



Implementation of the Simparas Program: Challenges and Opportunities for Public Services in Sitinjo District, Dairi Regency, North Sumatra Province

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ABSTRACT

This study analyzes the implementation of the Simparas Program in improving administrative service quality in Sitinjo Subdistrict, Dairi Regency. Using a descriptive qualitative approach, data were collected through in-depth interviews, non-participant observation, and documentation involving subdistrict leaders, service officers, the Simparas operator, and community service users. The findings show that Simparas has been formally implemented as an electronic community satisfaction survey, but its implementation remains less than optimal. Communication has been delivered through meetings, briefings, direct assistance, and QR Code media, yet understanding of its evaluative function is uneven. Resource limitations, unstable internet access, dependence on the operator, and varying staff commitment also affect implementation. Administrative service quality is generally adequate, particularly in responsiveness, assurance, and empathy, but weaknesses remain in service information, waiting space, and service consistency. Simparas data are still used mainly for monitoring and reporting rather than systematic service improvement and evidence-based decision-making within the public organization.

INTRODUCTION

Administrative services at the subdistrict level represent the closest interface between local government and the community; therefore, the quality of services in this unit serves as an important indicator in assessing the presence of the state in meeting citizens' needs. In the context of Sitinjo Subdistrict, Dairi Regency, the issue of administrative services is reflected in the unstable achievement of the Community Satisfaction Index, as the CSI score declined from 80.475 in the fourth quarter of 2025 to 77.700 in the first quarter of 2026. This decline indicates that administrative services have not yet been fully consistent in meeting public expectations, particularly in the aspects of procedures, requirements, costs/tariffs, and the competence of service providers, which remain at relatively low scores. This condition becomes increasingly important because citizens' satisfaction with public services is influenced by the government's ability to provide services that are accessible, responsive, reliable, and aligned with users' needs (Dalimunthe, Pallathadka, et al., 2023; Xie et al., 2022). In the development of digital public services, technology can indeed improve efficiency, accountability, and citizen engagement; however, these benefits are highly dependent on organizational readiness, the competence of public officials, infrastructure, and the system's ability to respond to users' needs (Anggara et al., 2024; Sikumbang et al., 2024). Thus, the reality of administrative services in Sitinjo Subdistrict shows that the existence of the Simparas Program should not be understood merely as a digital innovation, but should also be examined as a policy implementation instrument that determines the quality of service evaluation and improvement.

Recent literature shows that the digitalization of public services does not automatically produce high-quality services if system quality, information quality, service quality, and user experience are not managed in an integrated manner. Alkrajji & Ameen (2022), explain that e-government service quality is related to ease of interaction, service fulfillment, attention to citizens, security, privacy, and trust, which ultimately affect user satisfaction and loyalty toward digital services. Other studies also show that system quality and e-governance service quality have a positive influence on citizen satisfaction, indicating that the success of digital services is not only determined by the availability of applications, but also by the quality of citizens' experiences when using those services (Dalimunthe et al., 2023; Nawafleh & Khasawneh, 2024). In the Indonesian context, citizens' satisfaction with e-government services is influenced by digital literacy, public trust, clarity of information, and the ability of service design to accommodate users' limitations (Dalimunthe et al., 2020; Suhendar et al., 2024). However, most theories and studies on digital services still place greater emphasis on the relationship between service quality and user satisfaction, while the issue of implementing satisfaction survey systems as a basis for service evaluation has not been extensively explained in depth. This gap is relevant to the thesis, as previous studies presented in the document indicate that research on the utilization of community satisfaction survey data as an evaluation instrument and a basis for service decision-making remains relatively limited.

This study aims to analyze the implementation of the Simparas Program in improving the quality of administrative services in Sitinjo Subdistrict, Dairi Regency; to analyze the quality of administrative services as perceived by the community; and to analyze the utilization of survey data generated by the Simparas Program in supporting the evaluation and improvement of administrative service quality. These objectives are important because, in this thesis, the Simparas Program is positioned as an electronic-based community satisfaction survey system used to collect public assessments of public services and process them as a basis for evaluating service performance. In the study of digital public services, data-based evaluation is important because digital transformation only has strategic value when the data generated can be used to improve processes, enhance responsiveness, and support public decision-making (Harianto et al., 2023; Hossin et al., 2023). Studies on digital government also emphasize that digital-based public services can improve the quality of basic service delivery when supported by technological capacity, government support, and organizational ability to use data as a basis for decision-making (Dalimunthe et al., 2024; Khabibi & Purnomo, 2026). Therefore, this study is not only directed at assessing the existence of the Simparas Program as a survey application, but also at examining the relationship between program implementation, perceptions of service quality, and data utilization within the administrative service evaluation cycle.

