

Analysis of Population Administration Service Policy in Palembang City

Verronica Pradaneisyah¹, Muhammad Nur Budiyanto², Raniasa Putra³

¹ Magister Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik,
Universitas Sriwijaya, Indonesia

Email: verronicapradaneisyah@gmail.com

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Abstract

This study aims to analyze population service administration policies in Palembang City through a monitoring and evaluation approach, focusing on shifting functions and obstacles faced in their implementation. Population administration is a very important basic service for the community, which includes the recording of personal data such as birth certificates, family cards, and ID cards, as the main foundation in various aspects of citizens' lives. The quality of this service reflects good and accountable governance, where the Population and Civil Registration Office (Disdukcapil) plays a central role in ensuring the effectiveness and transparency of services. In this context, public policy monitoring and evaluation are essential instruments to identify various operational constraints and design improvement solutions, as well as to assess the extent to which the shift in service functions towards digitalization and other innovations can be optimally accommodated. The research method used is qualitative with a case study approach, analyzing policy implementation, the role of actors, success indicators, and their impact on service quality and public trust levels. The results of the study show that, although various technological innovations have been implemented, such as online systems and the use of digital devices, obstacles such as limited internet access, low digital literacy, and coordination challenges between agencies are still the main obstacles in accelerating the shift in service functions. This study recommends strategies for increasing human resource capacity, strengthening technological infrastructure, and continuous monitoring and evaluation so that policy implementation can run more effectively, equitable, and responsive to community needs. Thus, it is hoped that population administration services in Palembang City can further increase public satisfaction, trust, and support more efficient and accountable governance.

INTRODUCTION

Population administration is a fundamental service vital to the lives of the people of Palembang. This service includes recording personal data such as birth certificates, family cards, and identity cards (KTP), which serve as the foundation for various aspects of citizen life. The effective and efficient quality of population administration services reflects the implementation of good governance in this city. The local government, particularly through the Palembang Population and Civil Registration Office (Disdukcapil), plays a key role in ensuring that these administrative services are carried out transparently and accurately. As the administrative center of South Sumatra Province, Palembang faces various challenges and has its own unique characteristics in providing these services to all levels of society.

Monitoring and evaluation of public service policies are crucial tools to ensure that designed services are truly implemented as intended. Monitoring serves as a tool for oversight of policy

implementation, while evaluation assesses the overall impact and outcomes of those policies (Wibowo, 2021, p. 45). In the context of population administration services in Palembang, monitoring and evaluation activities can help identify issues that arise during the service process and provide data to support evidence-based decision-making. This importance is evident in a study by Ramadhan and Nugroho (2020), which stated that the successful implementation of population administration services is highly dependent on the quality of monitoring and evaluation conducted by local governments. Without adequate oversight and assessment, various policies can be ineffective. The Palembang City Government continues to promote the integration of digital technology in population administration services, for example through online systems like the Palembang Dukcapil application, which allows the public to process population documents without having to be present at the office in person (Sari, 2022, p. 78). However, the implementation of this digital system still faces challenges such as limited internet access, low levels of digital literacy in some areas, and resistance to change which remains an obstacle in this city (Putra & Lestari, 2021, p. 63).

According to a 2022 report from the Ministry of Administrative and Bureaucratic Reform (PAN-RB), the Palembang City Population and Civil Registration Office (Disdukcapil) has implemented various innovations, such as services via WhatsApp and an electronic queuing system. However, the effectiveness of these innovations has not been thoroughly and comprehensively evaluated (Kemenpan-RB, 2022, p. 15). Research by Wahyuni (2021) at the Sleman Regency Population and Civil Registration Office emphasized the importance of conducting evaluations based on measurable performance indicators so that the assessment process can be carried out objectively and accountably (Wahyuni, 2021, p. 78). An inadequate monitoring and evaluation system can result in inaccurate policies, slow service delivery, and low levels of public satisfaction. Therefore, an integrated, systematic monitoring and evaluation system is essential, capable of providing a clear picture of service performance (Yuliana & Harahap, 2023, p. 120).

