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Article Title

Pop-Up Governance: Spatial-Temporal Adaptability of Street-Level Bureaucracy in the Dukcapil on the Street Program in Kuningan Regency

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ABSTRACT

Conventional population administration services frequently encounter constraints due to the temporal limitations of the working-class community. In response to these challenges, the Dukcapil on the Street innovation emerged as a manifestation of temporary, or pop-up, governance, operating tactically within informal public spaces. This study aims to analyze the spatial-temporal adaptability of street-level bureaucracy, explore the deconstruction of public satisfaction, and identify systemic tensions in the field. Utilizing a single-case study approach, primary data were collected through in-depth interviews with four key informants selected via a purposive criterion technique, integrated with unstructured field observations and thematic analysis. The results demonstrated that an operational time compression of 2.5 hours, facilitated by the parallel processing of four work divisions, successfully generated massive productivity without relying on capital-intensive infrastructure. The spatial relocation of service interactions to recreational areas materialized segmented inclusivity for the active workforce and constructed conditional satisfaction through the proactive role of bureaucrats acting as spatial facilitators. Nevertheless, this innovation provoked systemic tensions, manifesting in the absolute rejection of birth certificate amendment requests due to the rigidity of the central physical archives, alongside temporal exclusion resulting from the forceful system closure at exactly 09:00 Western Indonesia Time. In conclusion, this pop-up governance innovation substantiates the high adaptability of bureaucracy, yet it remains fundamentally constrained by the limitations of structural operational capacity. As an operational follow-up, this study recommends adopting securely encrypted mobile digital archival systems and a queue quota pre-registration system.

Keywords: Bureaucratic Adaptability; Population Administration; Pop-Up Governance; Service Innovation; Street-Level Bureaucracy.

INTRODUCTION

The state has a constitutional obligation to ensure legal certainty by providing equitable population administration services to all citizens. This service serves as a foundational pillar, as formal identity registration is an absolute prerequisite for citizens to access various civil rights and other fundamental public services (Maruapey et al., 2024). Nevertheless, the dynamics of modern social life frequently generate significant sociological constraints. Working-class communities with demanding schedules routinely face temporal limitations when required to access bureaucratic services that operate exclusively during formal working days and hours.

As an antithesis to these accessibility barriers, public governance is compelled to transform and abandon structural rigidity. The rigid and procedural approach of classical bureaucracy must gradually shift toward a more dynamic and collaborative relational governance framework, or New Public Governance (Osborne, 2010). This paradigm shift requires state institutions to act strategically in designing operational policies that transcend mere regulatory compliance, focusing holistically on creating tangible public value for the wider community (Moore, 1995).

Efforts to generate such public value are concretely manifested in Kuningan Regency through proactive population administration services delivered outside formal office settings. Grounded in the operational mandate of Kuningan Regency Regional Regulation Number 6 of 2017 on the Implementation of Population Registration and

Civil Registry, the Department of Population and Civil Registry designed an innovative initiative, *Dukcapil on the Street* (DOTS). The DOTS program directly engages citizens in community recreational areas during Car Free Day (CFD) events on weekends. This direct service innovation has demonstrated institutional maturity, having operated consistently for four consecutive years in serving the public.

The sustainability of this holiday service program signifies a shift in the conceptualization of government innovation itself. Innovation within the public sector often suffers from philosophical reductionism, being narrowly understood as merely the introduction of new products or digital technology upgrades (Osborne & Brown, 2011). In contrast, the most tactical innovation often lies in position innovation, which entails relocating service interaction points from within highly hierarchical bureaucratic buildings to relaxed, informal public spaces (Moore & Hartley, 2010). The spatial relocation of services through operationalizing DOTS aims to dismantle the psychological barriers that citizens encounter when interacting with state bureaucrats.

The phenomenon of operating DOTS briefly on public streets raises theoretical questions about the model of temporary governance, or pop-up governance. This governance concept explains scenarios wherein state institutions adapt by constructing temporary, portable operational ecosystems that are highly responsive to site-specific conditions (Papada et al., 2020). Through this pop-up governance approach, street-level bureaucrats attempt to negotiate rigid administrative regulations with the demands for rapid document processing expected by citizens in open spaces.

