The Impact of Digital Public Service Innovation on Public Satisfaction at the Jambi City Population and Civil Registration Service in 2024

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Abstract

This study aims to dissect in more depth the extent to which digital service innovations truly impact citizen satisfaction at the Jambi City Population and Civil Registration Office throughout 2024. Using a quantitative descriptive correlational design, I collected data from 56 respondents using a purposive sampling technique. All input from the Likert-scale questionnaire was then tested in stages using SPSS 25, starting with cross-checking validity and then proceeding to a simple linear regression analysis to precisely map the relationship patterns. The field results provide a fairly convincing picture: digital innovation has been proven to have a positive and significant impact with a contribution (determination coefficient) of 67.7%. Looking at the regression equation Y = 0.847 + 0.759X, a clear mathematical correlation is apparent: for every unit of digital innovation, citizen satisfaction will increase by 0.759 units. This figure confirms that information technology plays a fundamental role, not just a complementary bureaucratic accessory in Jambi. Digital innovation has transformed into a fundamental driving force that dictates the rise and fall of public satisfaction in administrative matters. Another interesting fact is that ease of access emerged as the highest dimension, scoring 4.12, while system reliability was the primary factor contributing to satisfaction, scoring 3.92. Of course, this digitalization path hasn't been smooth sailing, with obstacles such as the digital literacy gap, uneven infrastructure, and frequent system technical glitches hampering progress. Therefore, this study emphasizes the importance of boosting digital education, optimizing infrastructure, and continuously training employees to ensure the quality of public services in Jambi in the future.

Keywords: *Public Service Innovation, Digital Services, Public Satisfaction, Population Administration, Digital Transformation*

1.   Introduction

The development of information technology today is like a dual function. On the one hand, it seems advanced, but the reality is not as clear as often touted. The effects are palpable across all sectors, including public services. Ironically, the intention to cut bureaucracy on the ground often leads to further complexity. The question arises: is the way the government serves us technically changing, but is the essence changing? It depends on which perspective we look at it. The manual services we once knew are slowly being abandoned. Now, almost all processes utilize technology. But does this strengthen the system? It actually creates a new weakness. All these changes are likely due to the increasingly diverse needs of the public. However, upon closer examination, they are merely illusions of need deliberately created by the system. In theory, public services should move quickly.

But in reality, convoluted procedures remain a major obstacle. Or perhaps, the somewhat slower process is actually a good thing, giving us time to think more clearly? Ultimately, workflows are forced to adapt. Some things appear to be accelerated, while others remain static, even though the results fall far short of expectations. Digital technology plays a vital role, especially in population data management, given the massive volume of data that would be impossible if the process still relied on outdated manual methods. Population institutions now serve as the frontline, facing high workloads, forcing them to migrate to digital systems to reduce queues and waiting times. Ironically, the initial intention to clarify information often ends up adding to the long list of confusion within the community.(Katharina & Jaweng, 2021).

The Industry 4.0 era is forcing drastic changes in the face of national bureaucracy, with only two options: adapt to cutting-edge technology or be crushed by the times. Now, everything from big data to intelligent systems is being implemented into public services to achieve previously unattainable levels of efficiency. The goal is ambitious: to completely overhaul the rigid and manual bureaucracy into a modern, highly efficient, automated structure.(Tanjung et al., 2022). Digitizing public services is a strategic step in pursuing good governance, the goal of which is to improve the lives of many people.Suwarni (2021)Indonesia's numerous digital applications and platforms are said to simplify administration, making it transparent and hassle-free. While this may seem impressive on paper, the success of these digital services depends on a multitude of interconnected factors. We're talking about sophisticated technological infrastructure that rarely breaks down, and the sometimes-confusing capabilities of office staff. Not to mention the significant challenge of digital literacy for the layperson. No matter how sophisticated a system is, if those using it don't understand its efficiency, it's just empty talk.

