

Dynamic Governance in Bureaucratic Reform: A Case Study of Dispendukcapil Surabaya

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Article history: Received: 03 July 2024, Accepted: 19 September 2024
Published: 21 September 2024

Abstract: Bureaucratic reform aims to improve and enhance the quality of public services. One approach to achieving this is by adopting a dynamic approach to governance. This approach focuses on dynamic governance. One example of bureaucratic reform in administrative services in Indonesia is in East Java, specifically in Surabaya. In Surabaya, the Dispendukcapil handles administrative population registration. The Surabaya city government needs to adopt the dynamic governance concept as a governance framework. This concept enables the government and its policies to adapt to uncertain situations and the various changes that occur, with the goal of ensuring that government policies remain relevant, effective, and efficient for long-term objectives. However, the current challenge lies in the increasingly advanced technology, while the population in Surabaya remains diverse, making it a challenge for Dispendukcapil Surabaya to improve services that can be accessed by all segments of Surabaya's population.

Purpose: The purpose of this study is to analyze the Bureaucratic Reform in Dispendukcapil Surabaya.

Design/Methodology/Approach: This research employs a descriptive qualitative approach. The focus of this study is based on the theory of Dynamic Governance. The data sources for this research consist of primary and secondary data. Data collection techniques include interviews, observations, and documentation. The data analysis

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techniques involve data collection, data reduction, data presentation, and data verification.

Findings: In this case, the bureaucratic reform in the Dispendukcapil based on the Dynamic Governance approach has seen some progress. In the context of "Thinking Ahead," Dispendukcapil has implemented technological adaptation plans for the next five years. Regarding "Thinking Again," Dispendukcapil has set goals and objectives to improve public service effectiveness, enhance accountability, and strengthen administrative services. Lastly, "Thinking Across" in Dispendukcapil Surabaya involves deploying staff throughout Surabaya to assist citizens who do not have mobile phones, the elderly, and those facing various other challenges.

Originality/value: No previous studies have addressed the issues examined in this research. This study specifically investigates the Bureaucratic Reform in the Dispendukcapil Surabaya.

Keywords: bureaucratic reform; public service; dynamic governance

Paper Type: Article-Research

Introduction

Reform is a change made to bring about improvements in social, political, or religious aspects within a society or state (Eka and Sujendra 2020). Public service reform aims to improve and enhance the quality of public services as a means to establish clean governance and good governance (Lin 2023). Public services essentially encompass various aspects of life. The role of the government in governance is to provide various public services needed by the community, ranging from services in the form of legislation to other services that meet the community's needs in education, health, and public works. This is essential. The various public reform movements experienced by developed countries in the early 1990s were primarily driven by public pressure to improve the quality of public services provided by the government (Mal et al. 2023).

Bureaucratic reform has missions, objectives, and targets. The mission of bureaucratic reform includes: establishing or refining legislation to achieve good governance; restructuring and strengthening organizations, procedures, human resource management, supervision, accountability, public service quality, and the mindset and culture within the bureaucracy; developing effective control mechanisms; and managing administrative disputes efficiently. The objective of bureaucratic reform is to create a professional government bureaucracy characterized by adaptability, integrity, high performance, cleanliness, and freedom from corruption, collusion, and nepotism (Utomo, Darmawan, and Hartono 2023).

Bureaucratic reform includes the simplification of administrative procedures to expedite service access, the utilization of information technology in administrative systems to minimize bureaucratic complexity, the enhancement of internal and external oversight, and training initiatives (Widowati, Setyowati, and Suharto 2023). These reforms can be implemented through several strategic measures, such as improving human resources. Systems within an organization or institution are designed to achieve specific objectives. Government regulations outline the steps and principles that must be followed in the pursuit of bureaucratic reform (Vebryna et al. 2023). Although each country has different perspectives and regulations, there are some common dimensions of bureaucratic reform according to government regulations, including: (1) Performance and Efficiency Improvement: Focusing on increasing productivity, efficiency, and responsiveness in bureaucracy through changes in work processes, the use of technology, and better resource management. (2) Transparency and Accountability: Establishing standards of transparency in decision-making, budget allocation, and policy implementation, and ensuring accountability for public officials in their actions. (3) Public Service Enhancement:

Promoting high-quality, fast, and efficient public services, as well as improving the interaction between bureaucracy and the public (Alim 2022). (4) Personnel Management: Establishing standards for the recruitment, selection, training, performance evaluation, and career development of civil servants to enhance the professionalism and quality of the bureaucracy. (5) Information Technology Utilization: Leveraging information and communication technology (ICT) in bureaucratic processes to improve efficiency, information accessibility, and interaction with the public. (6) Public Policy and Oversight: Establishing principles for the creation of responsive and progressive public policies, while strengthening oversight mechanisms to ensure compliance and accountability. (7) Community Empowerment: Involving the public in decision-making processes, program monitoring, and providing feedback, as well as building partnerships with the private sector and civil society. (8) Innovation and Organizational Learning: Encouraging innovation in bureaucratic approaches, processes, and policies, and promoting a culture of continuous learning and improvement within the organization (Peraturan Menteri PAN RB 2020).



Figure 1. Desired Condition of Bureaucracy According to the Grand Design

One way to achieve this is by adopting a dynamic approach to governance. This approach focuses on dynamic governance (Rio Febriant Rizaldy, Komang Adi Sastra Wijaya, and Putu Eka Purnamaningsih 2024). In Indonesia, one application of bureaucratic reform in administrative services is in East Java, specifically in Surabaya. Surabaya is the second-largest city after Jakarta. The large population in Surabaya necessitates accurate population registration for data collection and updating. This data is used for planning development and local public services. The system is continuously updated and refined to ensure data accuracy and address issues in population data to support various policies and development programs in Surabaya. In this context, population registration is managed by the Department of Population and Civil Registration of Surabaya City (Anggraini, Sinurat, and Kurniawati 2023).

Dispendukcapil Surabaya provides administrative services including: population registration, birth registration, death registration, marriage registration, divorce registration, adoption registration, citizenship registration, issuance of identity cards, issuance of family cards, and other population-related services. These services are provided by Dispendukcapil to record population events in the Surabaya region and issue official documents to residents as proof of their population administration. The administrative services are in accordance with Law No. 24 of 2013 on Amendments to Law No. 23 of 2006 on Population Administration (hereinafter referred to as Law No. 24/2013), which is a significant legal regulation related to population administration in Indonesia (Nufus 2024). Law No. 24/2013 governs various aspects of population administration, including birth, death, marriage, divorce, adoption, and citizenship registration. One of the key legal bases for managing population data in Indonesia is Law No. 24/2013. This law aims to ensure an appropriate level of protection for personal data

while managing population administration processes more effectively, transparently, and accountably. The objectives, missions, and programs of the Surabaya government will be implemented based on strategic questions and medium-term development plans. These strategic questions relate to the issues currently faced by the Surabaya City Civil Registration Office. The table below lists the operations of the Surabaya Department of Population and Civil Registration:

Table 1. Objectives and Targets of the Surabaya City Department of Population and Civil Registration

Visi kota	Misi kota	tujuan	Sasaran
Gotong royong menuju Surabaya kota dunia yang maju, humanis dan berkelanjutan	Memantapkan tranformasi birokrasi yang bersih, dinamis dan tangkas berbasis digital untuk meningkatkan kualitas pelayanan publik.	Meningkatnya kualitas pelayanan publik yang efektif dan inovatif	1. Meningkatkan akuntabilita spenyelenggaraan pemerintah daerah pada Dispendukcapil Surabaya. 2. Meningkatkan kualitas Adminduk.

Dispendukcapil Surabaya provides administrative services including: population registration, birth registration, death registration, marriage registration, divorce registration, adoption registration, citizenship registration, issuance of identity cards, issuance of family cards, and other population-related services. These services are offered by Dispendukcapil with the aim of recording population events occurring in the Surabaya region and providing residents with official documents as proof of their population status. Population administration services, in accordance with Law No. 24/2013, are a critical legal framework for population administration in Indonesia. This law regulates various aspects of population administration, including the

registration of births, deaths, marriages, divorces, adoptions, and citizenship (Agus Bahrudin and Susetyo Arief Hidayat 2023).