The main argument of this study is that the Simparas Program can serve as a strategic instrument for improving the quality of administrative services if its implementation does not stop at collecting satisfaction scores, but is continued through the utilization of data as a basis for evaluation, organizational learning, and service improvement. The digitalization of public services can improve efficiency and citizen participation, but its success is often constrained by limited infrastructure, the competence of public officials, data integration, and bureaucratic cultures that are not yet fully adaptive to digital change. In the context of mobile or application-based government services, citizen satisfaction is also influenced by connectivity, interactivity, authenticity, and ease of understanding the service; therefore, digital service design needs to consider the capacity of the community as end users (Nurjannah et al., 2025). Research on citizens' perceptions of digital public services also shows that the adoption of digital services is influenced by trust, usefulness, information quality, and user readiness, meaning that social and organizational aspects cannot be separated from technological aspects (Ukur et al., 2025). On this basis, this study is important because the case of Sitinjo Subdistrict reveals a gap between the availability of a digital system and the effectiveness of its utilization as an instrument for service improvement. This study offers a contribution by positioning Simparas as a meeting point between policy implementation, administrative service quality, and data-based evaluation within a local government unit.

LITERATURE REVIEW

The Simparas Program in this study is understood as an electronic-based community satisfaction survey system developed by the Dairi Regency Government to collect, process, and present data on public perceptions of public services in a faster, more accurate, and more integrated manner. Conceptually, Simparas can be positioned not only as a technical tool for data collection, but also as a service evaluation instrument that connects community experiences with decision-making processes in public organizations. In the study of public service transformation, digital systems such as Simparas are relevant to the concept of e-government because information technology is used to improve service efficiency, strengthen citizen engagement, and enhance the accountability of service providers (Kholil et al., 2024). The interpretation of Simparas as an electronic survey system is also in line with studies on citizens' perceptions of digital services, which emphasize the importance of information quality, ease of access, trust, and the government's ability to provide services that can be understood by end users (Erlande et al., 2025). In local public administration, such a system is important because citizen satisfaction with public services is not only determined by service outcomes, but also by interaction experiences, clarity of procedures, and the government's response to public feedback (Dalimunthe et al., 2025). Thus, the Simparas Program can be understood as a data-based service innovation that functions to transform public assessments into a source of information for evaluating administrative services.

The manifestation of the Simparas Program can be seen through three main forms, namely an electronic survey mechanism, an instrument for measuring community satisfaction, and a database for evaluating public services. In the thesis, the implementation of Simparas begins after citizens receive services, after which they are directed to complete a survey through a QR code or digital link, fill in basic identity information, select the type of service, assess service elements, and provide open-ended suggestions regarding the services received. The first form shows that Simparas functions as a channel of digital participation because citizens are given space to directly convey their service experiences through an electronic system. The second form is reflected in the assessment instrument, which covers the elements of requirements, procedures, service time, costs/tariffs, competence of service officers, behavior of service officers, facilities and infrastructure, and complaint handling. The third form is shown through the processing of survey data into a Community Satisfaction Index, which is used as a basis for evaluating service performance. In the digital public service literature, citizen feedback-based evaluation systems can strengthen service quality when the data collected does not stop as an administrative report, but is used to improve responsiveness, accountability, and service design (Kurniawati et al., 2025; Taufika & Ginting, 2021). E-government studies also emphasize that digital service quality is influenced by system readiness, information quality, and the organization's ability to transform user data into service improvements (Ilieva et al., 2024). Therefore, the manifestation of Simparas does not merely lie in the existence of a survey application, but in the system's ability to establish a sustainable cycle of service evaluation.