While numerous prior studies have evaluated strategies to enhance population administration services, the literature generally shows a bias toward mandatory digitalization and reliance on costly infrastructure. Several previous studies focused exclusively on the effectiveness of online applications and the devolution of digital tool provision to lower-level village apparatuses (Syadiyah et al., 2025; Mayasiana & Asmuni, 2026). Conversely, research specifically addressing physical services outside formal offices invariably links program success to the availability of mobile operational service vehicles. Such dependency frequently results in service disruption when these singular assets fail (Sagita et al., 2025).

This condition of the existing literature reveals a crucial research gap regarding how bureaucracies operate in open spaces without fully relying on mobile device applications or capital-intensive operational vehicles. Population services through DOTS in Kuningan Regency—which rely solely on assembling portable work facilities in public areas for a few hours—offer theoretical novelty regarding the spatial and temporal adaptability of field bureaucrats. Furthermore, no prior study has specifically analyzed the systemic tension between the physical flexibility of street-level bureaucracy in recreational areas and the rigid limits of accessing registration document archives left behind at the headquarters.

Based on this background and the identified research gap, this study aims to analyze the spatial-temporal adaptability of street-level bureaucracy in operationalizing the pop-up governance model within informal recreational areas. Concurrently, this study explores the dynamics of social interaction and the construction of satisfaction from the public perspective within a proactive service ecosystem, to identify systemic tensions and administrative boundaries arising from the constraints between operational flexibility in the field and the rigidity of conventional archival governance. The findings of this study are expected to offer a theoretical contribution to the development of contemporary public administration literature and provide practical benefits as a strategic foundation for local governments to refine inclusive and sustainable off-site public service governance.

METHOD

This study was designed as a descriptive-exploratory, single-case study. This qualitative method was deliberately selected to avoid establishing statistical generalizations across a broad population. Instead, the research focuses strictly on developing profound analytical-theoretical generalizations (Creswell & Poth, 2018). The primary focus was on how temporal compression—specifically, the reduction of operational duration to 2.5 hours—and the spatial relocation of services empirically affect the performance of street-level bureaucracy in the field. Selecting a single case study for the implementation of the DOTS program enabled the researchers to explore the highly specific dynamics of public service interactions thoroughly and to identify bureaucratic adaptability in context.

The research locus was designed dualistically to capture operational administrative constraints within two contrasting spaces. The first location was the formal arena situated at the headquarters of the Department of Population and Civil Registry of Kuningan Regency. This headquarters functions as the regulatory command center, the central database repository, and the storage facility for rigid physical document archives. The second location was the informal arena located in the Car Free Day (CFD) area of Siliwangi Street, precisely in front of the Toserba Griya Kuningan shopping center. This second arena served as a relaxed, temporary public space where DOTS conducted proactive service interactions. The DOTS services in this informal arena were tactically executed on Sundays from 06:30 to 09:00 Western Indonesia Time.

This research design explicitly departed from the use of normative quantitative terminology, such as populations and samples. The selection of research subjects strictly employed a purposive sampling technique, yielding a total of 4 key informants. The selection of these four informants was designed to achieve data saturation through a maximum variation strategy (Spradley, 2016), with contrasting profiles. The diverse

backgrounds of the informants aimed to cross-examine operational claims from the perspectives of policymakers and the factual experiences of citizens as service users.

The key informants were divided into representatives of the bureaucratic authority and of the public. The first informant was the Head of the Data Utilization and Service Innovation Division, who was responsible for DOTS operational regulations, internal division coordination, and the verification of archival data integration constraints. The second informant represented a successful case in which population documents were obtained within 20 minutes, selected to demonstrate operational flexibility and the comfort of open physical facilities. The third informant also represented a successful case, having printed an instant identity card within 15 minutes, which helped evaluate the operators' promptness in the field. The fourth informant represented a constrained case who failed to receive service due to the system closure at 09:00 Western Indonesia Time, selected to capture the dynamics of temporal exclusion tension proportionally.

