
Assessing the Effectiveness of Administrative Services in Population and Civil Registration: Evidence from Gorontalo City

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Abstract

Objective: This study aims to analyze the effectiveness of population administration services in Gorontalo City by highlighting three main aspects, namely responsiveness, quality of human resources, and service system. **Theoretical framework:** This study is based on public service theory and the principle of good governance, where service effectiveness is understood as a result of the interaction between responsiveness to community needs, human resource competence, and the use of technology in the service system. **Literature review:** This study refers to the study of the effectiveness of public services, digitization of population administration, as well as the role of human resources and community complaints, while filling in the gaps of studies that rarely emphasize the integration of technical, institutional, and community participation aspects. **Method:** The study used a descriptive qualitative approach by triangulating data through interviews, observations, and documentation at the Gorontalo City Population and Civil Registration Office. **Results:** The results show that even though the digitization of services through the Centralized SIAK and the pick-up program has been implemented, the implementation has not been fully optimal. In the aspect of responsiveness, there are still obstacles in the form of long waiting times and limitations in handling public complaints. In terms of human resources, there is a competency gap in mastering technology and a lack of continuous training. Meanwhile, the service system still faces obstacles in the form of technical problems and low digital literacy of the community, which has an impact on the effectiveness of online services as a whole. **Implications:** This study emphasizes the need to increase human resource capacity, optimize service technology, and improve the public complaint system, with the support of synergy between technical, institutional, and community participation aspects to realize responsive and accountable administrative services. **Novelty:** The contribution of this research lies in the emphasis on the integration of digital innovation, strengthening human resource competence, and community participation as a strategy to improve the quality of population administration services in the region, especially in Gorontalo City.

Keywords: public services, population administration, responsiveness, human resources, service systems.

INTRODUCTION

Effective public services are one of the main pillars of realizing *good governance* [1]. In the context of developing countries such as Indonesia, bureaucratic reform is a key strategy in improving the quality of public services to the community. One of the most important forms of basic services is population administration, which includes identity documents such as Identity Cards (KTP), Family Cards (KK), and birth certificates. These documents not only serve as proof of a citizen's legal identity but also as a prerequisite for accessing health services, education, banking, and government social assistance programs [2].

The Government of Indonesia, through the Ministry of Home Affairs, has regulated population administration service policies nationally in various regulations, including Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration, and Regulation of the Minister of Home Affairs (Permendagri) Number 104 of 2019 concerning Information Technology-Based Population Documentation. This policy encourages the implementation of digital-based services to speed up processes, increasing efficiency, and expanding the reach of services to all regions of Indonesia [3].

However, at the implementation level, various obstacles are still found. Data from the Directorate General of Population and Civil Registration of the Ministry of Home Affairs shows that until the end of 2023, there are still around 2.1 million Indonesians who do not have complete population documents. This indicates that there is still a gap in services, both in terms of infrastructure, human resource capacity, and the use of technology in the regions [4].

This condition is also reflected in Gorontalo City. The local government, through the Population and Civil Registration Office (Disdukcapil), has made various innovations to improve services, one of which is by launching the Integrated Population Administration Information System (Centralized SIAK) in May 2022. Although this step is considered progressive, implementation in the field still faces various challenges. The public complained about the information gap between the online system and the actual service, as well as confusing procedural inconsistencies. The response to complaints is still considered slow and not satisfactory [5].

Based on a report from the Gorontalo City government, as of December 2023, out of a total of 203,205 residents of Gorontalo City, 145,824 residents are included in the mandatory e-KTP category. Of these, as many as 144,812 people, or around 99.31% have been recorded. Although this achievement shows a high level of participation, there are still around 1,021 residents who have not been recorded, spread across 50 villages. Although this figure is small in percentage, it still reflects the existence of technical, structural, or social obstacles that hinder the fulfillment of population administration rights as a whole.

In addition, the services provided are still highly dependent on the individual capacity of the officers. The lack of uniform standardization of services often causes the information provided to be non-uniform. Public complaints also arise related to slow responses to complaints, complicated processes, and technical glitches in the digital system. People who have limited digital literacy finally choose to come directly to the Disdukcapil office, so long queues and slow services are still a daily reality [6].

