

Effectiveness of the Sub-district Public Report Service Action (ALLAMAK) in the Context of Optimizing Public Services in Alam Barajo Sub-district, Jambi City

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ABSTRACT

This study aims to analyze the effectiveness of the digital service of the Sub-district Public Report Service Action (ALLAMAK) at the Alam Barajo Sub-district Office, Jambi City. The study used qualitative methods with interview, observation, and documentation techniques. The analysis refers to William N. Dunn's Public Policy Evaluation theory which emphasizes effectiveness, efficiency, responsiveness, accuracy, and relevance of impact as indicators of public policy performance (Dunn, 2018). The results show that the ALLAMAK service has met public service standards according to Permenpan-RB Number 14 of 2017, particularly in the aspects of transparency, accountability, and ease of service access (Government of Indonesia, 2017). Although generally considered effective, obstacles were still found in ease of use, speed of response, and a decrease in public satisfaction levels. The main driving factors for service effectiveness come from the implementation of the Electronic-Based Government System policy and the increasing public demand for digital public services (OECD, 2020), while the main obstacles include limited technological literacy and internet access (UNDP, 2019). Therefore, improving facilities, infrastructure, and community readiness is still needed to optimize ALLAMAK services.

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1. Background

Providing transparent and accountable public services is a constitutional obligation of the government, as stipulated in Law Number 25 of 2009 concerning Public Services. The principles of transparency, accountability, and public participation are key prerequisites for achieving quality public services that are oriented toward fulfilling citizens' rights (Government of Indonesia, 2009). In this context, the digitalization of public services is seen as

However, the implementation of digital public services in the regions still faces various challenges. Data from the Jambi Province Representative Office of the Indonesian Ombudsman shows 400 public complaints throughout 2024, reflecting both rising public expectations and the suboptimal quality of services provided (Ombudsman RI, 2024). This increase in complaints is inextricably linked to limited institutional capacity and poor public understanding of available service procedures (Dwiyanto, 2018).

On the other hand, the digital literacy and reading levels of the people of Jambi Province remain relatively low. The 2024 Indonesian Digital Society Index (IMDI) recorded Jambi Province's score at 44.24%, with a significant gap between digital skills and utilization of digital services (Budiarto et al., 2024). This situation has implications for the low effectiveness of digital-based public services among the public (Dalimunthe, 2019).

In an effort to address these challenges, the Alam Barajo District Government launched a WhatsApp-based public service innovation through the District Public Report Service Action (ALLAMAK) in 2021. This innovation aims to facilitate access to complaints, consultations, and administrative services quickly and documented (BAPPEDA Jambi City, 2021). However, initial findings indicate a gap between the availability of digital service channels and the level of public understanding, as well as the potential for overlapping service systems that can reduce the efficiency of public services (Foundation, 2016).

Based on these conditions, a study is needed to assess the effectiveness of digital public service innovation at the sub-district level in improving the quality and efficiency of services to the public (UNDP, 2019).

2. Research Methods

This study uses a descriptive qualitative approach aimed at understanding in-depth the effectiveness of the digital public service innovation, the Sub-district Public Report Service Action (ALLAMAK), at the Alam Barajo Sub-district Office, Jambi City. The qualitative approach was chosen because it allows researchers to explore social phenomena contextually and comprehensively from the perspectives of actors directly involved in the public service process (Fadli, 2021; Rustamana et al., 2024).

The research was conducted at the Alam Barajo District Office, Jambi City, as the implementation location for ALLAMAK services. Data collection was conducted over an adequate period of time, consistent with the characteristics of qualitative research, to ensure the depth and validity of the data obtained. The research data consisted of primary and secondary data. Primary data was obtained through direct interactions with key informants, while secondary data came from official documents, institutional archives, and literature relevant to the research topic (Hardani et al., 2020).

The research informants were selected purposively, including the Alam Barajo Sub-district Head, the Head of the Public Services Section, service staff, and the community as users of ALLAMAK services. These informants were selected based on their involvement and knowledge of digital service implementation at the sub-district level, thus providing

relevant and in-depth information regarding the effectiveness of the public services studied (Sugiyono, 2021).

Data collection techniques included observation, interviews, and documentation. Observations were conducted to directly observe the public service process, interactions between sub-district officials and the community, and the use of digital facilities and infrastructure in the operation of ALLAMAK services. Observations were conducted in a semi-structured manner to explore informants' perceptions, experiences, and assessments of service effectiveness, community satisfaction levels, and supporting and inhibiting factors for digital service implementation (Hardani et al., 2020). Meanwhile, documentation was used to review supporting documents such as standard operating procedures (SOPs), activity reports, service data, and visual evidence of ALLAMAK service implementation.