Administrative service quality refers to the extent to which public organizations are able to provide services that align with the expectations, needs, and experiences of citizens as service users. In this thesis, service quality is interpreted as the level of service excellence perceived by the community based on the comparison between expectations and the reality of the services received. In public service studies, service quality is an important measure because citizen satisfaction is related to the government's ability to provide services that are accessible, clear, responsive, fair, and trustworthy (Pham et al., 2023). In administrative services, service quality does not only include the speed of document completion, but also covers the simplicity of procedures, clarity of requirements, competence of public officials, service behavior, and certainty of processes received by the community. Studies on satisfaction with public administrative services also show that access to services, ease of using digital services, clarity of language, clarity of information, and staff courtesy are correlated with increased citizen satisfaction with administrative services (OECD, 2025). In the context of local government, administrative service quality becomes increasingly important because the subdistrict unit is a service point that interacts directly with the community and shapes citizens' perceptions of local government performance. Thus, administrative service quality can be understood as a construction of citizen experience formed through service processes, service outcomes, and the belief that government services are able to meet administrative needs in a transparent and accountable manner.

The categorization of administrative service quality in this study follows the five SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, as used in the thesis to assess community perceptions of administrative services in Sitinjo Subdistrict. The tangibles dimension refers to the physical evidence of services, such as service rooms, supporting devices, facilities and infrastructure, and information media that affect citizens' comfort when receiving services. The reliability dimension is related to the ability of public officials to provide services accurately, consistently, and in accordance with procedures, so that citizens receive services that are predictable and trustworthy. The responsiveness dimension reflects the responsiveness of officers in assisting citizens, answering questions, responding to complaints, and accelerating service processes when citizens encounter obstacles. The assurance dimension relates to competence, courtesy, certainty of information, and the ability of public officials to build public trust in administrative services. The empathy dimension refers to personal attention, ease of communication, non-discriminatory attitudes, and the concern of public officials for the conditions of service users. Recent studies on administrative service quality also show that the use of SERVQUAL dimensions remains relevant for understanding user experience because these dimensions help identify the gap between expected services and perceived services (Mamakou et al., 2024). Therefore, the categorization of administrative service quality through these five dimensions provides an analytical basis for assessing whether Simparas is able to capture service experiences comprehensively.

Digital public service refers to the delivery of government services that utilize information technology to improve accessibility, efficiency, transparency, responsiveness, and community participation in the service process. In studies of digital transformation in the public sector, digital public service is understood as a change in the way government designs, provides, and evaluates services through the use of information systems, digital platforms, data, and online interactions between government and citizens (Munthe et al., 2026). This concept does not only involve transferring manual services into electronic systems, but also concerns governance transformation so that services become more user-oriented, evidence-based, and capable of responding quickly to citizens' needs (Saragih et al., 2025). In the context of e-government, the quality of digital services is also influenced by system quality, information quality, security, trust, and the ease of use perceived by the community (Harianto et al., 2023). Studies on mobile government services show that connectivity, interactivity, authenticity, and ease of understanding services influence citizen satisfaction in using government applications (Ritonga et al., 2024). In this study, digital public service serves as an important framework for understanding Simparas because the system relies on digital devices, QR code access, electronic data processing, and the utilization of survey results for service evaluation. Thus, digital public service can be defined as a technology-based service practice that simultaneously requires system readiness, public official readiness, and community readiness.

The manifestation of digital public service can be seen through digital access, the quality of user experience, digital inclusion, and the use of data for service improvement. Digital access is related to the availability of electronic channels that enable citizens to obtain or assess services without relying entirely on manual procedures (Taufika et al., 2025). The quality of user experience is related to the ease of understanding services, clarity of information, speed of response, and citizens' sense of trust when using digital service systems (Ihsan et al., 2024). Digital inclusion is an important manifestation because limitations in digital literacy, infrastructure gaps, and institutional barriers can prevent some citizens from gaining equal benefits from technology-based government services (Suhendar et al., 2026). In the Indonesian context, government digital transformation is also related to citizen trust and participation, so the success of digital services needs to be understood through the ability of services to build a more open relationship between government and society. The final manifestation is data utilization, because digital public service will have strategic value if the data collected is used for monitoring, evaluation, decision-making, and service improvement. Thus, digital public service in this study should not merely be understood as the use of applications or QR codes, but as a service ecosystem that connects technology, public officials, citizens, data, and service improvement decisions.