Furthermore, preliminary observations in Palembang indicate that many residents still complain about delays in printing population documents and a lack of clear information regarding service procedures. This indicates weaknesses in the monitoring of existing service performance. Furthermore, the current evaluation of service officer performance is still administrative in nature and not entirely objective, as it does not directly consider the level of user satisfaction (Yuliana & Harahap, 2023, p. 125). To realize bureaucratic reform oriented towards excellent service, population administration services in Palembang must be able to implement service principles that are oriented towards community needs, efficiency, and accountability (Anugrah, 2019, p. 56).

To achieve optimal service levels, an in-depth analysis of the monitoring and evaluation mechanisms that have been implemented, as well as measuring their effectiveness in the field, is required. This study aims to analyze the monitoring and evaluation system for population administration service policies in Palembang City, specifically regarding the roles of actors, the indicators used, and their impact on service quality. Furthermore, this study will also explore public perceptions of the service process and the effectiveness of monitoring and evaluation conducted by relevant parties in addressing issues in the field. The results of this study are expected to strengthen the public service governance system, particularly in the field of population administration, which will ultimately increase public satisfaction and trust in the local government.

Based on the problems outlined above, the research question is how the analysis of population administration service policies in Palembang City is implemented. The main objective of this

research is to conduct an in-depth analysis of the monitoring and evaluation mechanisms of these policies, particularly within the Palembang City Population and Civil Registration Office. The research process utilizes various relevant concepts and theories, such as public policy implementation theory, excellent service theory, and the concept of public policy monitoring and evaluation, as proposed by experts (Benuf & Azhar, 2020, p. 45). This research is expected to provide theoretical benefits in the development of public administration and regional governance, particularly in the context of public services and improving the quality of administrative services. Furthermore, the results of this study are also expected to enrich the literature related to the implementation and evaluation of policies in the field of population administration services, as well as provide practical contributions to local governments in their efforts to improve the effectiveness and quality of services in Palembang City.

METHODS

This research employs a qualitative method with a case study approach that focuses on analyzing the monitoring and evaluation mechanisms of population administration service policies in Palembang City. The main objective is to explore and understand how these policies are implemented and evaluate their impact on improving the quality of services to the public. The approach used is administrative, utilizing relevant regulations and laws, particularly those governing public services and population administration, to determine implementation standards and evaluate their effectiveness (Benuf & Azhar, 2020, p. 45). Furthermore, this study also examines the policy's compliance with applicable legal norms and the impact of regulations and directives from the central government on implementation at the regional level. The applied method includes a literature review covering regulations related to population administration services and relevant theories in public policy implementation, referring to the theories of Donald Van Metter and Carl Van Horn (1975).

This theory identifies six main indicators for assessing the success of implementation, namely: policy target standards, available resources, implementer characteristics, implementor disposition, inter-organizational relationships, and social, political, and economic factors that influence the implementation process (Van Metter & Van Horn, 1975, p. 22). Data were collected from legitimate and reliable sources such as books, scientific articles, and official reports from relevant agencies in Palembang City. The data were analyzed to assess the relevance of the policy to community needs, while also identifying deficiencies in implementation that could potentially cause service problems. This study aims to provide recommendations to the local government so that they can improve policies and enhance the quality of population administration services in Palembang City.

RESULTS AND DISCUSSION

Policy Target Standards.

One key aspect in evaluating population administration service policies in Palembang City is the establishment of policy target standards, which describe the main objectives to be achieved. Referring to the policy implementation theory by Van Metter and Van Horn (1975, p. 44), these target standards serve as guidelines in assessing the extent to which the policy is able to achieve the set targets. In the context of population administration services in Palembang City, the main targets revolve around increasing the efficiency of service time, reducing operational costs, and ensuring the accuracy and reliability of population data. These targets support the national objectives stated in Law Number 25 of 2009 concerning Public Services, which emphasizes the importance of quality and efficiency of services to the public (Law Number 25 of 2009, p. 3)..

Disdukcapil Palembang merealisasikan 6.962 KTP digital

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Penyayanan di Dinas Kependudukan dan Pencatatan Sipil (Disdukcapil) Kota Palembang (ANTARA/Hernad Rafli/2022)

“ Prioritas e-KTP digital ini selain kepada Aparatur Sipil Negara (ASN), juga mahasiswa, hingga ke tahap masyarakat umum Kota Palembang ”

Figure 1 Services at the Population and Civil Registration Office (Disdukcapil) of Palembang City.