To ensure the credibility and validity of the field findings, this study combined primary and secondary data collection as a cross-examination instrument (Sugiyono, 2019). Primary data were extracted through semi-structured in-depth interviews with the four selected key informants. This interview process was integrated with unstructured field observations conducted while DOTS services were operating in the open space. Concurrently, secondary data were gathered through document reviews of Kuningan Regency Regional Regulation Number 6 of 2017, the formulation of the regent's 100-day strategic program targets, statistical recapitulation of document outputs, with 50 to 80 files per implementation, and the publication of DOTS operational schedules on the agency's official social media. This data triangulation served to validate the informants' subjective statements against objective technical documentation (Miles et al., 2014).

The analysis of field data was conducted using an interactive thematic analysis model consisting of four operational stages (Braun & Clarke, 2021). The first stage was data familiarization, which involved the full transcription of all audio interview recordings. The second stage involved initial coding to identify and label meaningful units related to narrow operational timeframes, the use of relaxed spaces, and the constraints of physical archival documents. The third stage focused on theme mapping by categorizing these codes into integrated dimensions of productivity, quality, efficiency, flexibility, and satisfaction. The final stage was contextual interpretation, which constructed an analytical narrative that connected the empirical data on field operational constraints with the discourse of pop-up governance.

RESULTS AND DISCUSSION

A. Temporal Compression and Tactical Spatial Decentralization: The Adaptability of Street-Level Bureaucracy

At the conventional level, population administration services are frequently interpreted merely as administrative tasks involving the recording and issuance of formal legal documents within government buildings (Maruapey et al., 2024). This rigid paradigm was fundamentally deconstructed by the Department of Population and Civil Registry of Kuningan Regency through the operationalization of DOTS. Grounded in the mandate of Article 1 point 8 of the Kuningan Regency Regional Regulation Number 6 of 2017 and the fulfillment of the regional head's 100-day strategic target, this program transformed the manifestation of state presence. DOTS represents a concrete form of pop-up governance, in which state institutions construct a temporary, adaptive, and responsive operational ecosystem beyond the headquarters' territorial boundaries (Papada et al., 2020). This transformation is classified as position innovation, as the innovation is not generated through the formulation of new regulations but rather through the relocation of bureaucratic interaction spaces into the community's social sphere (Moore & Hartley, 2010).

This tactical spatial decentralization was implemented through an adaptive shift in the operational financing structure, or cost-shifting. By occupying a public area in front of the Toserba Griya Kuningan during the CFD event, DOTS services no longer relied on procuring large vehicular assets; instead, they shifted to tactical logistics mobilization. The portable work facilities included tables, chairs, and power extension cables. Furthermore, to support the instantaneous issuance of electronic Identity Cards, the bureaucrats provided comprehensive technical equipment on the service tables, comprising computers, laptops, printers, biometric scanners, digital signature pads, and an encrypted internet network to access the population database.





Figure 1. Dukcapil on the Street Officers (Disdukcapil Kuningan Documentation, 2023, 2026)

The visualization of the bureaucrats' spatial adaptability in Figure 1 provides a sharp antithesis to prior studies that consistently assumed off-site services must be supported by high-cost mobile operational vehicles (Sagita et al., 2025). The portable work facility model of DOTS proved more adaptable, as it was exempt from the risk of total functional failure due to potential engine malfunctions in the vehicle. Moreover, the provision of independent network infrastructure, brought directly to citizens' gathering points by officers, offered a solution to the operational barriers posed by purely digital innovations, which frequently fail to be implemented due to signal dead zones or blank spots in village-level population applications (Mayasiana & Asmuni, 2026). At the macro level, this innovation continues to absorb official budget allocations for equipment mobilization and compensation for bureaucrats' working hours; however, these funds are allocated with significantly greater precision to ensure the seamless operation of the temporary ecosystem.