METHODOLOGY

The object of this study is the implementation of the Simparas Program in improving the quality of administrative services in Sitinjo Subdistrict, Dairi Regency (Creswell, 2021). The phenomenon examined focuses on the implementation of an electronic-based community satisfaction survey system as

an instrument for evaluating public services at the subdistrict level. The Simparas Program is an important object of study because this system is not only used to collect public assessments of services, but is also expected to provide evaluative data that can serve as a basis for improving the quality of administrative services. In the context of this study, the main problem observed is that the quality of administrative services has not been optimized, even though the Simparas Program has been implemented in service practices. This condition is reflected in the continuing dynamics related to public officials' understanding, community participation, the utilization of survey data, and follow-up actions on service evaluation results. The selection of Sitinjo Subdistrict as the research location is based on the consideration that this subdistrict has implemented the Simparas Program, occupies a position as a frontline public service unit, and still faces challenges in improving the quality of administrative services. Thus, the object of the study is not only understood as the existence of a digital system, but also as a process of public service policy implementation involving public officials, the community, technology, work procedures, and the utilization of data in service evaluation.

This study uses a qualitative research type with a descriptive approach. A qualitative approach is used because the study is directed at gaining an in-depth understanding of the implementation process of the Simparas Program, the experiences of public officials in carrying out the program, community perceptions of administrative services, and the utilization of survey data in service evaluation. The descriptive research type is used because this study does not aim to statistically test relationships between variables, but rather to describe and explain the phenomenon of program implementation as it occurs in the real context of public services in Sitinjo Subdistrict. A descriptive qualitative design is relevant when researchers seek to obtain an understanding that is close to field experiences and present findings in the form of a systematic narrative. The research data consist of primary and secondary data. Primary data are obtained through in-depth interviews with research informants and direct observation of the administrative service process and the implementation of the Simparas Program. Secondary data are obtained through supporting documents, such as Community Satisfaction Survey reports, Community Satisfaction Index recapitulations, program implementation guidelines, service standard operating procedures, the profile of Sitinjo Subdistrict, organizational structure, visual documentation of services, and other archives related to the implementation of Simparas. By using these two types of data, this study can develop a more comprehensive understanding of the relationship between program implementation, service quality, and the utilization of survey data.

The sources of information in this study are determined purposively because informants are selected based on their involvement, knowledge, and relevance to the implementation of the Simparas Program in Sitinjo Subdistrict. The research informants consist of several groups representing the perspectives of service providers and service users. The key informant is the Head of Sitinjo Subdistrict because this official has authority and responsibility for the delivery of public services and the implementation of the Simparas Program at the

subdistrict level. Supporting informants include the Subdistrict Secretary, who plays a role in administrative coordination and the control of public service implementation. Technical implementing informants include the Head of the General Affairs, Personnel, and Assets Subdivision, the Simparas operator, and service officials involved in administrative service processes and the management of community satisfaction surveys. Information sources from the community are obtained from administrative service users who have received services and interacted with the Simparas Program. The determination of informants is flexible and develops according to the needs of field data until the information obtained is considered sufficient. In addition to purposive sampling, this study also allows the use of snowball sampling to identify additional informants who are considered knowledgeable about the implementation of the Simparas Program. With this composition of information sources, this study seeks to obtain comprehensive data from the perspectives of decision-makers, technical implementers, service officials, and the community as service recipients.

The research process is carried out through several interrelated stages, namely preparation, field data collection, data processing, data analysis, and conclusion drawing. The preparation stage includes the development of research instruments, the determination of informants, the arrangement of research permits, and the preparation of interview guidelines, observation sheets, and documentation checklists. The data collection stage is conducted through in-depth interviews, non-participant observation, and documentation. In-depth interviews are conducted semi-structurally with the Head of Subdistrict, Subdistrict Secretary, Head of the General Affairs Subdivision, Simparas operator, service officials, and community service users to explore their understanding, experiences, obstacles, and views regarding the implementation of the Simparas Program. Non-participant observation is carried out by observing the administrative service process at the Sitinjo Subdistrict Office, including service flows, the use of facilities and infrastructure, interactions between public officials and the community, assistance in completing surveys, and the use of the Simparas QR code. Documentation is used to examine policy documents, SOPs, Community Satisfaction Survey reports, Community Satisfaction Index recapitulations, organizational structures, photographs of service rooms, photographs of Simparas media, and other supporting archives. To ensure data validity, this study uses source triangulation, technique triangulation, and member checks. Through these stages, the data collected not only describe formal procedures, but also reveal the implementation practices of the Simparas Program in daily administrative services.