These problems show that the effectiveness of population administration services cannot only be measured by administrative outputs such as the number of documents printed, but also by the quality of interaction between the government as a service provider and the community as beneficiaries. The quality of service also includes how the system responds to the actual needs of citizens, the extent to which services can be accounted for transparently, and the efficiency of the process in providing ease and legal certainty.

Departing from this phenomenon, this research focuses on three main aspects in evaluating the effectiveness of population administration services in Gorontalo City, namely: responsiveness, accountability, and efficiency. Responsiveness includes the speed and

accuracy of services in responding to the needs of the community, accountability reflecting the responsibility and transparency of officers in carrying out procedures, and efficiency regarding the optimization of resources to produce fast, precise, and accessible services. These three focuses were chosen to illustrate the complexity of services that are not only administrative but also reflect the quality of the relationship between the government and the community.

The first problem is that in the context of responsiveness, population administration services in Gorontalo City are often considered not responsive enough to the needs of the community. Delays in printing ID cards due to running out of blanks, for example, are rarely accompanied by an open notification to the public. As a result, many residents remain in line and feel disappointed because they do not get the services they want. The slow response to public complaints is also a reflection of the lack of institutional empathy in responding to public problems.



Figure 1. Interviews With the Community

The second problem in this study is that the aspect of human resources used is not accountable, so it is still a challenge. Some document applicants report that rejections of their submissions are often not accompanied by clear reasons or verifiable administrative evidence. This creates the perception that the service is arbitrary and not transparent [7].

Finally, this research focuses on the aspect of service efficiency carried out by officers, which is still a central issue in the process of population administration services at the Population and Civil Registration Office. Although the services at the Gorontalo City Dukcapil have been online, the limitations of the community's digital literacy cause many residents to still rely on face-to-face services. Ironically, the digital system that is expected to speed up the process actually adds a new layer of bureaucracy due to the inability of the system to run optimally. The process that should be completed in a matter of minutes becomes delayed for hours due to offline systems or unorganized queues. Departing from the above problems, by understanding the complexity of the above problems, the author will examine the "Assessing the Effectiveness of Administrative Services in Population and Civil Registration: Evidence from Gorontalo City" [7].

LITERATURE REVIEW

State of the Art

The research conducted by Ramadhani with the title "The Effectiveness of Public Services in the State Civil Apparatus (ASN) in the Principle of *Good Governance*." This research uses qualitative research methods [8]. In addition, this study focuses on examining the effectiveness of public services in the state civil apparatus with a focus on the application of the principles of good governance. The results of this study show how public services are often hampered by a slow bureaucratic culture, low accountability, and a lack of responsiveness of employees to community aspirations. This research also highlights the lack

of public participation in evaluating services and the need to improve the capacity of the apparatus through systematic training.

The research by Putri & Bataha entitled "The Effectiveness of Population Administration Services at Balai Rw (Case Study of Medokan Ayu Village)" uses a qualitative research method. Focusing on the effectiveness of population administration services carried out at the RW Hall, Medokan Ayu Village, Surabaya [9]. The results of this study show that this program is quite effective thanks to massive socialization and continuous evaluation from local governments. However, technical obstacles and a lack of adequate service personnel were also found, which hindered optimal service even though the community-based approach was considered very positive.

Research by Aris, Agustang, & Idkhan entitled "The Effectiveness of Civil Apparatus Services in Improving Public Services" [10]. This research uses qualitative research methods. The focus of this research is to examine the effectiveness of public services from the perspective of the behavior of state civil servants using a literature study approach. The results of this study show that the effectiveness of services is greatly influenced by the extent to which ASN can carry out its role as public servants, not just implementers of bureaucratic orders. Paradigm *New Public Service* is the main highlight, where government employees are expected to be more participatory, accountable, and respond directly to the needs of the community [11]. The findings of this study reveal that the bureaucracy that is still hierarchical and slow needs to be replaced with a collaborative approach oriented towards fair and equitable services.