It's interesting to observe Jambi City's position in the current competitive landscape of Indonesian cities. Amidst the technological hubbub of 2025, the Jambi government's focus is not just on digital ceremonies but also on targeting the population sector, which is highly sensitive to the lives of many people. This is a concrete step to re-examine the old bureaucratic system, a serious effort to erase the stigma of a "bureaucratic maze" that has been confusing ordinary people when processing documents. The transition at the Jambi Population and Civil Registration Office has been very drastic through applications such as Sipedas or other government digital portals, as if announcing tiring physical queues were a thing of the past. The ease of processing vital documents, from e-KTPs to birth certificates, simply via mobile phones does seem like a tremendous technical leap. However, the main essence goes beyond digitalization itself, it is about technology as an instrument to humanize services, ensuring that the basic rights of every individual are fulfilled inclusively without unnecessary bureaucratic obstacles.Dwiyanto (2017)The effectiveness of public services is not theoretically complicated, but its practical application is challenging. Three main foundations are emphasized: first, how much the system cares about the fundamental needs of citizens. Second, there must be no discrimination; everyone must access services equally and easily. Third, concrete synergy between the government and the private sector is needed to make this happen. Herein lies the test: whether digital innovation in Jambi will become a substantive new standard or simply shift problems from physical counters to digital screens.

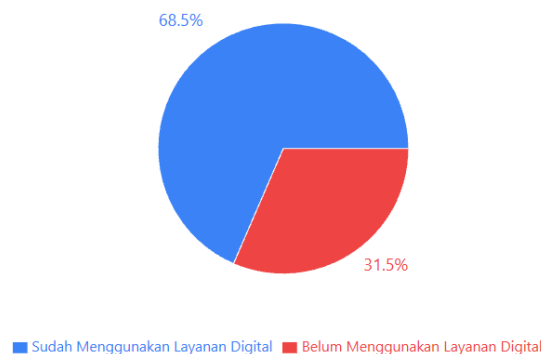Tingkat Adopsi Layanan Publik Digital di Indonesia Tahun 2023

68.5%

31.5%

■ Sudah Menggunakan Layanan Digital   ■ Belum Menggunakan Layanan Digital

Figure 1. Digital Public Service Adoption Rate in Indonesia in 2023

The data in the diagram depicts two sides of a coin: 68.5% of our population has already embraced digital services, while the remaining 31.5% remains stuck outside the system. This majority represents a synergy between technological readiness and the growing public trust in the efficiency of digital platforms. This transformation is no longer a trial and error experiment but has become the

lifeblood of public services in Indonesia today. However, the one-third of the population that has not yet adopted these services should not be underestimated. This figure represents a stark portrait of the digital "blind spots" that still abound around us. Various obstacles stand in the way, from infrastructure that has yet to reach remote areas to disparities in digital literacy. This group of people demands more down-to-earth policies so that technological advancements do not become new barriers that discriminate against those who are not yet technically ready.(Ministry of Communication and Informatics, 2023).

A look back at the literature on digital public service innovation in Indonesia presents a contrasting picture. In Tangerang City, for example, digitalization has indeed been a breath of fresh air for civil documentation, but(Zulfa et al., 2023)They left critical notes. They found that this convenience often "clashes" with the reality on the ground; residents with limited equipment or technologically illiterate citizens actually have greater difficulty accessing their basic rights. This clearly demonstrates that technology without adequate digital literacy can trigger new inequalities. This issue of service quality was also a major focus of the Surakarta City study. Rather than focusing solely on sophisticated systems, the evaluation examined more substantial aspects through five key dimensions. These dimensions encompass everything from physical readiness, system consistency, response speed, and guaranteed user data security. Empathy for citizens' personal needs is a crucial determining factor. Ultimately, all these elements interlock, determining whether a digital innovation successfully boosts public satisfaction or simply reorganizes technical procedures without substantive meaning.(Nugrahini et al., 2023)This argument is reinforced by a case study of Karawang Regency, which highlights a local population application as concrete evidence of the government's initiative to facilitate citizen access through technology. The focus goes beyond the mere availability of the application, but also on improving its usability and tangible results. Transparency in the process is also key, as long as the government's good intentions are realized, provided the execution is on target.(Suwarni, 2021)Similar findings, with a slightly different focus, were also detected in Seluma Regency. The study there clearly demonstrated a significant positive correlation between the quality of e-KTP administration services and citizen satisfaction levels. The message is clear: improvements in the quality of hands-on experience from officers are directly proportional to the smiles of satisfaction among service users.(Dani et al., 2023)This collective empirical data confirms that humanitarian and technical aspects must go hand in hand.