The data analysis technique in this study uses an interactive analysis model consisting of data condensation, data display, and conclusion drawing and verification. Data condensation is carried out by selecting, focusing, simplifying, and grouping data that are relevant to the research focus, particularly data on communication, resources, implementer disposition, bureaucratic structure, administrative service quality, and the utilization of Simparas data. At this stage, interview results are transcribed and classified

based on analytical categories, observation data are summarized according to field phenomena, while documents and archives are selected based on their relevance to the research objectives. Data display is presented in the form of descriptive narratives supported by matrices or tables of findings so that patterns of relationships between categories can be read systematically. Data on the implementation of the Simparas Program are analyzed using the dimensions of communication, resources, disposition, and bureaucratic structure, while service quality is analyzed through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Conclusion drawing is conducted by linking the results of interviews, observations, and documentation to explain how the implementation of the Simparas Program takes place, how the quality of administrative services is perceived by the community, and how survey data are used in service evaluation. Verification is carried out repeatedly through comparisons across sources, across data collection techniques, and through confirmation with informants so that the research interpretation remains consistent with empirical conditions.

RESEARCH RESULT

Implementation of Simparas Program in Administrative Service Delivery

The implementation of the Simparas Program in Sitinjo District shows that digital-based citizen satisfaction surveys have become part of the administrative service mechanism, although their implementation has not yet reached an optimal level. Simparas is used after citizens receive administrative services, where officers direct service users to fill out the satisfaction survey through the available digital access, especially QR Code media placed in the service area. This finding indicates that Simparas has been institutionally adopted as a feedback instrument, but its function is still closely related to survey completion and reporting rather than systematic service improvement. The program has created a channel for citizens to evaluate service requirements, procedures, completion time, service fees, staff competence, staff behavior, complaint handling, and facilities. However, field findings show that the use of Simparas still depends heavily on direct officer assistance, especially for citizens who are not familiar with digital devices. Therefore, the implementation of Simparas in Sitinjo District can be understood as an early stage of digital public service evaluation, where the system has been formally implemented but still requires stronger organizational readiness, user literacy, and follow-up mechanisms.

Communication appears as the first important dimension in the implementation of the Simparas Program, because the effectiveness of the program depends on whether officers and citizens understand its objectives, procedures, and benefits. The findings show that information regarding Simparas has been delivered to district officers through internal meetings, briefings, coordination, and technical instructions from the district government. At the citizen level, information is mostly delivered directly by service officers after administrative services have been completed. This communication pattern has helped citizens understand how to fill out the survey, but it has not fully enabled them to understand the broader function of Simparas as a participatory evaluation tool. Several citizens understood Simparas merely as a service rating

form rather than as an instrument for improving public services. This finding confirms that communication has been transmitted, but the clarity of the program's evaluative purpose remains limited. In this sub-section, interview quotations should be placed to demonstrate the uneven understanding among officers and citizens.

Place Interview Quote 1 here: Camat Sitinjo: "Kalau jujur, belum semuanya."

Place Interview Quote 2 here: Informan 1: "Kalau dijelaskan langsung lebih membantu, karena saya jadi tahu cara isi penilaiannya."

The resource dimension shows that the implementation of Simparas has been supported by basic facilities, but still faces limitations in human resources, technical competence, and internet stability. Sitinjo District already has officers, operators, computers, mobile phones, internet networks, QR Code media, and service facilities to support the digital survey process. However, the number of officers involved in service delivery and Simparas management remains limited, causing a concentration of technical responsibility on the operator. The operator not only manages survey data but also assists other service tasks when service users increase. This situation creates workload accumulation and dependence on specific personnel who understand the system better than others. The findings also show that the digital competence of officers is uneven, especially in using the application and processing survey data. Network instability further affects the smoothness of survey completion and data submission. Thus, although the resource component exists, its capacity is not yet sufficient to ensure that Simparas works effectively as a continuous digital evaluation instrument.

Disposition or implementer attitude shows that most officers support the Simparas Program, but their commitment and orientation are not yet evenly distributed. Officers directly involved in the service process, especially the operator and front-line service staff, tend to demonstrate stronger involvement because they interact directly with citizens and manage the survey process. However, some officers still view Simparas as an additional administrative task rather than a strategic evaluation instrument. This finding indicates that the program has not been fully internalized as part of the organizational culture of service improvement. The operator understands Simparas as a tool to identify citizens' assessments of service quality, while some other officers still focus mainly on completing reporting obligations. The difference between administrative orientation and evaluative orientation affects the way survey data are used in practice. Therefore, strengthening the disposition of implementers is necessary so that Simparas is not only carried out as a routine obligation, but also becomes a shared instrument for improving service quality.