The challenges faced by the Dispendukcapil are related to the continually advancing information technology, which increasingly facilitates public access to population administration services. On one hand, this presents an opportunity for the Dispendukcapil Surabaya to innovate, accelerate, and streamline its services. On the other hand, the diverse characteristics of Surabaya's population mean that not all segments of society are familiar with using information technology, particularly for administrative services. This lack of familiarity can affect the performance of Dispendukcapil as a local government apparatus responsible for supporting governmental functions in the field of population administration, thus potentially hindering the department's ability to contribute to the achievement of the regional head's and deputy regional head's missions (Reform 2023).

Additionally, there are still residents who do not comply with population documentation requirements, as well as dynamic population changes due to natural factors such as births and deaths, and migration of people into and out of Surabaya. Within certain areas, the facilities and infrastructure are still limited within local government units, requiring improvements in human resources quality and database security. Besides these issues, there are also obstacles in service delivery, including: public understanding of population administration compliance; facilities and infrastructure related to population administration services, including the quantity and competence of data processing, archiving, and population information personnel; integration of population-based services; the management of population document archives has not yet adopted digital documentation; and synchronization of budgeting between central and regional levels related to population administration services.

Methods

This study is qualitative in nature. Qualitative research involves descriptive research and tends to use analytical methods. According to Nana Syaodih Sukmadinata (Muhamad Candra Aji Saputro et al. 2023), descriptive qualitative research aims to describe and illustrate phenomena, whether natural or human-engineered, focusing on characteristics, quality, and the relationships between activities. The research focus is a critical element of the study. This focus helps researchers establish boundaries for their investigation to ensure accuracy and relevance. With a defined focus, researchers can more effectively search for data. This study focuses on:

1. Thinking Ahead, refers to the ability to identify future environmental developments and understand how these developments may impact the achievement of an organization's desired outcomes. In the context of bureaucratic reform at the Dispendukcapil Surabaya, this involves the need for adapting to updated information technology. Dispendukcapil Surabaya must continuously advance in response to the uncertainties of the external environment.
2. Again, refers to the ability to reassess a particular program and question its relevance when circumstances change. In this context, related to the dimensions of bureaucratic reform, it involves improving the quality of public services and enhancing accountability in local government administration at Dispendukcapil Surabaya.
3. Thinking Across, refers to the ability to transcend boundaries to learn from the experiences of others, gather new ideas, and develop solutions. In the context of bureaucratic reform, this involves fostering collaboration between private institutions or other entities to enhance the quality of public services (Rio Febriant Rizaldy,

Komang Adi Sastra Wijaya, and Putu Eka Purnamaningsih 2024).

The data sources used in this study are primary and secondary data. Primary data refers to information obtained directly from the original source. To gather primary data, methods such as interviews and observations are employed to acquire information that aligns with the focus of the research. Secondary data, on the other hand, provides indirect support and additional information for the research. This secondary data may include documents, reports, images, or photos from the Dispendukcapil Surabaya, as well as online data to support the research.

Discussion and Findings

Law No. 25 of 2009 on Public Services (hereinafter referred to as Law No. 25/2009) defines public services as activities or a series of activities designed to meet the needs of services for every citizen and resident in accordance with legal regulations for goods, services, and/or administrative services provided by public service providers. In Dynamic Governance, capability is understood as the attitude, actions, skills, knowledge, and organizational resources required to achieve desired outcomes. In Dynamic Governance, the most crucial factor is the capability of the leader. A leader is defined as someone who can persuade subordinates or other stakeholders to implement changes and then mobilize them to carry out those changes. Thinking Ahead, Thinking Again, and Thinking Across are three key capabilities in Dynamic Governance (Fauzi and Iryana 2017). The following section presents data obtained from interviews, observations, and supported by documentation regarding the aspects of bureaucratic reform based on the Dynamic Governance approach at Dispendukcapil Surabaya. This is aligned with the indicators of Bureaucratic Reform and Dynamic Governance. The identified indicators are as follows:

1. Thinking Ahead

In the realm of bureaucratic reform, the Surabaya Population and Civil Registration Office (Dispendukcapil) has demonstrated a forward-thinking approach through the integration of cutting-edge technologies, embodying the concept of Thinking Ahead. This concept is critical in strategic planning, highlighting an organization's ability to anticipate future changes, assess their potential impact, and adjust to meet emerging challenges. By adopting this mindset, progressive institutions not only address current issues but also prepare for future uncertainties, ensuring long-term success and organizational resilience. Thinking Ahead is fundamentally about an organization's capacity to foresee potential external changes and adapt its processes and strategies to ensure continued relevance and efficiency. In today's fast-evolving technological landscape, public institutions are increasingly recognizing the importance of integrating digital solutions into their service delivery models (Danar 2024). This is particularly true for Dispendukcapil Surabaya, which has adopted a range of technological innovations to modernize its population services, ensuring that they meet the growing expectations of a digitally oriented society (Mal et al. 2023). One prominent example of Dispendukcapil Surabaya's forward-thinking strategy is the development and implementation of the *Anjungan Dukcapil Mandiri* (ADM). This self-service kiosk allows residents to independently access and print essential civil registration documents, such as Electronic ID Cards (KTP-el), Family Cards, Child Identity Cards (KIA), and birth and death certificates. The ADM not only improves the efficiency of document processing but also reduces the administrative burden on both citizens and the government. By streamlining these processes, Dispendukcapil significantly enhances service accessibility, aligning with the broader goal of simplifying bureaucratic procedures.



Figure 2. Anjungan Dukcapil Mandiri Dispendukcapil Surabaya

Source: Dispendukcapil Surabaya

The integration of the ADM is consistent with the principles outlined in Thinking Ahead. Neo and Chen, in their study of strategic decision-making, argue that organizations must be both innovative and adaptable to sustain their competitive edge and meet future demands (Eko Yudianto et al. 2024). They emphasize that anticipating changes in the external environment, such as technological advancements or shifts in public expectations, is critical to shaping a successful and responsive organization (Edy 2019). Dispendukcapil Surabaya embodies this approach by continually evaluating and adopting new technologies that enhance service delivery and ensure the institution remains agile in response to external shifts. In addition to technological innovations like the ADM, Dispendukcapil Surabaya has embraced other digital tools to further streamline services and engage with the public. These include the expansion of online

services and the use of social media platforms for disseminating important information about civil registration procedures. By leveraging these tools, Dispendukcapil enhances transparency, improves communication, and makes administrative processes more accessible, especially for younger, tech-savvy citizens.

The commitment to anticipating and adapting to future developments is highlighted by the words of Rachmat Witarto, SE, MM, Head of the Cooperation and Service Innovation Section at Dispendukcapil Surabaya, during an interview conducted on June 14, 2024. He noted, "In adopting existing technology, we provide administrative services that are accessible to all members of the community."² This sentiment reflects a keen understanding of the evolving needs of the population and the importance of using technology to bridge service gaps and enhance overall public access to essential services (Wahyuni 2023). The concept of Thinking Ahead thus plays a pivotal role in Dispendukcapil Surabaya's strategy for bureaucratic reform and technological integration. By staying ahead of technological trends and proactively addressing future service needs, the institution ensures that it remains at the forefront of public service innovation. This anticipatory approach not only improves current service delivery but also positions Dispendukcapil as a leader in the ongoing transformation of public sector services in Indonesia. The office's ability to anticipate and navigate future challenges is a testament to its commitment to modernizing bureaucracy in a way that aligns with the principles of efficiency, accessibility, and responsiveness to public needs.

2. Thinking Again

The concept of Thinking Again is integral to modern organizational management (Eko Yudianto et al. 2024),

² Rachmat Witarto SE, MM, Head of the Cooperation and Service Innovation Team at Dispendukcapil Surabaya, Personal Interview, Surabaya, June 14, 2024

particularly in public institutions like the Dispendukcapil Surabaya. Thinking Again focuses on the ability to critically reevaluate programs and policies in light of changing circumstances. Unlike Thinking Ahead, which relies on forecasting and strategic foresight, Thinking Again depends on real-time data, actual measurements, and continuous feedback to reassess the relevance and effectiveness of existing strategies. This adaptive approach is crucial in ensuring that public service organizations can remain flexible and responsive, especially in the context of bureaucratic reform.