Table 1. Mapping State of the Art

Research Name & Title	Research Methods	Research Focus	Research Results
Ramadhani, <i>Effectiveness of Public Services in ASN in the Principles of Good Governance</i>	This study uses a qualitative method through literature studies and secondary data analysis.	This study shows a focus on (1) the application of the principle of good governance by ASN, (2) the quality of public services by ASN, (3) obstacles to the implementation of transparency and accountability, (4) the level of responsiveness of ASN to the community, (5) the role of community participation in the evaluation of public services.	This study shows that (1) service effectiveness is still hampered by slow bureaucracy, (2) ASN accountability is still low, (3) ASN's responsiveness to the community is not optimal, (4) community involvement is still minimal, and (5) ASN policy reform and training are needed to improve services.
Putri & Bataha, <i>Effectiveness of Population Administration Services at the RW Hall, Medokan Ayu</i>	This study uses a qualitative method with a case study approach.	This study shows a focus on (1) sub-district level administrative services, (2) community-based service approaches, (3) the role of RW as a basic service unit, (4) service socialization programs, and (5) evaluation from the community side.	This study shows that (1) services bring community access closer, (2) socialization has been actively carried out, (3) residents are enthusiastic about taking care of documents, (4) there are technical and human resource constraints, and (5) monitoring and evaluation are carried out by the village.
Aris et al, <i>The Effectiveness of ASN Services in Improving Public</i>	This study uses a qualitative method with a literature study	This study shows a focus on (1) the behavior of ASN in the public bureaucracy, (2) the application of the New	This study shows that (1) the response of civil servants to the community is still slow, (2) NPS has

Services	approach.	Public Service (NPS) paradigm, (3) public relations and services, (4) the role of bureaucracy in the democratization of services, and (5) public perception of the effectiveness of bureaucracy.	not been fully implemented, (3) community involvement has not been optimal, (4) many bureaucracies have not been transparent, and (5) organizational culture reform is needed.
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Public Service

Public services are the main foundation in the implementation of modern government, where the state carries out its role as a facilitator of fulfilling the basic needs of society. Public service is no longer understood narrowly as a bureaucratic procedure, but rather as a manifestation of the state's presence in guaranteeing the constitutional rights of citizens. Sherina et al stated that public services must be based on the principles of social justice, ease of access, and legal certainty. In practice, public services include all forms of services provided by government agencies, both at the central and regional levels, which are intended for the public interest. Therefore, public services are the main indicator of the quality of *good governance* [12].

The development of public service theory shows a paradigm shift from the traditional administrative model to a more responsive and participatory approach. Initially, public services were managed with a very rigid, hierarchical, and centralized Weberian bureaucratic approach. However, the emergence of criticism of low efficiency and weak orientation to service users has led to the birth of a paradigm, *New Public Management* (NPM), in the 1980s, which adopted private sector management principles such as efficiency, effectiveness, and customer orientation. Furthermore, a paradigm emerged, the *New Public Service* (NPS), developed by Denhardt and Denhardt, which emphasizes the importance of community participation, deliberative democracy, and public service values as a form of social contract between the state and its citizens [13].

In the context of government digitalization, public services have also undergone significant evolution through the application of information technology. Digital transformation enables increased efficiency, speed, and transparency in the delivery of services, which were previously hampered by sluggish manual procedures. Public services are no longer only provided physically through government offices, but also in digital forms such as *e-Government* and online service applications. According to the results of research by Hasibah & Anadza, the use of information technology in public services has increased public satisfaction by up to 30% compared to conventional services. However, challenges in terms of data security, digital divide, and technological literacy are still critical issues that must be overcome so that services are truly inclusive [14].

In addition, ideal public services are also characterized by accountability and transparency in each process. The community is no longer in the position of passive users, but plays an active role in supervising, evaluating, and providing input on the performance of public services. This participatory approach is in line with the principle of *co-production*, where the community and the government jointly create value in services. Fachruddin et al emphasized that public involvement in the design process of the evaluation of public services can increase public trust in government institutions. Therefore, good public services are not only seen from the technical administrative aspect, but also from the experience and perception of the public as service users.