Place Interview Quote 3 here: Sekretaris Kecamatan: "Awalnya ada yang merasa ini menambah pekerjaan. Karena pegawai merasa pelayanan sudah banyak."

Place Interview Quote 4 here: Operator Simparas: "Menurut saya Program Simparas penting karena dapat membantu mengetahui penilaian masyarakat terhadap pelayanan yang diberikan."

The bureaucratic structure in the implementation of Simparas has been formed through technical guidelines, division of tasks, and coordination mechanisms, but its operation still faces several weaknesses. The program has

procedures that guide officers in directing citizens to fill out surveys and managing survey results. The Camat acts as the person responsible for implementation, the Secretary coordinates internal administration, the operator manages the system and data, while service officers assist citizens during the survey process. This division of responsibility provides a formal structure that supports implementation. However, the findings show that the application of procedures is not always consistent, especially when service users increase and officers must adapt service flows to real conditions. Coordination among officers has also been carried out through direct communication and internal meetings, but it is not yet fully optimal due to service workload and limited personnel. Dependence on the operator remains high because technical knowledge of the system is not evenly distributed. Consequently, the bureaucratic structure supports the program formally, but still requires stronger coordination and technical capacity distribution.

Administrative Service Quality Based on SERVQUAL Dimensions

The quality of administrative services in Sitinjo District shows generally positive performance, but several service dimensions still require improvement. Based on the SERVQUAL framework, the findings indicate that tangibles, reliability, responsiveness, assurance, and empathy have been present in the service delivery process. The tangibles dimension is reflected in the availability of service rooms, waiting chairs, service desks, computers, information boards, and Simparas QR Code media. Citizens generally considered the facilities to be adequate and the service room to be fairly comfortable. However, the waiting area becomes crowded when the number of citizens increases, and some citizens still expect clearer information regarding administrative requirements. The reliability dimension is reflected in the ability of officers to process services according to procedures after citizens complete the required documents. Nevertheless, some citizens still had to return because they did not fully understand the requirements. This shows that the quality of administrative services is relatively good, but its consistency still depends on the clarity of service information.

Place Interview Quote 5 here: Informan 1: "Cukup baik, cuma ruang tunggu kalau ramai terasa penuh."

Place Interview Quote 6 here: Informan 1: "Awalnya saya datang untuk mengurus berkas administrasi. Saya sudah bawa syarat yang saya tahu, tapi ternyata masih ada persyaratan yang kurang."

The responsiveness dimension shows that officers are generally able to respond to citizens' needs, questions, and difficulties during the administrative service process. Most informants stated that the service was relatively fast when requirements were complete, and officers were willing to provide explanations when citizens asked questions. Responsiveness is also visible in the way officers assist citizens in filling out Simparas surveys, especially for elderly citizens or those with limited digital skills. However, responsiveness is not yet optimal in all service situations because service speed decreases when the number of service users increases. Some citizens still experience waiting time, especially during crowded service hours or

when officers are handling several tasks simultaneously. This finding suggests that responsiveness is not only determined by officers' willingness to help, but also by staff availability, service load, and procedural clarity. Thus, improving responsiveness requires clearer service information, better queue management, and additional support for digital survey assistance.

Place Interview Quote 7 here: Informan 4: "Petugas cepat menanggapi waktu saya bertanya."

Place Interview Quote 8 here: Informan 7: "Tidak ada kendala besar, hanya antrean saja waktu ramai."

The assurance and empathy dimensions are the strongest aspects of administrative service quality in Sitinjo District. Citizens generally trust the service process because officers provide services according to procedures, explain requirements, and help complete administrative needs. Assurance is reflected in citizens' confidence that their service requests will be processed when requirements are complete. However, several citizens still reported that information about administrative requirements was sometimes unclear, indicating that assurance needs to be strengthened through more accessible and standardized service information. Meanwhile, empathy is reflected in the officers' polite, friendly, and helpful attitudes. Many citizens stated that officers were easy to communicate with and willing to provide explanations when service users did not understand the process. This dimension becomes important because administrative services at the district level involve diverse citizens with different levels of knowledge and digital ability. Therefore, the strong empathy dimension helps reduce the gap between digital service systems and citizens' practical capacity to access them.

Place Interview Quote 9 here: Informan 8: "Saya percaya terhadap pelayanan yang diberikan."

Place Interview Quote 10 here: Informan 2: "Ramah dan sopan."