The implementation of a digital population administration system in Semampir Village has had a significant impact. Accelerated processing times and easy access to open data have boosted citizen satisfaction.(Susanto et al., 2021)These findings generally suggest that digital service innovation has significant potential to improve service quality, but real challenges remain. Managing public services today cannot be done haphazardly. Government institutions must continually innovate their approaches. The primary focus must be on user satisfaction, while adhering to good governance principles at every step of the process.(Raharjo & Basuki, 2021). However,(Dwiyanto, 2022)It is important to note that the application of Indonesian public administration theory requires major adjustments to the local context, including our unique socio-political and cultural dimensions, so that implementation is not merely an adoption of foreign concepts but is truly relevant to the unique characteristics of Indonesian bureaucracy and the character of Indonesian society.

This study has several important goals to achieve: first, to analyze the various digital public service innovations already in place at the Jambi City Population and Civil Registration Office (Disdukcapil) to serve citizens. Second, to measure the level of satisfaction of Jambi City residents with the digital innovations already in place. Third, to understand the factors that influence citizen satisfaction when using digital population services. Fourth, to formulate strategic recommendations to improve the quality of digital services at the Jambi Disdukcapil to optimize them for all segments of the population. The goal of this research is to contribute theoretical and practical insights to develop a more agile and responsive public service system in the digital era.

This study offers several important benefits, both theoretically and practically. From a theoretical perspective, this research is expected to expand the body of public administration knowledge, particularly regarding the application of digital service innovation and its impact on citizen satisfaction. These findings can serve as a reference for developing new theories of digital-era public service

management that are appropriate for the Indonesian context. Practically, this research is expected to provide valuable input for the Jambi City Population and Civil Registration Office (Disdukcapil) in optimizing its existing digital system, identifying areas for improvement, and formulating a more agile service strategy tailored to citizen needs. For the public, this research is expected to enhance their understanding of their rights as users of public services and encourage active participation in providing input for quality improvement. For other local governments, this study can serve as a benchmark for developing effective and efficient digital public service systems.

The novelty of this study lies in several fundamental aspects. First, this research specifically explores the application of digital service innovation at the Jambi City Population and Civil Registration Office in 2024, a research never before undertaken by anyone. Second, this research not only captures the technical aspects of the digital system but also deeply analyzes its impact on citizen satisfaction using a comprehensive, multidimensional approach. Third, this study connects the theoretical perspective of public service management with empirical field facts, resulting in a holistic and contextual analysis. Fourth, this research identifies specific challenges and opportunities facing digital services in Jambi, which may differ from other regions given our unique geographic and sociocultural demographics. Fifth, this research formulates a strategic advice model that is not merely generic but precisely tailored to the specific conditions and needs of the Jambi City Population and Civil Registration Office, making it easier to implement and more effective in the field.

2.   Method, Data, and Analysis

This study uses a quantitative approach with a descriptive correlational research type.(Sugiyono, 2019), which aims to examine the impact of digital service innovation on citizen satisfaction at the Jambi City Population and Civil Registration Office (Disdukcapil) in 2024. The research population is all Jambi residents who have tried the Disdukcapil digital services, the exact number of which is unknown. The sample was determined using the Slovin Formula with a 10% error tolerance (e = 0.10), a standard method in social research and public administration (Sugiyono, 2019). Based on estimated user data from the past three months, a minimum sample of 56 respondents was obtained.

This sample determination also considers Hair et al.'s approach, which states that the minimum sample size for regression analysis is 5 to 10 times the number of research indicators. We used a total of 11 indicators, resulting in a minimum sample size of 55 respondents (11 x 5 = 55). Consequently, 56 respondents is sufficient for valid and reliable statistical analysis.

The Slovin formula used:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = Number of samples
- N = Population (estimated number of digital service users in the last 3 months)
- e = Margin of error (0.10 or 10%)

The sampling technique used purposive sampling with the criteria of respondents who had used the digital services of the Jambi City Population and Civil Registration Office at least once in the last three months, to ensure that respondents had direct experience and adequate understanding of the digital public service innovations studied.