This spatial adaptability faced the challenge of extreme temporal compression in the field. In contrast to the headquarters' operational hours, which allow for a substantial 8-hour workday, DOTS services were compressed to just 2.5 hours. Service operations were strictly restricted from 06:30 to 09:00 Western Indonesia Time. This time compression forced street-level bureaucrats to alter their work rhythms to serve the public drastically (Lipsky, 2010). Field officers were required to manage sharp, simultaneous surges in citizen queues in open areas, notably devoid of the psychological protection afforded by physical counter partitions typically found within conventional offices.



Figure 2. Citizens Waiting in the Dukcapil on the Street Queue (Personal Documentation, 2026)

The dynamics of client-induced pressure documented in Figure 2 paradoxically triggered a surge in productivity and an exceedingly high level of institutional efficiency. Short-term effectiveness parameters necessitate that an organization balance maximum output volume with minimal use of time resources (Gibson et al., 2012; Widyanti et al., 2025). Field data showed a casuistic record of DOTS officers completing up to 108 population documents in a mere 150 minutes, or 2.5 hours.

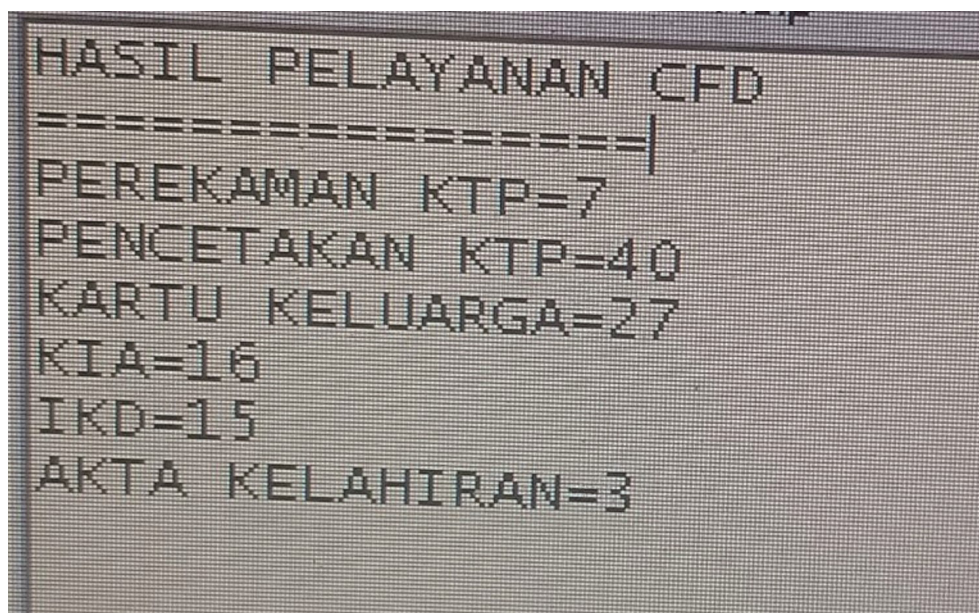


Figure 3. Total Services of the Dukcapil on the Street Program (Personal Documentation, 2026)

Based on the mathematically calculated output recapitulation in Figure 3, the system output rate reached an extreme value, successfully finalizing an average of 1 document every 1.38 minutes. The hourly document completion density ratio of this program significantly exceeded the daily rhythm at headquarters, which typically finalizes 100 to 200 documents over eight hours. This high per-minute

output rate generated a load-balancing or queue-redistribution effect. This massive weekend service directly alleviated the accumulation of administrative applicant volumes during normal working days at the main office.

This macro-organizational efficiency directly accelerated individual services, although field realities necessitated a compromise between processing time and queue waiting time. Initially, the regent's strategic program targets only to set a completion standard encapsulated in a "one-hour service" slogan. Field data demonstrated that the bureaucrats were capable of dramatically reducing administrative processing time at the service desk. The physical printing of identity documents was finalized within 15 to 20 minutes of the moment the files were submitted and verified by the officers. At first glance, this 15-minute individual duration appears contradictory to the previously noted 1.38-minute system output rate. However, this processing speed at the service desk operated concurrently with the reality of applicant queue accumulation in the open space, a logical consequence of high demand volume within an intensely compressed timeframe. This condition manifests the rationing-of-services tactic employed by street-level bureaucracy, in which officers must consciously shorten interaction durations at the service desk to reduce the density of queuing citizens (Lipsky, 2010). The validity of this individual administrative execution speed at the officer's desk was directly confirmed through the empirical experience of Informant III, who acted as a community representative using the Identity Card printing service.