Utilization of Simparas Data for Service Monitoring and Evaluation

The utilization of Simparas data shows that the system has generated useful information for monitoring administrative service quality, but the use of data has not yet developed into a strong basis for strategic decision-making. Survey results are recapitulated by the operator and submitted to the district leadership as part of internal reporting. This data provides information about citizens' perceptions of service requirements, procedures, staff competence, service behavior, complaint handling, and service facilities. The existence of this data allows the district office to identify general service conditions and monitor service performance. However, interviews show that the data are still mostly used for monitoring and reporting rather than for policy formulation or systematic service improvement. The Camat and other officers acknowledged that the use of survey results as a basis for decision-making remains limited. This means that Simparas has succeeded in producing data, but the institutional mechanism to transform data into corrective action is still weak.

Place Interview Quote 11 here: Camat Sitinjo: "Belum banyak digunakan sebagai dasar kebijakan. Sebagian besar masih digunakan sebagai bahan monitoring dan pelaporan."

The use of Simparas data in evaluation activities has begun, but it has not yet been carried out routinely and systematically. The findings show that survey results are sometimes discussed in internal evaluation forums, but the discussion tends to focus on reporting satisfaction scores rather than conducting deeper analysis of the roots of service problems. For example, when service quality decreases or certain elements receive lower scores, the data have not always been translated into specific action plans, measurable follow-up, or documented service improvement decisions. The Secretary of the District stated that survey results are usually reviewed during service evaluation, but their use remains limited. The operator also explained that data are routinely processed and submitted to the leadership, yet the follow-up mechanism is not strongly structured. This situation shows that Simparas functions more as an administrative reporting system than as an integrated evidence-based evaluation tool. Therefore, the main challenge is no longer the availability of data, but the organizational capacity to interpret, discuss, and use the data for continuous service improvement.

Place Interview Quote 12 here: Camat Sitinjo: "Belum maksimal. Masih sebatas laporan."

Place Interview Quote 13 here: Sekretaris Kecamatan: "Hasil survei biasanya dilihat saat evaluasi pelayanan, tapi memang belum dimanfaatkan secara maksimal."

DISCUSSION

The findings indicate that the implementation of Simparas in Sitinjo District reflects a common challenge in digital public service transformation, namely the gap between system availability and organizational utilization. The program has already provided a digital mechanism for collecting citizen feedback, but its impact on service improvement depends on communication clarity, resource readiness, implementer commitment, and bureaucratic coordination. This finding strengthens the relevance of policy implementation theory, especially Edwards III's view that successful implementation is influenced by communication, resources, disposition, and bureaucratic structure (Satibi & Rochaeni, 2023). In the case of Simparas, all four variables are present but not yet fully optimal. Communication has reached officers and citizens, but understanding of the program's evaluative purpose remains limited. Resources are available, but human resource capacity and internet stability still constrain implementation. Disposition is generally positive, but not all officers share the same evaluative orientation. Bureaucratic structure exists, but coordination and technical knowledge distribution need improvement. Therefore, Simparas implementation should be understood not merely as a digital innovation, but as an organizational process that requires cultural, technical, and managerial readiness.

The quality of administrative services in Sitinjo District shows that digital evaluation instruments can capture citizens' experiences, but the improvement of service quality still depends on how those experiences are interpreted and followed up (Rivalen & Wolor, 2025). The SERVQUAL-based findings show that empathy and assurance are relatively strong because citizens appreciate officers'

politeness, helpfulness, and willingness to provide explanations. However, tangibles, reliability, and responsiveness still require improvement, especially in relation to waiting room capacity, clarity of service requirements, and service speed during crowded conditions. This finding aligns with the idea that public service quality is not only determined by technological tools, but also by direct interaction between officers and citizens. Recent studies on digital public services also emphasize that citizen satisfaction depends on service accessibility, system quality, information clarity, responsiveness, and trust. In this study, Simparas helps record citizens' perceptions, but recording perceptions is not the same as improving service quality. Thus, the SERVQUAL findings should be used as practical diagnostic data to identify which service dimensions need priority improvement.