Data collection was conducted by distributing a structured questionnaire using a 1-5 Likert scale to measure the variables of digital service innovation and citizen satisfaction. This research instrument was formulated based on indicators that have passed the validity and reliability test through a validity

test using Pearson Product Moment correlation and a reliability test using Cronbach's Alpha with the help of SPSS software version 25. Primary data was collected directly from respondents via questionnaires, while secondary data was collected from official documents from the Jambi City Population and Civil Registration Office, literature, and related publications.

Table 1. Research Variable Indicators

Variables	Indicator	Source
Digital Public Service Innovation (X)	Digital Services Accessibility	(Suwarni, 2021)
	Service Time Efficiency	(Susanto et al., 2021; Tanjung et al., 2022)
	Ease of Use of the System	(Zulfa et al., 2023)
	Information Transparency	(Raharjo & Basuki, 2021; Suwarni, 2021)
	Quality of Digital Features and Services	(Nugrahini et al., 2023)
Public Satisfaction (Y)	Conformity to Expectations	(Dani et al., 2023; Nugrahini et al., 2023)
	Satisfaction with Service Speed	(Susanto et al., 2021; Tanjung et al., 2022)
	Satisfaction with Ease of Access	(Suwarni, 2021; Zulfa et al., 2023)
	Satisfaction with Information Quality	(Raharjo & Basuki, 2021)
	Overall Satisfaction	(Nugrahini et al. 2023; Dwiyanto 2017)
	Intention to Reuse and Recommend	(Dani et al., 2023; Dwiyanto, 2022)

The data analysis in this study was conducted through several systematic steps using SPSS version 25. The initial step was a prerequisite analysis test, including a normality test using the Kolmogorov-Smirnov test to determine the distribution of data, a linearity test to determine the straight-line relationship between the independent and dependent variables, and a homogeneity of variance test using Levene's Test. The second step was a descriptive analysis to describe the characteristics of respondents and the distribution of answers in each research variable. The third step was a hypothesis test using simple linear regression analysis to determine the effect of digital service innovation variables on citizen satisfaction, followed by a t-test to determine the significance of the effect. The coefficient of determination (R^2) was used to measure the extent to which the independent variables contribute to explaining the variation in the dependent variable. Interpretation of the analysis results was carried out by comparing the significance value with an alpha of 0.05. If the significance value is less than 0.05, the hypothesis is accepted, meaning there is a significant influence between the two research variables.

3.   RESULTS AND DISCUSSION

This report took a sample of 56 Jambi City residents who had tried the digital system at the Population and Civil Registration Office (Disdukcapil). Based on gender data, 32 people were male (the majority 57.1%), the remaining 24 people (42.9%) were female. Regarding age range, the largest group was the 26 to 35 year old group, a total of 24 people (42.9%). Those who were somewhat older, 36-45 years old, were 18 people (32.1%). Young people aged 17-25 years old were 10 people (17.9%). The fewest were over 45 years old, only 4 people (7.1%). Their educational backgrounds were diverse, but half of them (28 people, 50%) had graduated from a bachelor's

degree. 14 people (25%) had diplomas. 12 people (21.4%) had high school/equivalent graduates. Only 2 people (3.6%) had postgraduate degrees. Type of employment: Private sector is the most dominant, 22 people (39.3%). Then there are 12 civil servants (21.4%), 14 self-employed people (25%), 6 students (10.7%), the remaining 2 people (3.6%) work in other sectors.

Validity and Reliability Test

The validity of this research instrument was tested on 30 respondents using a trial Pearson Product Moment correlation. The results showed that all statement items in the digital service innovation and citizen satisfaction variables had calculated r values greater than the table r (0.361) with a significance level below 0.05. Consequently, all items were considered valid and suitable for collecting real research data. Reliability testing using Cronbach's Alpha showed that the digital service innovation variable had a value of 0.912, while citizen satisfaction scored 0.889. Both figures are greater than 0.70, indicating that this research instrument has excellent levels of consistency and reliability.

Prerequisite Analysis Test

The Kolmogorov-Smirnov normality test showed a significance value of 0.124 for the digital service innovation variable and 0.098 for the public satisfaction variable. Both values are above 0.05, indicating that our research data is normally distributed and meets the normality assumptions for linear regression analysis. The linearity test yielded a significance value of 0.000, below 0.05, and a significance value of 0.186, above 0.05, indicating a clear linear relationship between the digital service innovation variable and public satisfaction. The homogeneity of variance test using Levene's Test yielded a significance value of 0.267, greater than 0.05, indicating that the data distribution between groups was uniform and met the homogeneity assumptions for parametric statistical analysis.