Source: https://sumsel.antaraneews.com/berita/687343/disdukcapil-palembang-merealisasikan-6962-ktp-digital?utm_source=chatgpt.com

As part of its efforts to support the digitalization of population administration services, the Palembang City Population and Civil Registration Office (Disdukcapil) has launched a digital ID card (KTP) issuance program, with 6,962 documents issued. This program implements a national policy that encourages the acceleration of digital transformation in public services, with initial targets including State Civil Apparatus (ASN), students, and gradually the general public (Disdukcapil Palembang, 2022). Despite showing significant progress, the

implementation of this policy is not without obstacles, particularly related to the readiness of technological infrastructure and the community's digital literacy level. Yuliana and Harahap (2023, p. 77) emphasize that the effectiveness of public services is largely determined by the capabilities of human resources and adequate technological support. Conditions in Palembang City indicate that despite the widespread adoption of digitalization, challenges remain, including limited internet access in some areas and a low level of understanding of digital services among some communities. To address this, the local government has undertaken ongoing outreach and mentoring activities. However, research by Ramadhan and Nugroho (2020, p. 114) shows that the gap between government expectations and the public's actual experience in accessing administrative services remains a crucial issue, especially regarding service times and complaints about processes that are considered slow.

Overall, the targets of the population administration service policy in Palembang City emphasize the importance of achieving objectives such as time efficiency, cost reduction, and increased data accuracy. However, the gap between policy targets and the reality of their implementation indicates that the established standards have not been fully achieved. Therefore, improvement strategies are needed, including strengthening human resource capacity, developing digital infrastructure, and enhancing inter-agency coordination, to improve service quality and public satisfaction (Yuliana & Harahap, 2023, p. 80)..

Resource.

In implementing population administration service policies in Palembang City, the availability of resources is a crucial component, particularly human resources (HR), which play a dominant role in determining the quality of public services. As stated by Yuliana and Harahap (2023, p. 65), the competence of human resources in the public service sector directly influences the effectiveness of policy implementation. Despite various training programs, some officials in Palembang still face obstacles in technical and communication skills, which results in less than optimal policy implementation in the field. Furthermore, the availability of physical facilities, such as reliable computers and information systems, is also a crucial element in supporting population administration services. Ramadhan and Nugroho (2020, p. 112) emphasize that the use of technology in public services is highly dependent on available infrastructure. However, limitations remain, with systems that are not fully integrated and devices not evenly distributed, especially in areas with limited access, thus hindering the public from accessing online administration services.

Another aspect that influences policy effectiveness is the low level of digital literacy among the public. Sari (2022, p. 98) states that low digital literacy is a major barrier preventing

the public from utilizing online application-based services. This situation is also found in Palembang City, where several community groups struggle to access online services due to a lack of technical understanding and limited internet connectivity. In this context, it is crucial for the government to provide ongoing training for administrative officers so they can adapt to developments in information technology. Wahyuni (2021, p. 74) emphasizes that increasing human resource capacity must be accompanied by strengthening technological infrastructure to support successful policy implementation. Furthermore, understanding continuously updated regulations is also crucial. Yuliana and Harahap (2023, p. 68) reveal that although most officers understand basic regulations, understanding the latest regulations is still uneven. Therefore, an active role for local governments in monitoring and evaluation is essential to ensure that the implementation of population administration service policies in Palembang City runs according to expectations and meets community needs (Sari, 2022, p. 101).

Characteristics of Implementing Agents

Dalam pelaksanaan kebijakan pelayanan administrasi kependudukan di Kota Palembang, peran agen pelaksana menjadi faktor kunci yang memengaruhi efektivitas kebijakan. Agen pelaksana, yakni petugas yang berinteraksi langsung dengan masyarakat dalam penyelenggaraan layanan administrasi, dituntut untuk memiliki kompetensi yang memadai serta karakter yang mendukung pelaksanaan tugas secara profesional. Menurut Yuliana dan Harahap (2023, hlm. 72), keberhasilan pelayanan publik sangat dipengaruhi oleh karakteristik agen pelaksana, terutama integritas, profesionalisme, dan kemampuan komunikasi yang baik. Di Kota Palembang, walaupun sebagian besar petugas telah mengikuti pelatihan sebagai bentuk peningkatan kapasitas, kendala seperti keterbatasan dalam keterampilan komunikasi dan kurangnya pemahaman terhadap regulasi yang baru masih menjadi hambatan dalam pelaksanaan tugas. Hal ini berdampak langsung terhadap kualitas pelayanan yang diterima masyarakat dan menunjukkan perlunya peningkatan kualitas sumber daya manusia secara berkelanjutan agar implementasi kebijakan dapat berjalan dengan optimal (Yuliana & Harahap, 2023, hlm. 74).