"The ID card creation service itself was quite fast, as it only took approximately 15 minutes. I felt satisfied with the service provided by the officers. The officers were also prompt in handling the public who came to request services."

Resolving the mathematical anomaly between the system output (1.38 minutes) and the individual duration (15 minutes), alongside the service acceleration in the open space, would be impossible without impeccable internal coordination flexibility. Organizational flexibility is reflected in the ability to transform a rigid vertical hierarchy into a synergy of cross-divisional collective interdependence (Gibson et al., 2012). DOTS operations addressed this temporal anomaly by implementing parallel processing, simultaneously integrating four official work divisions at a single open location. Each division assigned its own technical operators; thus, the 108 documents were produced not because a single machine operated at 1.38 minutes, but because four portable counters concurrently produced documents to reduce the internal approval chain. This horizontal collaboration ensured that every administrative stage was processed entirely at a single table, without the need to return files to headquarters.

The success of street-level bureaucracy in overcoming physical space limitations and compressing service time created highly significant sociological impacts. The operational flexibility of DOTS did not end with achieving statistical

document completion figures or fulfilling political targets. The relocation of bureaucratic counters to public spaces during holidays triggered a fundamental transformation in how citizens perceive the service quality of government institutions. The speed and promptness of the officers in the CFD area gave citizens a margin of freedom to continue their weekend activities. This phenomenon triggered a shift in analytical parameters, in which public satisfaction is no longer measured solely by document legality but rather by an inclusive social recreation experience.

B. Administrative Recreation and the Deconstruction of Satisfaction within Informal Public Spaces

The success of street-level bureaucracy in transcending physical spatial boundaries and compressing service time, as previously delineated, did not merely yield high statistical achievements; it catalyzed a profound sociological transformation in public governance. The relocation of bureaucratic counters to informal public spaces represents a paradigm shift toward New Public Governance. Within this dynamic ecosystem, state institutions no longer act as superior, passive entities waiting for citizens behind office glass partitions; instead, they actively co-produce services alongside the community (Osborne, 2010). The phenomenon of DOTS services tangibly reduced the psychological distance between state authorities and citizens, transforming rigid administrative interactions into a dynamic social recreational experience.

The execution of services alongside sports and family activities in the CFD area redefined the traditional meaning of public service quality standards. In conventional bureaucracies, quality is frequently defined narrowly in terms of the grandeur of government building infrastructure (Riani, 2021) and the degree of formal compliance with rigid standard operating procedures (Firdausijah & Priatna, 2020). Nevertheless, a critical analysis of this recreational space unveiled an inherent characteristic of segmented inclusivity. On the one hand, the DOTS program successfully opened up affirmative access spaces for the active working-class demographic, who are often structurally marginalized from formal services due to conflicting daily work schedules (Rachmadhanty & Meirinawati, 2025). This targeting accuracy in reaching the time-vulnerable population aligns strongly with the principles of public policy program effectiveness, which emphasize the equitable distribution of beneficiaries (Afifah et al., 2025). Conversely, the noisy, crowded environment of the Siliwangi Street CFD, which demands high physical mobility, inherently generates new spatial barriers for other vulnerable groups, such as individuals with severe disabilities and the elderly, who face difficulties accessing such open, crowded centers.

The establishment of service ecosystem quality within these dynamic open spaces relied heavily on the competence readiness and responsiveness of human

resources (Djunaedi et al., 2025). The dedication of street-level bureaucracy officers willing to deploy in the field on Sundays demonstrated that breakthroughs are not necessarily synonymous with the creation of software or online applications. Amidst the massive narrative of public sector digitalization, the interactive physical presence of bureaucrats on the streets proved capable of mitigating the weaknesses of purely digital innovations, which frequently experience functional failures due to the community's low technological literacy (Syadiyah et al., 2025). The humanized presence of bureaucracy in public spaces provided a level of social interaction certainty that cannot be entirely substituted by electronic system interfaces.