Descriptive Analysis of Research Variables

From the descriptive analysis of the digital service innovation variable, the Jambi City Population and Civil Registration Office scored an average of 3.87 (standard deviation 0.52), categorized as "Good." Interestingly, the dimension analysis showed that ease of access was the most superior at 4.12, a striking score compared to other service speeds followed by 3.95 information transparency at 3.84. Conversely, process efficiency was a "weak point" with the lowest score of 3.58. This is a strong signal that digital access is easy but the bureaucratic flow needs improvement. Meanwhile, public satisfaction averaged 3.79 (standard deviation 0.48), categorized as "Satisfied." Here, service reliability was the main focus with the highest score of 3.92, officer responsiveness was quite responsive at 3.85, followed by data security assurance at 3.78, and empathy aspect at 3.72. Physical evidence of the facility recorded the lowest score of 3.68. This data confirms that for Jambi residents, system reliability and officer alertness are far more crucial than the physical appearance of the office in this digital era.

Table 1. Statistical Description of Research Variables

Variables	N	Minimum	Maximum	Mean	Standard Deviation	Category
Digital Public Service Innovation	56	2.75	4.88	3.87	0.52	Good
- Ease of Access	56	3.00	5.00	4.12	0.47	Very good
- Service Speed	56	2.80	4.90	3.95	0.51	Good
- Information Transparency	56	2.60	4.80	3.84	0.55	Good
- Process Efficiency	56	2.40	4.70	3.58	0.58	Good
Public Satisfaction	56	2.65	4.75	3.79	0.48	Satisfied
- Service Reliability	56	2.80	4.85	3.92	0.45	Satisfied
- Officer	56	2.70	4.80	3.85	0.49	Satisfied

Responsiveness						
- Data Security Guarantee	56	2.50	4.75	3.78	0.52	Satisfied
- Officer Empathy	56	2.60	4.70	3.72	0.50	Satisfied
- Physical Evidence of Facilities	56	2.40	4.65	3.68	0.54	Satisfied

Simple Linear Regression Analysis

A simple linear regression analysis was conducted to test the effect of the digital public service innovation variable (X) on the public satisfaction variable (Y). The results of the analysis produced a regression equation $Y = 0.847 + 0.759X$, which shows that a constant of 0.847 indicates that if there is no digital public service innovation, the level of public satisfaction is at a value of 0.847. The regression coefficient of 0.759 indicates that every one unit increase in the digital public service innovation variable will increase public satisfaction by 0.759 units assuming other variables are constant. This positive regression coefficient value indicates that there is a unidirectional relationship between digital public service innovation and public satisfaction, which means that the higher the quality of digital service innovation, the higher the level of public satisfaction with the services of the Jambi City Population and Civil Registration Office.

Table 2. Results of Simple Linear Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constant)	0.847	0.285	-	2,972	

Dependent Variable: Community Satisfaction

Hypothesis testing using the t-test shows a calculated t-value of 10.542 with a significance of $0.000 < 0.05$, which means the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. These results prove that there is a positive and significant influence of digital public service innovation on public satisfaction at the Jambi City Population and Civil Registration Service in 2024. The coefficient of determination (R^2) recorded a figure of 0.677 or 67.7%, meaning that the digital service innovation variable is able to explain 67.7% of the variation in public satisfaction, the remaining 32.3% is influenced by external elements of the study such as the quality of human resources, organizational culture, and government policy support.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.823	0.677	0.671	0.276

Predictors: (Constant), Digital Public Service Innovation Dependent Variable: Public Satisfaction

Processed data from 2024 previously yielded the important conclusion that digital innovation from the Jambi City Population and Civil Registration Office (Disdukcapil) has a significant positive impact on public satisfaction. This finding corroborates research (Dani et al., 2023) in Seluma Regency,

which essentially maintains the strong link between e-KTP service quality and public satisfaction. The bottom line is simple: the more hands-on field officers are, the more user satisfaction will undoubtedly increase. Even more striking is the coefficient of determination, reaching 67.7%. This high figure strongly signals that digital service innovation is not merely a complementary factor but a dominant variable that truly influences public satisfaction, dictating administrative matters. In 2025, the positive sentiment of Jambi residents will depend entirely on the extent to which digital technology succeeds in reducing the complexity of their civil service bureaucracy.