Conceptually, effective public services must be able to bridge the interests of the state and the needs of society in one system that is fair, adaptive, and results-oriented. Public services are not just an administrative tool, but a democratic instrument that guarantees citizen participation in public decision-making [15]. In the midst of increasingly complex societal

demands, public services must be developed with a comprehensive approach, including legal, technological, social, and ethical aspects. Modern public service theory emphasizes the importance of service integrity, sensitivity to the needs of citizens, and the sustainability of service policies to create a socially just and empowered social order. Thus, effective public services not only fulfill state obligations but also create a public civilization based on trust and participation.

METHODOLOGY

This research uses a qualitative approach with a descriptive type, which aims to describe and understand the phenomenon in depth according to real conditions in the field. This approach was chosen because it is considered to be able to capture the meaning, experience, and perception of the research subject in a natural social context [16]. According to Sugiyono's view, a qualitative approach is used to research objects in natural conditions, where researchers play the role of key instruments that directly collect and analyze data.

The type of descriptive research was chosen to provide a systematic, factual, and accurate picture of the conditions of administrative services at the Population and Civil Registration Office. Descriptive in this context is not intended to test hypotheses, but rather to explain in detail the relationship between symptoms or phenomena that occur as they are in the field. Arikunto said that descriptive research aims to describe a certain symptom, event, or condition objectively without manipulation. The data collection technique is carried out in a triangulated manner, namely through direct observation, in-depth interviews, and documentation, to ensure the validity of data from various sources and perspectives. This triangulation strategy aims to strengthen the validity of the findings and obtain a comprehensive picture of the object being studied [17].

The collected data is analyzed inductively through the stages of data reduction, data presentation, and a conclusion is drawn. This analysis is carried out qualitatively, emphasizing reflective and interpretive processes, not statistical calculations. This process allows researchers to understand the social context in its entirety and in depth [18].

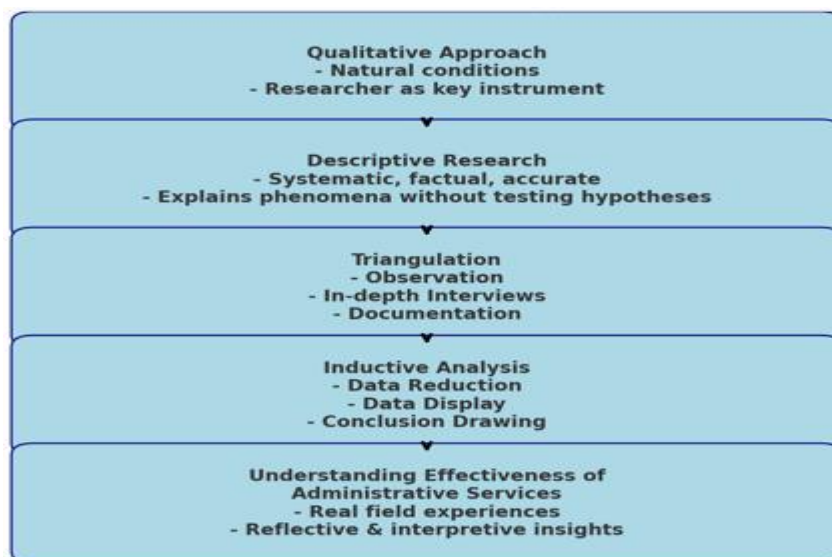


Figure 2. Research Methodology Flow

Therefore, the combination of qualitative and descriptive approaches in this study allows researchers to explore and explain the effectiveness of administrative services as a whole based on real experience in the field, rather than just based on variables that are limited quantitatively.

RESULTS AND DISCUSSION

The discussion in this study aims to analyze more deeply the results of field findings obtained through interviews with various key informants, including the Gorontalo City Population and Civil Registration Office, service user communities, and other stakeholders. The main focus of this study covers three important dimensions in population administration services, namely Responsiveness, Human Resources, and Service Systems. These three focuses are used to assess the extent to which public services, especially in terms of population administration, can respond to the needs of the community quickly, precisely, and efficiently [19].

In this discussion, each focus is analyzed by relating the empirical data of the interview results to relevant theories or concepts. This approach is intended to find a constructive relationship between the reality on the ground and the theoretical framework, to provide a comprehensive picture of the effectiveness and challenges faced by the Population and Civil Registration Office in providing population administration services. This discussion is also the basis for drawing conclusions and providing recommendations that apply to improving the quality of services in the future [20].