The findings on data utilization reveal that the most important weakness of Simparas lies not in data collection, but in the limited transformation of data into evidence-based decisions. In principle, Simparas data can support evidence-based policy because it provides empirical information about citizens' experiences with administrative services. However, the data are still mainly used for monitoring and reporting, while their use as a basis for planning, service redesign, and decision-making remains limited. This condition shows that the data cycle has not been fully completed. The district office has collected data, processed it, and reported it, but the utilization stage has not yet become a routine organizational practice. From the perspective of data-driven governance, digital systems should not only produce reports, but also generate institutional learning and guide corrective actions. Therefore, the main implication of this finding is that Sitinjo District needs to develop a more structured mechanism for reviewing Simparas results, identifying service problems, assigning responsible units, and documenting follow-up actions.

The gap between monitoring and decision-making in the use of Simparas data also shows that digital public service reform requires a stronger organizational culture. A digital survey system will not automatically improve service quality if officers see it only as an administrative obligation. The findings show that some officers still interpret Simparas as an additional task, while others understand it as an evaluation instrument. This difference in orientation affects the extent to which survey results are taken seriously in service improvement discussions. Therefore, the success of Simparas depends on whether the organization can shift from a reporting culture to an evaluation culture. This shift requires regular internal meetings to discuss survey results, simple dashboards to show service trends, leadership commitment to act on low-performing indicators, and technical training for more officers so that data management does not depend only on the operator. In this way, Simparas can become a real organizational learning tool rather than merely a digital reporting requirement.

Theoretically, this study contributes to public administration literature by integrating policy implementation analysis, SERVQUAL-based service quality assessment, and data-driven governance within a single local government case. Previous studies often discuss digital public services from the perspective of technological adoption or citizen satisfaction, while this study shows that digital

evaluation systems must be analyzed through implementation capacity and data utilization. The case of Sitinjo District demonstrates that a digital survey platform can be formally implemented but still underutilized when communication, resources, disposition, and bureaucratic structure are not fully aligned. This study also shows that service quality assessment should not stop at measuring satisfaction, because the most important issue is whether satisfaction data are converted into service improvement. Therefore, Simparas provides an empirical example of how local governments can begin to build evidence-based service evaluation, but also illustrates the institutional barriers that must be addressed before digital feedback systems can produce substantive service reform.

Practically, the findings suggest that Sitinjo District needs to strengthen Simparas implementation through four strategic steps. First, program socialization should not only explain how to fill in the survey, but also why citizens' feedback is important for improving public services. Second, officers need training in digital literacy, data interpretation, and follow-up planning so that Simparas management does not depend solely on one operator. Third, service information should be made clearer through visible requirement lists, simple infographics, and officer guidance to reduce repeated visits caused by incomplete documents. Fourth, Simparas data should be discussed regularly in internal evaluation meetings, especially to identify low-scoring service elements and formulate measurable improvement plans. These steps would help transform Simparas from a survey reporting system into a continuous service improvement instrument. Thus, the main value of Simparas lies not only in its digital format, but in its ability to connect citizen feedback, organizational evaluation, and concrete service improvement in administrative service delivery.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the implementation of the Simparas Program in Sitinjo Subdistrict, Dairi Regency, has provided an important foundation for developing digital-based administrative service evaluation. The program has been formally implemented through an electronic community satisfaction survey mechanism that enables citizens to assess service requirements, procedures, completion time, staff competence, staff behavior, complaint handling, and service facilities. However, the implementation has not yet been fully optimal because communication, resources, implementer disposition, and bureaucratic structure still face several limitations. Public officials and citizens have generally understood the technical use of Simparas, but the broader function of the program as an instrument for service improvement has not been evenly understood.

The quality of administrative services in Sitinjo Subdistrict is generally perceived as adequate, particularly in terms of officer responsiveness, politeness, and willingness to assist citizens. Nevertheless, several weaknesses remain, especially in the clarity of service requirements, waiting room capacity, service speed during crowded conditions, and consistency of information provided to service users. These conditions show that the availability of digital evaluation tools does not automatically ensure service quality improvement without strong organizational readiness and follow-up mechanisms. The utilization of Simparas

data remains limited to monitoring and reporting activities. Survey results have not yet been systematically transformed into evidence-based decisions, structured service improvement plans, or routine organizational learning. Therefore, Simparas needs to be strengthened as a continuous evaluation instrument by improving officer capacity, digital literacy, internal coordination, service information clarity, and the institutional use of citizen feedback for administrative service improvement.

ADVANCED RESEARCH

Future research should examine how digital feedback systems such as Simparas can be integrated into evidence-based decision-making and organizational learning through longitudinal and governance-oriented approaches to strengthen the sustainability and effectiveness of digital public service improvement.

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