Ease of access emerged as a significant improvement in respondents' assessments, with an average score of 4.12. This relatively high score provides a clear picture of the Jambi City Population and Civil Registration Office's digital platform's success in breaking the chain of requiring citizens to physically visit the office. This finding validates the argument (Susanto et al., 2021) regarding how digital systems can positively impact the quality of public services, particularly through accelerated processing times and data transparency, which ultimately leads to citizen satisfaction. The logic behind this high score is simple yet crucial: digitalization truly frees the public from the constraints of rigid office operating hours. Population matters become more flexible; all they need is an internet connection on a mobile phone or computer, and everything can be handled anytime, anywhere, without the need for physical presence. The domino effect is not only practical but also saves transportation costs and time wasted in conventional bureaucratic queues.

The service speed dimension received an average good score of 3.95, confirming that digital systems are far more agile than slow conventional systems. The digital transformation of the national bureaucracy is paving the way for service quality improvements through information technology. (Katharina & Jaweng, 2021) warn that the road is not smooth; we still face a thick barrier of disparity in access, limited infrastructure, and, most importantly, resistance from the bureaucratic apparatus itself. Accelerating the service process via digital systems effectively eliminates various time-consuming and frustrating manual steps. Filling out paper forms, inefficient physical queues, and repeated data verification are all now completely eliminated.

A score of 3.84 in the information transparency aspect speaks volumes about how Jambi residents are no longer blind to bureaucracy. Through digital platforms, everything from procedural requirements to document status can be monitored without having to guess. This kind of transparency is not just data transparency but also a "medicine" that restores public trust while closing any loopholes for illegal practices that deviate from the rules. The implementation of this technology is clear evidence of the government's intention to pamper citizens in administrative matters. Its focus is clearly on achieving usability and recordability, with results that are truly felt (Suwarni, 2021). With a transparent information system, the public now has more control; they can monitor documents in real time from their mobile phones without having to ask questions back and forth or "wait for uncertainty" in front of an officer's desk.

The process efficiency aspect recorded the lowest score, with an average score of 3.58. This figure clearly indicates a significant amount of homework that needs to be optimized in the digital service flow. Several residents reported real-world obstacles, such as a cumbersome system that takes a long time to upload documents, and data verification, which strangely still requires manual confirmation from officers. This problem aligns with the findings of Zulfa et al. (2023) in Tangerang City, where online services are indeed convenient but are hampered by limited device availability or unequal digital literacy. Optimizing process efficiency is clearly a crucial challenge. This is not just about improving back-end systems, but also ensuring that the quality of digital services is equally accessible to all levels of society.

Interestingly, when analyzing public satisfaction in Jambi, the service reliability dimension emerged as the most appreciated point, with an average score of 3.92. This figure indicates that the Jambi City Population and Civil Registration Office's digital system is quite capable of providing consistent service. This performance aligns with the idea of Nugrahini et al. (2023) that ideally, population service quality is supported by five pillars: physical facilities, consistency, speed, security assurance, and officer empathy. These five aspects are intertwined, shaping the perception of public satisfaction in the field.

In Jambi City, the stability of the digital population document processing system will be key in 2025. Public trust grows not from the app's impressive features but from the assurance of security and system reliability. When people see a platform with minimal or no glitches, they are more willing to make the complete switch from conventional methods to a digital ecosystem. The human factor is also crucial; officer responsiveness recorded an average score of 3.85. This score demonstrates field officers' agility in responding to citizen inquiries via digital channels. This responsiveness is key to a positive experience, particularly in bridging the gap between communities still in need of technical assistance. Indeed, in the 2025 era, public services cannot remain static; the government is required to continually pursue innovation to meet increasingly high user expectations. The primary focus is prioritizing user satisfaction while adhering to the principles of good governance at every stage of the process (Raharjo & Basuki, 2021). This balance is difficult but must be achieved.