This level of bureaucratic responsiveness was manifest in the implementation of active crowd management at the CFD location. Unlike the headquarters' mechanism, which relies on citizens' independence to draw tickets from electronic queuing machines, DOTS officers were compelled to transform into proactive space facilitators. The officers' promptness in proactively approaching newly arrived applicants, guiding the initial registration process, and providing tangible comforts through portable queue seating facilities became crucial instruments in shaping perceptions of service quality (Supardi et al., 2024). However, this spatial facilitator role possessed a paradoxical dual character. Behind the officers' emotional hospitality (Sussanti, 2021), they simultaneously acted as institutional gatekeepers who strictly controlled the flow of the queue to meet the system's closing deadline. This crowd-conditioning tactic was implemented to ensure that the volume of applicants in the field did not exceed the parallel-processing capacity, which was strictly constrained by the CFD's operational hours.

The validity of this governance quality transformation, which prioritized officer empathy and physical facility comfort, was directly confirmed by service users' experiences. Informant II, acting as a representative of the community utilizing the services, provided subjective testimony validating the officers' success in orchestrating humanistic and orderly public services amidst the dynamics of the citizens' weekend recreational activities.

"I felt satisfied with the officers who directed the registration process and the queue seating; the officers guided us according to our service needs. The program's facilities were also comfortable, with adequate seating for the queue and sufficient equipment for the service."

This empirical testimony provided evidence that the fulfillment of short-term organizational evaluation parameters—namely, the dimensions of satisfaction and quality—was achieved through the synchronization of tactical facility completeness and bureaucrats' social sensitivity (Gibson et al., 2012). The empirical experience in which citizens could manage population documents casually while recreating successfully erased the bureaucratic stigma of a convoluted process, transforming it into an enjoyable administrative experience. Nevertheless, the satisfaction

constructed in this public space was fundamentally conditional. This construct of satisfaction applied exclusively to the group of applicants who successfully entered the queue loop before the time tolerance limit expired. As public expectations for instant services in open spaces escalated, pop-up governance bureaucrats were, in reality, forced to confront structural boundaries in the form of authority limitations and the rigidity of the central archival governance system, which could not be entirely accommodated in the field.

C. Blind Spots and Systemic Tensions: The Collision Between Field Flexibility and Main Archive Rigidity

High public expectations regarding the flexibility of pop-up governance ultimately encountered constraints due to the reality of the state's structural boundaries (Papada et al., 2020). This phenomenon of innovation limits can be precisely analyzed using the strategic triangle conceptual framework. The efforts of street-level bureaucracy to maximize inclusive public value creation in recreational spaces paradoxically conflicted with the pillar of operational capacity factually available in the field (Moore, 1995). This systemic tension triggered a conflict between bureaucratic flexibility at the grassroots level and the rigidity of the main archival regulations. The spatial flexibility celebrated within the open ecosystem did not inherently eliminate the hierarchical procedures of national population data security.

The primary manifestation of this structural tension was evident in the restriction of service types, particularly the absolute rejection of requests to amend birth certificate data. Although the issuance of new birth certificates could still be facilitated, the absence of physical archival infrastructure at the Kuningan Regency CFD location compelled officers to make discretionary decisions, including rejecting applications for document amendments. This empirical condition aligns with the findings of Hermanses et al. (2023) regarding the negative impacts of limited off-site service facilities. According to standard procedures, the issuance or amendment of crucial civil documents inherently requires rigorous verification against historical physical population archives (Putri & Ariany, 2023). This phenomenon of rejection represents the paradox of local innovation decentralization, in which the operational flexibility of field bureaucrats is forced into functional failure due to their being bound by vertical regulations and the centralization of database security (Pangaribuan & Rahmi, 2026). The agency's failure to transfer the physical archival system into the public space ultimately led to a data integration dysfunction that comprehensively restricted citizens' access to civil services (Padil et al., 2026).

Beyond archival and spatial barriers, field observations also documented the complete closure of the service system at exactly 09:00 Western Indonesia Time.