Responsiveness

Based on the results of field findings, the responsiveness of population administration services in Gorontalo City shows that there are efforts from the Population and Civil Registration Office (Disdukcapil) in responding to the needs and complaints of the community [21]. This is reflected in the existence of a pick-up service, improving the quality of human resources in the service sector, and innovating service digitalization. However, some people still complain about delays in the process of printing documents and responding to complaints that are not fast and effective.



Figure 3. Interviews With the Community

The first study that can be used to understand these findings is Denhardt & Denhardt's theory of Bureaucratic Responsiveness, which emphasizes the importance of a public service orientation that prioritizes the needs of citizens as customers. In this framework, responsiveness is not only interpreted as the ability to answer complaints, but also anticipatory readiness in providing services [22]. When Disdukcapil conducts mobile services for people in remote areas, this is in line with the principle of responsive and proactive service as recommended in the theory.

The second theoretical study comes from the concept of Excellent Public Service by Zeithaml, Parasuraman & Berry, which emphasizes five dimensions: *reliability*, *assurance*, *tangibles*, *empathy*, and *responsiveness*. Responsiveness, as one of the main pillars of quality public services, is an important indicator in assessing the extent to which public satisfaction is met. The mismatch between expectations and reality for the speed of service that is still complained about shows that responsiveness as a service dimension is not fully optimal [23].

These findings show that there is a gap between responsive service design and practice on the ground. Several obstacles, such as the limited number of officers, information system disruptions, and limited infrastructure facilities, are the main inhibiting factors. This shows that to increase responsiveness, it is not enough just with commitment, but also needs to be supported by adequate resources.

However, it should be appreciated that most of the officers in the field showed an empathetic attitude towards the needs of the community. This attitude is important because, in public service theory, the success of service is not only measured by speed, but also by the officer's concern for the community. Therefore, continuous training and periodic monitoring are important needs so that responsiveness can be maintained consistently [24].

In relation to these two theories, it can be concluded that the responsiveness of population administration services in Gorontalo City has shown progress, but has not fully reached the standard of excellent service as recommended. There is a need for a systematic approach that not only focuses on policies but also on technical implementation and evaluation based on community data.

Human Resources

The findings of the study show that the existence of human resources (HR) at the Gorontalo City Population and Civil Registration Office is a crucial aspect in supporting the quality of population administration services. From the results of the interview, it was identified that some officers already understood their main duties and functions, and showed good service ethics to the community. However, there are still obstacles, such as a shortage of technical personnel who are experts in the operation of the population administration information system (SIAK), as well as limited training and capacity building of the apparatus [25].

The first relevant study to analyze is the theory of Human Capital by Gary S. Becker, which emphasizes that human quality as capital is an important factor in increasing organizational productivity. In the context of public services, competence and technical expertise are key in providing effective and efficient services. The limited number of experts in the field of population digitalization in Gorontalo City indicates that investment in human resource training has not become a strategic priority in regional bureaucratic management [26].

The second study refers to the Apparatus Performance approach according to Dwiyanto [27], which states that the performance of public services is greatly influenced by individual capacity, incentive systems, and work culture in a bureaucratic environment. When officers have an understanding of their duties but are not supported by a continuous coaching or training system, then the effectiveness of the service becomes stagnant. Some informants said that there was no further technical training after the appointment of new employees, so there was an imbalance between work demands and employee abilities [28].

This phenomenon illustrates the need for reform in the HR sector, not only through recruitment but also through continuous capacity building. A regular training system that is responsive to the development of information technology and the dynamics of population administration is needed [29]. Without this, service innovations that have been designed risk not running optimally in the field.

The performance of human resources in the Gorontalo City Disdukcapil is also affected by a disproportionate workload, especially in technical sections such as document services, population mutation, and civil registration. In Human Capital theory, overload has the potential to reduce the quality of work and cause systemic fatigue that leads to low public satisfaction.

The involvement of contract and honorary personnel also gives rise to its own dynamics, where loyalty and attachment to the institution are often lower than that of permanent

employees. Therefore, the approach to strengthening human resources needs to be directed not only at increasing quantity, but also quality, and an adaptive and service-oriented HR management system [30].