Selain kompetensi teknis, sikap dan disposisi agen pelaksana terhadap kebijakan juga memainkan peran penting dalam menentukan keberhasilan implementasi pelayanan administrasi kependudukan di Kota Palembang. Ramadhan dan Nugroho (2020, hlm. 119) menegaskan bahwa disposisi yang positif dari petugas terhadap kebijakan akan meningkatkan kualitas pelayanan, karena agen yang mendukung kebijakan cenderung menunjukkan komitmen dan tanggung jawab yang lebih tinggi dalam menjalankan tugas. Di Kota Palembang, meskipun sebagian besar petugas menunjukkan antusiasme dan sikap positif terhadap kebijakan pelayanan

administrasi, masih terdapat sejumlah agen pelaksana yang merasa tidak puas terhadap sistem yang diterapkan, yang pada akhirnya memengaruhi performa kerja mereka. Sikap ini umumnya berkaitan dengan tingkat pemahaman mereka terhadap isi dan arah kebijakan yang berlaku. Seperti yang dijelaskan oleh Sari (2022, hlm. 102), kurangnya pemahaman terhadap regulasi baru atau perubahan kebijakan sering kali menjadi faktor penghambat dalam proses implementasi.

Beberapa petugas di Palembang mengalami kesulitan dalam menyesuaikan diri dengan perubahan kebijakan yang ditetapkan oleh pemerintah pusat, sehingga pelaksanaan kebijakan di lapangan tidak selalu sejalan dengan harapan. Oleh sebab itu, diperlukan mekanisme pelatihan dan penyampaian informasi yang bersifat kontinu agar agen pelaksana senantiasa diperbarui pengetahuannya dan mampu mengikuti dinamika kebijakan secara efektif (Sari, 2022, hlm. 104).



Gambar 2. Promosi layanan administrasi kependudukan di Kota Palembang berbasis online.

Sumber:

<https://www.instagram.com/p/Cu8i1NXSeXd/>

In the context of implementing population administration service policies in Palembang City, adjustments to service strategies are a response to resource limitations, particularly in terms of the availability of electronic ID card (EI-KTP) forms. As informed by the Palembang City Population and Civil Registration Office (Disdukcapil), printing EI-KTPs for beginners aged 17 years and over is prioritized, while other services such as changing data elements and replacing lost or damaged EI-KTPs are directed through Digital Population Identity (IKD) activation. This step demonstrates adaptive efforts in policy implementation to address operational limitations, but also requires readiness from both implementers and the community.

According to Wibowo (2021, p. 88), the success of policy implementation is greatly influenced by a supportive management system and the implementer's ability to adapt to policy and technological dynamics. Meanwhile, the motivation of implementing agents is also a crucial element influencing service quality. Wahyuni (2021, p. 113) emphasizes that highly motivated agents will be better prepared to provide optimal public services.

In Palembang, the initiative to transition to digital digital systems requires a strong understanding from officials and community readiness to adopt digital systems. Therefore, in addition to improving the technical and communication capacity of implementing agencies, support in the form of incentives and ongoing training is crucial for the effective and equitable implementation of this policy (Wahyuni, 2021, p. 115; Wibowo, 2021, p. 91). The policy of transferring certain administrative services to digital platforms, such as the Digital Population Identity (IKD), reflects the increasingly strong direction of digital transformation within the regional government bureaucracy. However, the effectiveness of this policy depends heavily on the readiness of the community as end users. As explained by Sari (2022, p. 102), low digital literacy among the public can be a major barrier to utilizing technology-based services. In Palembang City, some groups still struggle to access or understand IKD activation procedures, particularly in areas with limited internet access or minimal technological knowledge. Therefore, the Population and Civil Registration Office (Disdukcapil) must strengthen a participatory and educational approach through outreach activities, technical assistance, and the provision of alternative manual services for vulnerable groups. With this strategy, it is hoped that the digitalization of population administration will not only be a symbol of modernization but will also be inclusive and equitable across all levels of Palembang City society.