This operational cessation was carried out forcefully because Siliwangi Street had to be cleared for motorized vehicle access. This operational reality confirms the emergence of fatal residuals in the form of undetected system weaknesses or blind spots within the inclusive governance ecosystem (Pawallangi et al., 2026). As the operational time concluded, field bureaucrats had no alternative discretionary space and were thus forced to implement service rationing at an extreme level (Lipsky, 2010). This tactic, which during peak hours was utilized to alleviate crowd density, transformed at the critical juncture into an instrument of institutional rejection for late-arriving applicants. Citizens who initially anticipated easier access were instead disappointed, as the temporal boundaries eliminated it.

The reality of these service blind spots and temporal exclusion was clearly observed in the field dynamics. Informant IV, representing the community group that experienced access constraints, provided empirical confirmation of the direct impact of the rigid system closure on the open space.

“The limited service time provided resulted in several citizens being unserved in this program.”

The rejection of birth certificate amendment services and the temporal exclusion of several applicants provided academic confirmation that every public sector innovation is perpetually accompanied by inherent limitations and the necessity of negotiating governance security (Osborne & Brown, 2011). Nevertheless, these various structural barriers do not invalidate the program overall effectiveness. Conversely, the discovery of these vulnerable points must be addressed by the implementing authority through the establishment of an institutional learning loop. A continuous evaluation process must be executed to reformulate the foundation of technical policies, such as exploring the secure adoption of mobile digital archive integration technologies. This evaluative transformation is crucial to ensure that future temporary governance innovations can mitigate systemic tensions and operate with a profoundly more mature level of operational capacity.

CONCLUSIONS AND SUGGESTIONS

The implementation of temporary governance through the *Dukcapil on the Street* program provides empirical evidence that street-level bureaucracy possesses exceedingly high spatial and temporal adaptability in responding to barriers to public service accessibility. This off-site service innovation successfully overcomes structural rigidity by tactically relocating interaction points to informal public spaces, without perpetually relying on purely digital infrastructure or costly operational vehicle assets. By implementing parallel processing across four work divisions, field bureaucrats were able to adapt to a highly restricted operational time compression of only 2.5 hours, achieving a massive level of document output productivity.

The success of this spatial adaptation directly transforms rigid administrative interactions into a social recreational experience, enabling the community to access state services amid their weekend sports routines. This paradigm shift materializes social inclusivity for the active working-class demographic and constructs a positive perception of service quality through the sensitivity of proactive bureaucrats acting as spatial facilitators. Nevertheless, the inclusivity and satisfaction generated within this open space are fundamentally segmented and conditional. This service satisfaction is exclusively experienced by those possessing adequate physical mobility to reach the crowded center and who successfully secure a queue quota before the time limit expires.

Behind the operational flexibility in the field, this innovation provokes systemic tensions resulting from the tangible collision between bureaucratic flexibility and the rigidity of central archival governance. The lack of access to physical archives at the service location leads to data integration issues, compelling bureaucrats to make absolute decisions to reject applications for birth certificate amendments. Furthermore, the authorities' necessity to forcefully shut down the network system exactly at 09:00 Western Indonesia Time creates service blind spots, culminating in temporal exclusion for late-arriving applicants. This phenomenon affirms that every public service innovation is perpetually accompanied by operational capacity constraints, which ultimately restrict bureaucrats' discretionary space in serving citizens.

Drawing upon these conclusions, this study recommends concrete policy implications for local governments to establish a continuous institutional learning loop. As a tangible operational follow-up, the implementing authority must formulate strategies to procure securely encrypted mobile digital archival integration systems to overcome the operational barriers of off-site document amendment services. The government also needs to design a pre-registration system or a queue quota rationing tactic based on estimated completion times to mitigate the risk of rejecting citizens at the end of operational hours. Academically, future studies are highly recommended to conduct comparative analyses of the effectiveness of this pop-up governance compared with purely digital innovations, and to expand the analytical focus to address the access rights of vulnerable groups, such as individuals with disabilities, to refine the discourse on public service inclusivity more comprehensively.

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