At Dispendukcapil Surabaya, the principles of Thinking Again are actively applied to improve public service delivery and enhance accountability within local government administration. The office's reform efforts focus on several key goals: increasing the effectiveness of public services, fostering innovation, and improving the overall efficiency of administrative processes. This commitment to reform is evidenced by their strategic use of technology and data-driven evaluations to meet the evolving needs of Surabaya's citizens. According to an interview with Herlambang Tri Irawanto Putra, S.KOM, Head of the Information System Cooperation Team at Dispendukcapil Surabaya, "To achieve high-quality administrative services, a strategic and planned approach is required. For instance, we are currently optimizing efficient and satisfying online services, such as the Nakula application (Family Member Report Application)."³

One of the core strategies employed by Dispendukcapil in line with Thinking Again is the utilization of the Customer Satisfaction Index as a key performance indicator. This tool helps the department measure its success in delivering high-quality

³ Herlambang Tri Iswanto Putra, S.KOM, Head of the Information System Cooperation Team for Population Administration. Personal Interview, Surabaya, June 14, 2024.

services and meeting community satisfaction benchmarks. By gathering feedback directly from the public, Dispendukcapil is able to identify which areas require improvement, ensuring that their services remain aligned with the expectations and needs of their constituents (Gorda and Anggreswari 2020).

Table 2. Medium-Term Goals and Objectives of Surabaya Dispendukcapil Services

No	Tujuan/sasaran	Indikator tujuan/sasaran	Target kinerja 2024	Target kinerja 2025	Targt kinerja 2026
1.	Meningkatkan pelayanan publik yang efektif dan inovatif	Nilai kepuasan masyarakat pada Adminduk	90,16%	91,08%	92,01%
2.	Meningkatkan akuntabilitas pemerintahan daerah pada Dispendukcapil	Nilai SAKIP Dispendukcapil	82 Nilai	82,50 Nilai	83 Nilai
3.	Meningkatkan kualitas Adminduk	Presentase permohonan layanan pencatatan sipil yang selesai tepat waktu	95%	95%	95%
		Presentase permohonan layanan pendaftaran pendaftarann penduduk yang selesai tepat waktu	95%	95%	95%
		Rata-rata waktu tanggap (respon time)	24 jam	24 jam	24 jam

A critical component of this feedback-driven approach is the specialized information media system used by Dispendukcapil to handle public complaints and suggestions. This system allows for real-time data collection on citizen grievances, providing valuable insights that are essential for continuous service improvement. Feedback is systematically analyzed to pinpoint recurring issues, allowing the office to address underlying problems in a timely and

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efficient manner. This proactive approach not only enhances service delivery but also fosters transparency and accountability, two pillars of effective governance (Trautendorfer, Schmidhuber, and Hilgers 2024). By implementing dedicated channels for citizen complaints and feedback, Dispendukcapil ensures that it remains responsive to public concerns. The information gathered through these channels is used not only to resolve immediate issues but also to inform broader organizational evaluations. For example, ongoing analysis of feedback allows the department to identify inefficiencies in document processing times or areas where public satisfaction may be lacking. These insights then inform subsequent reforms and adjustments to services, ensuring that the department maintains its commitment to high-quality public service delivery.

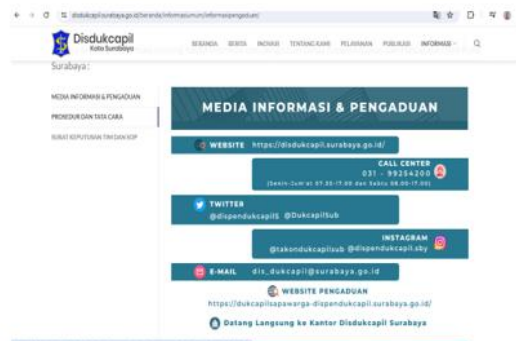


Figure 3. Information and Complaint Media of the Dispendukcapil Surabaya
source: Dispendukcapil Surabaya