Figure 4. Interview With the Secretary of The Population and Civil Registration Office

Overall, it can be concluded that the results of the study show that the success of population administration services in Gorontalo City is greatly influenced by the quality of its human resources. By implementing the human capital approach and managing the performance of the apparatus more strategically, public services in this field can be improved sustainably.

Service System

Field findings show that the population administration service system at the Gorontalo City Population and Civil Registration Office has adopted digital technology through the use of the Population Administration Information System (SIAK). However, the implementation of this system still faces obstacles, such as network disruptions, input data errors, and a lack of digital literacy in some service users. Interviews with several informants also revealed that service waiting times are sometimes inconsistent due to technical constraints and limited support facilities [31].

To examine this, the theory of *New Public Management* (NPM) is very relevant. NPM emphasizes the importance of efficiency, effectiveness, and results-orientation in public services with a managerial approach that resembles the private sector [32], [33]. In the context of Disdukcapil, the implementation of SIAK should be an instrument of bureaucratic modernization that can accelerate services and improve data accuracy. However, if it is not supported by adequate information technology infrastructure and user training, the system will actually increase the workload and prolong the service process.

In addition, the System Theory approach by Ludwig von Bertalanffy can also explain the dynamics of the population administration service system. This theory emphasizes that a system is made up of interconnected parts, and changes in one component will affect the overall performance of the system [34]. In the case of services at the Gorontalo City Disdukcapil, the imbalance between technology (SIAK), human resources, and community needs shows that the system has not worked synergistically. For example, disruptions to the internet have a direct impact on service time and public trust in institutions.

The service system also faces challenges in terms of accessibility. People in several villages stated that it was difficult to access online services due to limited devices or networks. This is contrary to the spirit of inclusive public service. In NPM theory, public services should not only be fast and efficient, but also reach all levels of society. Therefore, the system implemented requires adaptive technology support and a hybrid approach between digital and manual to ensure service sustainability [35].

Another finding is that there are still public complaints related to face-to-face services, especially during periods of heavy service (for example, ahead of elections or the new school year). The lack of a digital queue system and the lack of information in the service room add to the impression of a slow and unresponsive bureaucracy. From the perspective of systems theory, this shows the need to strengthen the communication and coordination subsystems within the service unit [36].

The Population and Civil Registration Office should start developing more proactive service innovations, such as the periodic "pick up the ball" program, the development of user-friendly mobile service applications, and the provision of social media-based information. These initiatives will strengthen the public service system and address the challenges of population services in the digital era [37].

Thus, it can be concluded that the success of the service system depends not only on the technology used, but also on how the system is functionally integrated with human resources and public communication strategies. NPM Theory and System Theory provide a clear framework for seeing the need for harmonization between tools, implementers, and beneficiaries in population administration services.

Research Analysis

Population administration services are a form of basic state services that are strategic because they are directly related to the constitutional rights of citizens [38]. This study analyzes the effectiveness of population administration services in Gorontalo City by highlighting three main dimensions, namely responsiveness, human resources, and service system. This analysis is important because the effectiveness of public services is determined not only by the achievement of administrative targets, but also by the quality of interaction, legal certainty, and public satisfaction [39].

From the aspect of responsiveness, it was found that the Gorontalo City Population and Civil Registration Office (Disdukcapil) has tried to provide services that are closer to the community, such as pick-up programs and digitalization through the Centralized Population Administration Information System (SIAC). This step is in line with the theory of responsiveness in public services, which emphasizes speed, accuracy, and empathy for the needs of the community. However, the analysis shows that there is a gap between service design and practice in the field. Some of the public's complaints include long waiting times, delays in printing documents due to technical problems, and unsatisfactory handling of complaints [40]. This phenomenon illustrates that responsiveness has not been fully realized consistently. This means that despite policy innovations, their implementation is still hampered by limited resources and infrastructure.

