers' (1977) theory of effectiveness, which includes three main indicators, namely goal achievement, system integration, and adaptation to the environment. First, in terms of achieving goals, the effectiveness of services is still constrained by two main things, namely the high number of transfer requests that are not proportional to the number of available staff, and the low digital literacy of the community. This inequality causes long service queues and delays in the verification and document printing process. In addition, many applicants are still not used to using online service systems, so they need additional assistance from officers. Second, in terms of system integration, the use of the Plavon system has not been fully integrated in internal workflows and community access patterns. This shows that digitalization has not been implemented comprehensively and consistently, both at the operational level and in the habits of service users. Third, in terms of adaptation to the environment, there are a number of obstacles in infrastructure readiness and policy support. Disruptions of internet connectivity and limitations of supporting devices such as computers are obstacles to the smooth running of services. Organizations also need to adjust their resource capacity to the increase in the number of applications, so that the system can run optimally in various situations.

Thus, the effectiveness of the Plavon system in moving services requires a thorough evaluation, not only in terms of technology, but also in terms of human resources, infrastructure, and community readiness in facing digital services.

RESEARCH METHOD

This study uses a qualitative descriptive approach that aims to provide an in-depth overview of the effectiveness of online moving application services through the PLAVON system at the Population and Civil Registration Office (Disdukcapil) of Sidoarjo Regency. The main focus of this study is to evaluate the implementation of digitization of population services, by highlighting the extent to which service goals are achieved, how

the integration of the PLAVON system in organizational workflows, and the organization's adaptability to changes in the service environment.

The selection of the research location was carried out purposively at the Sidoarjo Regency Disdukcapil due to actual challenges such as the increasing volume of applications, especially moving in, limited technology infrastructure, and the lack of optimal utilization of the system by the internal organization. This study refers to the theory of organizational effectiveness from Richard M. Steers (1977) with three main indicators: goal achievement, integration, and adaptation. Indicators of goal achievement are used to assess the timeliness and suitability of services; integration sees the extent to which the PLAVON system is connected in internal processes and coordination between parts; while adaptation assesses an organization's response to technological changes, workloads, and user needs [13].

The informants in the study were selected using purposive sampling techniques, involving the operator who plays a direct role in the management of PLAVON services, namely Mr. Achmad Affan Zainudin, A.Md. The data collected consisted of primary data through observation and in-depth interviews, as well as secondary data from official documents, literature, scientific articles, and mass media.

The data analysis technique uses the interactive model of Miles and Huberman (1992), which includes three stages, namely data reduction, data presentation, and conclusion drawn. The researcher acts as the main instrument that interacts directly with the informant to dig into the data in depth. The results of the research are expected to reflect the real conditions in the field and contribute to the development and improvement of the effectiveness of digital-based public services, especially relocation application services, within the Sidoarjo Regency Disdukcapil.

RESULTS AND DISCUSSION

Results

In general, this study aims to analyze the effectiveness of the Online Moving Service System through PLAVON (Online Via Service) at the Population and Civil Registration Office (Disdukcapil) of Sidoarjo Regency. The analysis was carried out with reference to the theory of organizational effectiveness from Richard M. Steers which includes three main indicators: goal achievement, integration, and adaptation.

1. Achievement of Objectives

Achieving goals is the main guideline in program planning and implementation, which allows agencies to measure the effectiveness of the services provided [14]. In the context of moving services through PLAVON, the achievement of the goal reflects the extent to which the application process is running according to the set targets. According to Richard M. Steers, achieving goals is a key element in assessing the effectiveness of an organization. Effectiveness, in his view, is measured by the extent to which an organization or group is able to realize a goal that has been set or that is considered

feasible to achieve [15]. Thus, success in achieving goals becomes the main benchmark to determine the level of organizational effectiveness.

Table 1. Recapitulation of Administrative Services Letter Moving Comes Through Dukcapil Ceiling.