The data security aspect recorded an average of 3.78 sending quite positive messages. Jambi residents are starting to feel calm when sending personal data, important documents to digital systems. This sense of security is not trivial; population information is very sensitive; protection from "mischievous hands" and potential data leaks is non-negotiable in online services. Trust grows not from the sky, but the fruit of a digital "defense fortress" that is seriously built. Behind the scenes there is hard work, a complex encryption system, layered authentication mechanisms, until cyber protocols are increasingly robust. By the end of 2025, technical instruments can no longer be considered accessories or complements, but instead transform into the main foundation that guarantees to citizens. The message is clear: their personal data is guaranteed safe, not "leaked" and not falling into the wrong hands midway. Data security is now a minimum standard, no longer an added value.

The empathy aspect of officers recorded an average value of 3.72. This statistical figure is implied to give a positive signal that Jambi Disdukcapil officers are starting to care and pay sufficient attention to the needs of diverse individuals in society. This narrative is in line with Dwiyanto's (2017) view on effective public service management, according to him, there is an absolute requirement, the key is real concern for what citizens need, besides there must be a guarantee of equal access without discrimination and strong synergy between sectors, both government and non-government. In the context of modern services, officer empathy is a very crucial added value because digital services are often stiff, impersonal, lacking a human touch. The presence of empathy actually bridges the gap, ensuring that the humanistic aspect is still felt even though interactions occur through digital screens.

The physical evidence aspect of facilities recorded the lowest average score of 3.68. This figure seems to be a "yellow light" that supporting infrastructure, from internet network stability to the availability of office computers and other physical facilities, requires more serious polish. Limited technological infrastructure is often a major stumbling block to optimizing digital services, especially since many citizens still need direct assistance when trying to familiarize themselves with available digital platforms. Ultimately, strengthening physical and digital infrastructure is no longer just an option but a non-negotiable investment. This is crucial to ensure the sustainability of public service innovation, so that it is not only sophisticated on paper but also capable when operated in the field.

This research has successfully captured several real obstacles to the implementation of digital innovations at the Jambi City Population and Civil Registration Office, which cannot be underestimated. The most fundamental issue is the digital literacy gap; in reality, not all segments of the population are ready and able to operate these services independently. This problem is exacerbated by the fact that internet coverage is not yet fully distributed in every corner of Jambi City, making digital services sometimes feel exclusive to certain areas. Internally, challenges arise from human and technical aspects. There is still resistance from some employees who are "comfortable" with conventional systems, resulting in a slow adaptation process to the new system. Furthermore, technical issues such as sudden server downtime, bugs, and complex database integrations are still frequent stumbling blocks, disrupting smooth service delivery. All of these complexities ultimately lead to the need for a budget and skilled human resources for regular system updates and maintenancea requirement that must be met to ensure this innovation remains stagnate.

4. Conclusion, Limitations, and Suggestions

Digital public service innovation has a positive and significant impact on public satisfaction at the Jambi City Population and Civil Registration Office in 2024. The results of a simple linear regression analysis show a coefficient of determination of 67.7%, meaning that digital public service innovation can explain variations in public satisfaction by 67.7%. The regression equation $Y = 0.847 + 0.759X$ shows that every one-unit increase in digital public service innovation will increase public satisfaction by 0.759 units. The dimension of ease of access is the aspect most highly valued by the public, followed by speed of service and transparency of information, while process efficiency still requires optimization. From the perspective of public satisfaction, service reliability is the dimension with the highest value, followed by officer responsiveness and data security assurance. Challenges faced include the digital literacy gap, limited infrastructure, employee resistance, and technical system constraints that require comprehensive handling to improve the quality of digital services. Based on the research results, several recommendations are: First, the Jambi City Population and Civil Registration Office needs to improve its digital outreach and education program for the public, especially the elderly and those with low digital literacy through regular training and intensive mentoring. Second, it is necessary to optimize information technology infrastructure, including increasing server capacity, improving system stability, and improving database integration to minimize technical constraints. Third, conduct ongoing training for employees in mastering digital technology and improving the quality of customer service to respond to public complaints quickly and accurately. Fourth, develop a regular monitoring and evaluation system for digital service performance to identify areas that need improvement. Fifth, build partnerships with various stakeholders, including internet service providers and educational institutions, to expand access and improve digital literacy for the people of Jambi City.

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