Implementor Disposition

The attitudes and motivations of implementing agents (implementors) play a strategic role in determining the success of population administration service policies in Palembang City. This disposition reflects the extent to which implementers have commitment, positive perceptions, and the drive to implement the policy consistently. Van Metter and Van Horn (1975, p. 468) stated that implementers with a positive disposition toward a policy will be more motivated to achieve the intended objectives. In Palembang City, the majority of administrative service officers demonstrated a supportive attitude toward policy implementation, but still encountered obstacles in the form of dissatisfaction with systems and procedures deemed inefficient. This has the potential to reduce the overall effectiveness of the policy. Therefore, it is important for local governments to continuously manage the perceptions and motivations of

implementers through a communicative approach and regular evaluation so that policy implementation can run optimally and in accordance with community expectations.

The desire of officers to provide better services to the public in Palembang City is evident despite facing various challenges related to infrastructure and limited resources. Research by Yuliana and Harahap (2023, p. 45) shows that officers with a positive attitude toward policies are more dedicated to improving the quality of public services. However, the ambiguity of some recent regulations and the dynamic nature of regulatory changes have left some implementers feeling confused and uncertain about carrying out their duties optimally. Furthermore, other challenges arise from implementers who have a negative disposition toward the policies being implemented. Ramadhan and Nugroho (2020, p. 101) explain that implementing agents who lack a clear understanding of policy changes tend to be less motivated in carrying out their duties. In Palembang City, some officers felt that existing policies did not provide adequate incentives or rewards, which impacted their attitudes toward the policies. This, of course, impacted their performance in providing efficient and quality services.

Implementor disposition is also influenced by their experience and understanding of policy objectives. Wahyuni (2021, p. 72) emphasizes that implementors who clearly understand the objectives and benefits of a policy will be more enthusiastic in implementing it. In Palembang City, although many officers have a good basic understanding of the objectives of the population administration service policy, some still do not fully understand how the policy directly impacts the community. This poses a barrier to maximizing the policy's objectives. Therefore, it is crucial for the Palembang City government to provide further support to implementing agents through training and updating information on applicable policies. Sari (2022, p. 134) states that ongoing training can improve implementor disposition toward policies. With more intensive training and outreach, it is hoped that implementing agents will have a better understanding of existing policies and be more motivated to provide better population administration services to the community.

The disposition of implementers plays a crucial role in the success of population administration service policies in Palembang City. While most officers demonstrate a positive attitude and desire to improve service quality, challenges remain related to dissatisfaction with existing procedures. A positive disposition toward policy is directly linked to commitment and motivation in achieving service objectives. Although many officers possess a basic understanding of the policy, a small minority still lack a grasp of its positive impact on the community, which can hinder the policy implementation process. Therefore, support in the

form of ongoing training and more intensive outreach is needed to enable implementing agents to adapt to policy changes and provide more effective services to the community..

Inter-Organizational Relations

Inter-organizational coordination is a crucial factor in the implementation of population administration service policies in Palembang City. As part of the government system, good coordination between various agencies and organizations is necessary to ensure the smooth and effective implementation of implemented policies. In this context, the relationship between the Population and Civil Registry Service and other relevant agencies, such as sub-districts and urban villages, plays a crucial role in improving service efficiency. Ramadhan and Nugroho (2020, p. 107) state that inter-organizational coordination determines the smooth implementation of policies, as each organization has distinct roles and responsibilities that must be carried out simultaneously and in an integrated manner.