No	Year	Request			
		Accepted	Verified	Finish	Cannot be processed
1	2021	10.922	10.922	8.310	2.612
2	2022	16.479	16.479	13.506	2.973
3	2023	12.331	12.331	11.480	851
4	2024	11.258	11.258	10.313	945
TOTAL ALL		50.990	50.990	43.609	7.381

Source: Processed Author, 2025

Based on the recapitulation data of population administration services for transfer letters coming through the PLAVON Dukcapil system during the 2021-2024 period, a total of 50,990 applications were received. Of these, 43,609 applications (around 85.5%) were successfully completed, while 7,381 applications (around 14.5%) could not be processed. The most applications occurred in 2022, which was 16,479, with the number of completed applications of 13,506. That year also recorded the highest number of applications that could not be processed, which was 2,973. Despite fluctuations in the number of applications from year to year, a consistent application completion rate of above 80% indicates that the PLAVON system is quite effective in handling incoming applications.

This is also reinforced by the results of the interview, where the staff stated that:

"For example, the SOP itself moves in two days after the file is received, then the file verification process continues, after that it can be sent by email. Suppose there is a build-up of submissions, then the two days will not be achieved." (Interview, 2025)

This shows that under normal conditions, the process of moving applications can be completed in two days. However, when the application explodes, the completion time exceeds the SOP. However, the PLAVON system has helped reduce congestion in service offices, as stated by the speakers:

"It's very helpful for this PLAVON... In the past, there were no online submissions, people came to MPP and Disdukcapil and as a result there was a build-up to jubilation. Now all you have to do is apply from home, wait for the status, and it can be accepted yourself." (Interview, 2025)

However, several obstacles were still found, especially from the applicant's side. Lack of completeness of the file and understanding of how to print documents independently are factors that often cause delays:

"Technically there is no problem for verification, maybe the obstacle is in the lack of files from the applicant... For printing, the obstacle is also still in the knowledge of the applicant to print independently." (Interview, 2025)

Disdukcapil continues to provide face-to-face services for applicants who have difficulty accessing PLAVON online:

"If it may depend on the applicant's human resources and knowledge... The young are easier to understand online submissions. If the elders are usually in trouble. Well, we also have face-to-face for applicants who can't go online." (Interview, 2025)

Thus, it can be concluded that the achievement of the goal in the service of moving requests through the PLAVON system has been quite effective, especially in terms of time efficiency and ease of access to services. The PLAVON system allows the application process to be completed within two days according to standard operating procedures (SOPs), as long as there is no surge in applications. The use of this online system has also been proven to reduce physical congestion in service offices such as MPP and Disdukcapil, as well as provide convenience for the public because they can access services from home.

However, the effectiveness of achieving the goals still faces challenges, especially related to incompleteness of files and low digital literacy of some applicants, which lead to delays in the process. In facing this, Disdukcapil continues to strive to be adaptive by providing face-to-face services as a form of assistance for applicants who are not familiar with the online system.

The focus on moving services through PLAVON shows that this system has provided a digital solution that speeds up the population administration process. However, optimizing the achievement of goals still requires improvements in the aspects of mentoring, community education, and human resource capacity, so that the benefits of the PLAVON system can be felt equally by all levels of society.

2. Integration

According to the theory of organizational effectiveness put forward by Richard M. Steers, integration is included in the three main indicators of organizational effectiveness, along with goal attainment and adaptability. This integration concept refers to the socialization process and organizational capabilities in forming and maintaining harmonious cooperative relationships, both internally and with external parties [16]. Integration is an indicator that shows the extent to which the PLAVON system has been integrated in the service workflow at Disdukcapil. Although most of the processes have been carried out online, there are still some services, especially at the Public Service Mall (MPP), which are still carried out manually.

"There is, it still exists. Namely in MPP. All services, including moving and coming, we have manual ones, but there is a daily quota of 100 applications or 100 queues." (Interview, 2025)

Based on this description, it can be concluded that the integration of the PLAVON system in population administration services, especially in the service of relocation applications, has not been carried out comprehensively. Although most of the processes

have been carried out online, there are still stages of services that are carried out manually, especially in Public Service Malls (MPP) which limit the number of applicants every day. This condition shows that PLAVON has not completely replaced conventional systems. The lack of regular training and lack of socialization are the main obstacles in building optimal integration. While coordination between service departments is quite good, the readiness of human resources and the strengthening of technical procedures still need to be improved so that all stages of moving services can be fully integrated in the PLOVON system. Efforts to strengthen internal capacity and standardize the use of systems are important steps to support the effectiveness of more integrated digital services.