An example of this responsive approach is seen in Dispendukcapil's introduction of specific performance targets for processing various administrative documents, such as Identity Cards (KTP), death certificates, and divorce certificates. The department has committed to completing these services within a 24-hour window, provided that all necessary documentation is in order. In cases where this timeline is not met, a financial penalty of IDR 50,000 per day is imposed on the responsible staff member. This policy not only ensures operational efficiency but also holds

employees accountable for meeting service standards. The financial penalty system underscores Dispendukcapil's broader commitment to maintaining high levels of accountability within the organization. By setting clear deadlines and enforcing consequences for delays, the department demonstrates its dedication to improving both the efficiency and reliability of its services. This approach is fully aligned with the concept of Thinking Again, as it allows the organization to continuously assess and refine its practices based on real-time outcomes and public feedback.

Thinking Again is a vital concept that drives Dispendukcapil Surabaya's ongoing efforts to modernize bureaucratic processes and enhance public service delivery. By integrating data-driven evaluations, public feedback, and accountability measures into their operational framework, the department is able to continuously improve its services and better meet the needs of Surabaya's citizens. This commitment to adaptation and improvement is a hallmark of effective governance and is essential for ensuring that public institutions remain responsive, efficient, and accountable in an ever-changing environment.

3. Thinking Across

The concept of Thinking Across emphasizes the importance of transcending traditional boundaries to learn from external sources and to gather new ideas, enabling innovative solutions to challenges faced by organizations. This ability is particularly relevant in public administration, where the complexities of governance require insights that often originate beyond the confines of a single institution. Thinking Across involves looking outward to understand best practices from other organizations, sectors, or even countries, recognizing that valuable lessons can be learned from a wide array of experiences. According to Pramesthi et al. (Pramesthi et al. 2024), this cross-boundary thinking fosters

collaboration and innovation, key components for creating more effective solutions.

In the context of bureaucratic reform at Dispendukcapil Surabaya, the principle of Thinking Across is actively applied. The organization embraces cross-sector collaboration as a core strategy for improving public service quality. Recognizing that internal resources and expertise alone may not be sufficient to tackle the wide array of challenges in delivering public services, Dispendukcapil has sought partnerships with both private sector entities and other organizations to enhance their capabilities. One example of Thinking Across in practice is Dispendukcapil Surabaya's collaboration with local communities to address the digital divide, which affects a significant portion of the population. The rise of digital services has made public administration more efficient, but it has also created barriers for individuals who may lack the technological literacy or access to necessary tools. This issue is especially prevalent among elderly citizens and those who do not own smartphones. To address this, Dispendukcapil staff members proactively engage with these communities, offering direct assistance in the field. According to Shoimuna (2024), officials visit Surabaya's sub-districts to assist residents by manually entering their data, ensuring that even those without digital access can benefit from government services. (Shoimuna 2024).

This proactive approach to assisting vulnerable communities is an embodiment of Thinking Across, as it involves collaboration beyond the organization's formal structures and recognizes the necessity of involving external actors. In this case, the collaboration extends to community engagement, where government staff work alongside local residents to bridge the gap created by technological disparities. By doing so, the government ensures that its services are inclusive and accessible to all members of society, not just those who are technologically proficient.

Cross-sector collaboration at Dispendukcapil is not limited to community outreach but also involves partnerships with other public and private organizations. These partnerships enable Dispendukcapil to leverage the expertise, resources, and innovations from other sectors to improve their services. For example, in the area of technological infrastructure, Dispendukcapil has worked with private tech companies to develop user-friendly applications that streamline administrative processes. One notable outcome is the Nakula application, which simplifies the process of reporting family member information. This collaboration allows Dispendukcapil to benefit from technological advancements that may not have been possible using only internal resources. As Tien Novita, S.KOM, Head of the General Affairs and Personnel Team, noted in an interview, "Cross-sector collaboration is like our right hand."⁴ This metaphor underscores the vital role that external partnerships play in the organization's success. By working across sectors, Dispendukcapil has been able to enhance not only the accessibility of their services but also their efficiency and overall quality.