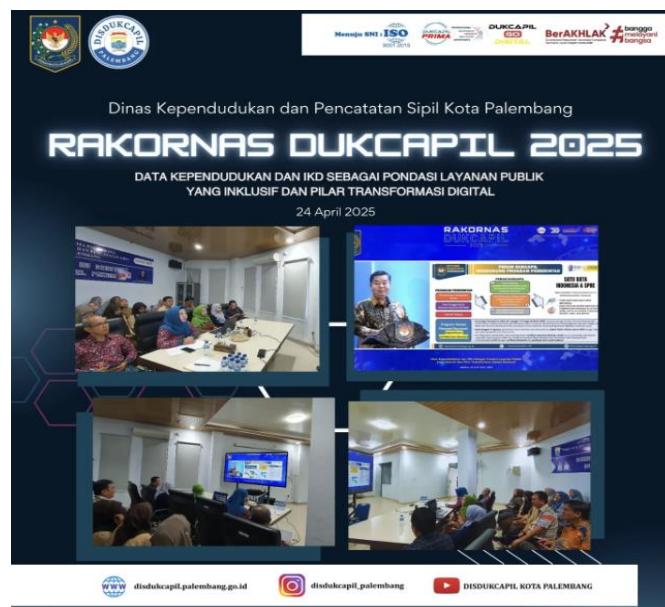


Figure 4. National Coordination Meeting (Rakornas) of Dukcapil held in Palembang.

Source:<https://www.instagram.com/p/DI20w>

[AuPpsg/](#)

One of the main challenges in implementing population administration service policies in Palembang City is weak coordination between organizations. This problem is often caused

by unclear division of tasks and a lack of intensive communication between relevant agencies. As Yuliana and Harahap (2023, p. 102) noted, the lack of coordination between institutions at the regional level can be a major obstacle to achieving policy objectives. In Palembang City, despite various efforts to strengthen synergy, barriers to effective communication between the Population and Civil Registration Service (Disdukcapil) and sub-districts, urban villages, and other supporting agencies such as the Communication and Informatics Service are still frequently encountered. These differences in priorities and focus between agencies often lead to delays in data management and sub-optimally integrated services, as noted by Wibowo (2021, p. 88).

This situation is further complicated by differing interpretations of standard operating procedures, which are not yet fully uniform. Wahyuni (2021, p. 56) emphasizes the importance of having guidelines mutually agreed upon by all agencies to prevent misunderstandings in policy implementation. In Palembang City, despite efforts to develop technical guidelines, their implementation still faces challenges in the field due to differing understandings among policy implementers. Therefore, improvements in the coordination system and strengthening more structured operational guidelines are urgently needed. In line with the theme of the 2025 National Population and Civil Registration Meeting (RAKORNAS DUKCAPIL), as reflected in the documentation of Palembang City Population and Civil Registration Office activities, namely "Population Data and IKD as the Foundation of Inclusive Public Services and Pillars of Digital Transformation," it can be concluded that strengthening inter-organizational relationships is a crucial part of effective public service transformation. Through regular coordination forums and increasing human resource capacity in cross-agency communication, the effectiveness of policy implementation can be significantly enhanced (Sari, 2022, p. 70). Thus, the population administration service policy in Palembang City will be more responsive to the needs of the community and in line with the nationally initiated service digitalization efforts..

Social, Political and Economic Conditions

The successful implementation of population administration service policies in Palembang City is heavily influenced by regional social, political, and economic dynamics. From a social perspective, the diversity of community backgrounds, including differences in education levels and understanding of administrative policies, poses a unique challenge. Ramadhan and Nugroho (2020, p. 64) state that public participation in utilizing administrative services is closely related to their awareness and ability to understand applicable procedures. In Palembang City, although access to population services has expanded, some residents—especially vulnerable

groups and those living in remote areas—still experience difficulties accessing online services due to limited understanding and facilities. Politically, the commitment and stability of local government are key determinants of the sustainability of service policies. Wibowo (2021, p. 88) emphasizes that the sustainability of public policy depends on political support and consistent direction of regional policy. In Palembang, changes in leadership or political orientation often impact the implementation of designed programs, resulting in suboptimal implementation due to shifts in priorities or policy direction.

Meanwhile, economic aspects play a crucial role, particularly in providing budgets and supporting infrastructure for services, such as information technology and digital infrastructure. According to Sari (2022, p. 75), limited funding is a major obstacle to developing a reliable population administration service system. Although Palembang City continues to strive for digital transformation, budget constraints often hinder the procurement of equipment and human resource training. In this context, Yuliana and Harahap (2023, p. 105) add that low-income communities often struggle to access online services due to limited devices and internet connections, particularly in areas with unequal digital infrastructure.