3. Adaptation

According to Richard M. Steers in his theory of effectiveness, adaptation is the ability of individuals and organizations to adapt to the surrounding environment. This capability is considered one of the main indicators in assessing the effectiveness of an organization, in addition to achieving goals and internal integration [17]. Through optimal adaptation, organizations can respond appropriately to environmental dynamics, so that the implementation of goals can run efficiently and effectively [18]. Furthermore, adaptation includes the ability to adapt to change, both from within the organization and from external factors. Thus, the organization can still operate optimally and achieve targets even in an unstable situation [19]. This adaptation process also involves organizational efforts in acquiring and placing human resources in accordance with evolving needs as the environment changes. In summary, in Steers' view, adaptation is a strategic element that determines the success of an organization in achieving its goals in the midst of changing environmental dynamics.

Adaptation in public service refers to the ability of an organization to respond to changes and challenges in the field [20]. In the context of PLAVON, adaptation includes responding to surge in applications, infrastructure limitations, and varying applicant needs.

"As much as possible, every day we have a target of 1 day of 30-40. We do it in a limited way... So I found it, the estimate is 30-40 submissions one day." (Interview, 2025)

Network disruption is also a major challenge that greatly affects the smooth running of services:

"There is still a problem, if we don't have the proxies ourselves, we can't regulate them... So we are waiting for a move from the center for the correction of that network." (Interview, 2025)

"Oh it's very impactful, suppose one day you can't upload a file, you can't automatically submit it... So the next day will reduce our target." (Interview, 2025)

To overcome the shortage of human resources and increase capacity, Disdukcapil collaborates with universities through internship programs:

"Now there are outsourcing friends... We have a partnership with the university... such as MSIB, MBKM, and Independent Internships." (Interview, 2025)

People's digital literacy is also a major concern. Disdukcapil provides direct guidance for applicants who choose to submit offline:

"For example, if we submit an offline application at the MPP, we have information... We ask the applicant what he wants to take care of... We love the form, please fill it out." (Interview, 2025)

Routine evaluations are also carried out as a form of policy adaptation and service improvement:

"For the field itself, there must be an evaluation for one month. For the large scale, once a year we hold training as well as evaluation of what are the obstacles in the system and in the PLAVON." (Interview, 2025)

Discussion

Thus, it can be concluded that the adaptation of the Sidoarjo Regency Disdukcapil in the implementation of the relocation application service through PLAVON shows a positive response to various challenges, such as a surge in applications, time constraints, and limited human resources. Adaptive steps that have been taken include setting daily service targets, cooperation with the university through internship programs to increase support staff, and providing face-to-face services for applicants who experience problems in using the online system. Disdukcapil also routinely conducts evaluations to adjust policies and improve service quality. However, obstacles such as network disruptions that cannot be handled independently and low digital literacy among the public are challenges that need to be addressed. Therefore, although in general the level of adaptation is quite good, strengthening technical infrastructure and intensifying education to the community still needs to be the main concern so that the implementation of PLAVON services is more optimal.

CONCLUSION

Fundamental Finding : This study concludes that the PLAVON system has demonstrated considerable effectiveness in facilitating relocation application services in Sidoarjo Regency by accelerating processes, reducing physical queues, and improving accessibility, in line with Richard M. Steers' organizational effectiveness framework of goal achievement, integration, and adaptation. **Implication :** The findings indicate that optimizing digital public service systems such as PLAVON requires a comprehensive strategy encompassing continuous human resource training, public digital literacy education, infrastructure enhancement, and seamless integration of digital workflows to strengthen service consistency and user satisfaction. **Limitation :** The research is limited to a single case study in Sidoarjo Regency and focuses solely on relocation application services, thereby restricting the generalizability of the results to other service domains or regions with different infrastructural and demographic contexts. **Future Research :** Further studies should investigate user experience and satisfaction in greater depth, apply quantitative measures of service efficiency, and conduct comparative analyses

across regions or service types to evaluate the broader and long-term impacts of digital service adoption on public administration performance.

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