In terms of human resources, this study reveals that the quality and quantity of apparatus are still fundamental problems. Some officers do have good service ethics and understand their duties, but the limitations of technical personnel and lack of continuous training cause the service to be suboptimal. Analysis using Human Capital theory by Gary S. Becker emphasizes that human resource competence is an important capital in increasing organizational productivity. In the Gorontalo City Disdukcapil, the absence of a continuous coaching system causes a gap between digital-based work demands and the technical capacity of employees. As a result, innovations that are supposed to speed up services actually face obstacles because employees do not fully master technology [41]. This is exacerbated by an unbalanced workload and the existence of contract workers whose loyalty tends to be lower than that of permanent employees. Therefore, increasing the capacity of human resources through regular technical training and proportional workload management is a prerequisite for strengthening population administration services.

In the dimension of the service system, the results of the study show that even though the Centralized SIAC has been implemented, its effectiveness is still limited by network disruptions, data input errors, and low digital literacy of the community. The analysis from

the perspective of New Public Management (NPM) emphasizes that technology should improve the efficiency and effectiveness of services. However, without the support of infrastructure and user competencies, digitalization actually adds a new layer of bureaucracy. This can be seen when residents still have to come directly to the office because the online system does not run optimally. From the perspective of Systems Theory, this condition reflects an imbalance between subsystems: technology, human resources, and societal needs do not function synergistically. As a result, services that are expected to be inclusive and efficient actually cause long queues and negative public perceptions of public institutions [42].

A thorough analysis of the three dimensions shows that the effectiveness of administrative services in Gorontalo City has not reached ideal conditions. Efforts to digitize, increase the capacity of the apparatus, and pick up the ball program are already underway, but they have not been balanced with adequate supervision, monitoring, and evaluation strategies. As a result, the innovations designed are still partial and have not been able to respond comprehensively to the needs of the community [43].

The conclusion of this analysis emphasizes that improving the effectiveness of population administration services must be carried out through an integrative approach. First, strengthening responsiveness not only by providing a complaint channel, but also by ensuring prompt and resolvable follow-up. Second, human resource development must be a strategic priority so that technology-based innovation is truly effective. Third, the digital service system needs to be supported by a stable infrastructure and a hybrid approach between online and offline services, so that it can reach people who have limited digital literacy. Thus, this study emphasizes that the effectiveness of public services is not solely about administrative achievements, but about how the state is present in a real way in fulfilling the rights of citizens in a responsive, transparent, and fair manner.

CONCLUSION

Based on the results of the research and discussion of the three main focuses, namely Responsiveness, Human Resources, and Service Systems, it can be concluded that: In terms of responsiveness, the Gorontalo City Population and Civil Registration Office shows that there are efforts to respond to the needs of the community through various services, both online and offline. However, the response given has not been completely fast and appropriate because there are still complaints related to the length of service time and the limited information received by the public. This shows that the complaint handling mechanism, queue system, and availability of public information need to be improved more systemically. In terms of human resources, it was found that service officers have a good understanding of duties but still face obstacles in terms of equal numbers and competencies. Some officers have not fully mastered the technology of population administration services, which has an impact on the quality and speed of service. In addition, the lack of optimal continuous training and efficient division of labor are also challenges that hinder overall service performance. In terms of service systems, the implementation of the Population Administration Information System (SIAM) is a step forward in digitizing services. However, in practice, this system is still constrained by technical problems such as network disruptions, data input errors, and a lack of digital literacy in the community. This shows that the service system has not been optimally integrated in responding to the needs of the wider community, especially vulnerable groups and communities in suburban areas.

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Author Contribution

Authors from Universitas Bina Taruna Gorontalo, Indonesia, in Public Administration and Business Administration, conducted field research, data collection, and contextual analysis. The author from Kiel University of Applied Sciences, Germany, contributed to data interpretation, comparative insights, and technical validation. Collectively, the authors ensured balanced contributions, integrating local realities and global perspectives in assessing administrative service effectiveness.

Conflicts of Interest

The authors, affiliated with Universitas Bina Taruna Gorontalo, Indonesia, and Kiel University of Applied Sciences, Germany, declare no conflict of interest. Their academic contributions were conducted transparently, with no financial, institutional, or personal influences affecting research outcomes. This statement ensures the study maintains credibility, academic independence, and objective analysis of administrative services in Gorontalo City.

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