Thinking Across as a concept in bureaucratic reform offers a way for organizations to remain adaptive and innovative. In the case of Dispendukcapil Surabaya, cross-boundary thinking has proven essential in addressing the complex challenges of public service delivery. By drawing from the experiences of other sectors and engaging with external partners, the organization has demonstrated how Thinking Across can foster more responsive, inclusive, and effective governance. This approach ultimately strengthens public trust and ensures that services meet the needs of the entire community, especially those who may otherwise be

⁴ Tien Novita S.KOM, Head of the General Affairs and Personnel Team at Dispendukcapil Surabaya, personal interview, Surabaya, June 15, 2024

marginalized due to technological or social barriers (Hamsyah 2023).

In achieving dynamic governance and effective public innovation, one critical factor is the presence of well-structured human resources and organizations capable of addressing all public needs efficiently (Hidayat 2022). The significance of service delivery extends beyond the departmental level, encompassing the roles played at the RT (neighborhood), RW (community), and other regional administrative levels. To embody dynamic governance, Dispendukcapil Surabaya has implemented several innovative measures, including adopting new attitudes, actions, skills, and knowledge. A notable example of this innovation is the development and deployment of technological service applications. This approach reflects Dispendukcapil's commitment to enhancing dynamic governance through technological advancements. The technological innovation involves creating applications to streamline administrative services and improve accessibility. The implementation of these technologies is overseen by Dispendukcapil Surabaya, which provides guidance and training to local administrative units, including Kelurahan (urban villages) and RT. This structured approach ensures that innovations are effectively integrated at the grassroots level, facilitating smoother operations and better service delivery. To maintain the integrity and security of the population data, the primary server and database are controlled by Dispendukcapil Surabaya. This centralization acts as a security measure, safeguarding sensitive information while allowing local units to operate with updated data and tools. Through these measures, Dispendukcapil Surabaya aims to ensure that technological advancements contribute to dynamic governance and improve public service delivery across various administrative levels.

The emergence of internet-based innovations, or e-governance, is often driven by public policies that engage various stakeholders, including public institutions and private entities, in the maintenance and development of applications. The primary aim of such innovations is to address existing issues and improve service delivery. An exemplary case of this is the Nakula (Nata Administrasi Keluarga Untuk Laporan Akta) application developed by the Dispendukcapil Surabaya. This innovation was introduced to tackle problems associated with the long queues for death and birth certificate processing, the emergence of intermediaries, and the overall inefficiency of the process. The Nakula application was designed to streamline administrative procedures by reducing waiting times and eliminating the need for intermediaries, thereby enhancing the efficiency of public services. Furthermore, engaging actively with the public through social media can also be a component of e-governance. Social media platforms enhance transparency, efficiency, and public participation in governance processes by providing a digital interface for communication between the government, citizens, and the private sector. The success of such technological innovations hinges not only on solving the immediate problems but also on the availability of information, openness to receiving public feedback, and user-friendliness. Effective implementation requires comprehensive outreach and education, targeting both internal stakeholders such as local government staff involved in public services and external stakeholders including the general public. This dual approach ensures that the innovation is well-integrated and accessible, maximizing its potential benefits and fostering greater public engagement.

Conclusion

Based on the preceding discussion, the following conclusions can be drawn from this research: In the process of implementing dynamic governance, the organizational culture of

the Dispendukcapil has made significant strides in addressing the challenges posed by a dynamic environment. The long-term thinking culture (Thinking Ahead) must continue to evolve, as it requires time for all personnel to fully understand public service issues and rapidly advancing technology. The effectiveness of public service dynamics will greatly depend on the strength of talented individuals and agile processes. Successful capability elements include a shift in mindset that allows the institution to evaluate existing policies, assess the feasibility of strategies, and measure staff performance. In responding to public feedback, social media platforms have proven to be reliable channels for receiving input and criticism. This feedback can be filtered and used for reflection and problem-solving to address deficiencies in public service. Openness to community feedback is beneficial as it enhances organizational service. Additionally, lateral thinking is another functional element successfully applied when the institution conducts research, gathers new ideas, and develops solutions to be implemented in the services and performance of the Dispendukcapil Surabaya.

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