The interaction between these three factors also influences the policy-making process at the regional level. Wahyuni (2021, p. 60) emphasizes that public policy evaluation must comprehensively consider social, political, and economic dynamics so that the policies designed are not only administrative but also adaptive to local conditions. Therefore, the Palembang City government needs to conduct regular evaluations and adjustments to its population administration service policies to ensure they remain relevant and able to address evolving challenges in society. The successful implementation of population administration service policies in Palembang City also depends on the local government's ability to build cross-sector collaboration to address the impacts of social and economic inequality. A participatory approach involving community leaders, local organizations, and other stakeholders is a crucial strategy for reaching underserved communities. In the context of digital transformation emphasized through national agendas such as the 2025 National Civil Service Meeting (RAKORNAS DUKCAPIL), this collaboration is increasingly crucial for bridging the gap in technology access and improving the community's digital literacy. This aligns with Sari's (2022, p. 78) opinion, which states that the success of digital-based administrative services can only be achieved if supported by synergy between parties and the active involvement of the community as service users. Therefore, an inclusive and collaborative approach needs to be continuously strengthened so that population administration service policies in Palembang City can be implemented comprehensively, fairly, and sustainably.

Social, political, and economic conditions significantly influence the successful implementation of population administration service policies in Palembang City. Social diversity and varying levels of community education influence the extent to which residents understand and follow population administration procedures, with some groups still experiencing obstacles in accessing services, particularly digital-based services. From a political perspective, government stability and commitment from local governments are key factors in ensuring the continuity and effectiveness of program implementation. Uncertainty about policy direction or changes in political priorities often disrupt planned implementation. Meanwhile, from an economic perspective, limited budget allocations directly impact the provision of infrastructure and supporting facilities for population services, such as information technology devices and human resource training. To address these challenges, periodic policy evaluation and adjustments are necessary that take into account the social, political, and economic conditions of the Palembang City community, so that implemented policies are more adaptive, responsive, and able to effectively meet citizen needs..

CONCLUSION

Based on the analysis presented previously, it can be concluded that the implementation of population administration service policies in Palembang City still faces various challenges that require serious attention. Although the local government has attempted to implement various programs to improve service quality, such as implementing online systems, training officers, and improving digital infrastructure, in reality, several important indicators for successful policy implementation have not been optimally met. Referring to the policy implementation theory by Van Metter and Van Horn, factors such as policy target standards, human resources, and inter-organizational relationships indicate weaknesses that require continuous improvement.

Population administration services, which aim to improve time efficiency and service quality, are still hampered by various technical and non-technical obstacles. From a technical perspective, the public's lack of understanding of digital-based systems and the limited technological infrastructure available create barriers to access and active participation. Furthermore, despite various training programs for officers, the quality of human resources, particularly in terms of technical and communication skills, remains a major obstacle to improving responsive and effective services. The characteristics of implementing agents and the disposition of implementers, which still need to be strengthened, also require attention to ensure more coordinated service delivery and increased commitment, resulting in increased enthusiasm and motivation for officers.

From a social, political, and economic perspective, the ongoing dynamics in Palembang City influence the success or failure of this policy's implementation. Unequal access to technology,

particularly in remote areas and vulnerable groups, leads to disparities in the provision of population administration services. Furthermore, limited local government budgets exacerbate obstacles to adequate digital infrastructure and ongoing training, hindering optimal service effectiveness. This highlights the need for in-depth review and comprehensive evaluation of existing policies to ensure they are adapted to the diverse and evolving socioeconomic conditions within the community.

Overall, although various efforts have been made to improve and strengthen population administration services in Palembang City, truly optimal results are still far from being achieved. Comprehensive strategic measures are needed, including increasing human resource capacity, refining digital-based information technology systems, and strengthening coordination between relevant institutions and organizations. By implementing these improvements, it is hoped that the quality of population administration services will not only increase quantitatively but also reach all levels of society in a more equitable, responsive, and inclusive manner. This will strengthen the local government's commitment to providing fair, effective, and sustainable services for the well-being and public trust in the population administration system in Palembang City.

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