Data analysis was conducted qualitatively and interactively, through the stages of data reduction, data presentation, and conclusion drawing. The analytical framework refers to William N. Dunn's Public Policy Evaluation theory, which assesses policy effectiveness based on indicators of effectiveness, efficiency, responsiveness, accuracy, and impact relevance. This approach was used to assess the extent to which ALLAMAK services were able to achieve public service objectives and address community needs at the sub-district level (Dunn, 2018).

Public Service Effectiveness Indicators

William N. Dunn explains that the effectiveness of public policy can be measured through a set of evaluative criteria that serve to assess the success of the implementation of a program or public service as a whole (Dunn, 2003: 429-431). Based on this framework, there are several measures that can be used to assess the effectiveness of public services, particularly in evaluating automation-based programs or service systems, which include the following five main dimensions:

a. Success of Operational Standards (Effectiveness)

The success of operational standards measures the extent to which a program or service is implemented in accordance with established objectives, procedures, and regulations. According to Dunn, effectiveness relates to the degree to which the desired outcomes of a policy or program are achieved (Dunn, 2003: 430). This indicator can be seen from the implementation of activities in the field, the availability of Standard Operating Procedures (SOPs), and the level of compliance of service units with applicable service standards.

b. Target Success (Efficiency)

Target success assesses the relationship between the results achieved and the resources used in service delivery. Dunn states that efficiency indicates the amount of effort required to achieve a certain level of effectiveness (Dunn, 2003: 431). This indicator is reflected in the timeliness of service delivery, the quantity of output produced, and the level of accuracy of services provided to the public.

c. Resource Efficiency Ratio (Responsiveness)

Responsiveness measures the ability of service providers to recognize and respond appropriately to public needs. Dunn explains that responsiveness relates to the extent to which public policies are able to address the preferences, needs, and values of target groups (Dunn, 2003: 432). In the context of public services, this indicator reflects the proportional use of resources and the ability of officials to respond quickly to public requests or complaints.

d. User Satisfaction (Precision)

Appropriateness relates to the extent to which services provided meet the needs and expectations of service users. Dunn states that appropriateness focuses on the alignment between policy outcomes and the public problems being addressed (Dunn, 2003: 433). This indicator includes timeliness of service, ease of access, staff attitudes, and the quality of service received by the public.

e. Achievement of Overall Goals (Impact Relevance)

Achieving overall objectives is an assessment of the long-term impact of a policy or public service. According to Dunn, policy evaluation assesses not only immediate outcomes but also the ongoing impact on public welfare and the policy's sustainability (Dunn, 2003: 434). These indicators include improved service quality, reduced complaints, and increased public trust in service delivery institutions.

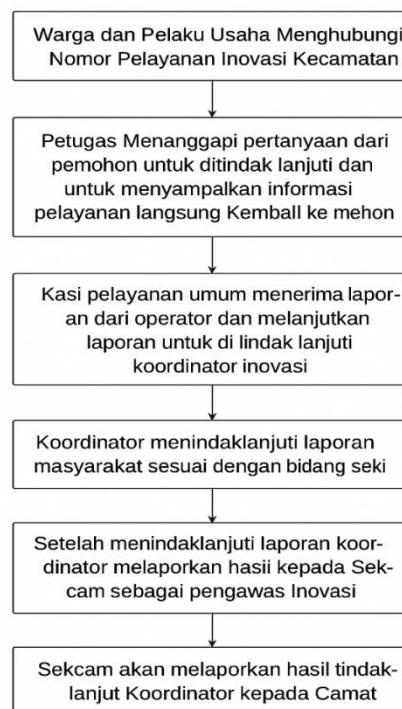
3. Results and discussion

A. Effectiveness of the ALLAMAK Digital Service System at the Alam Barajo Sub-district Office

The effectiveness of public services is one of the main indicators in assessing the performance of government institutions. According to Dunn, effectiveness relates to the extent to which a program or policy is able to achieve its stated objectives, while efficiency emphasizes the optimal use of resources in the process of achieving those objectives (Dunn, 2018). In the context of digital-based public services, effectiveness is measured not only by the existence of the system, but also by the success of implementation, target achievement, apparatus responsiveness, user satisfaction, and the relevance of the service's impact to community needs.

1. Success of Operational Standards (Effectiveness)

Apetunjuk pelaksanaan Inovasi ALLAMAK



The success of the ALLAMAK program can be seen from the alignment of service implementation with established objectives and Standard Operating Procedures (SOPs). Based on the results with the Alam Barajo Sub-district Head, the ALLAMAK service is a digital service innovation that began in 2021 as a form of implementing the Electronic-Based Government System (SPBE) policy at the sub-district level. This innovation is designed to accelerate government response to public inquiries, reports, and complaints.

Results from interviews with the Head of Public Services and service staff indicate that the operational flow of the service has been running according to standard operating procedures (SOP). Every public report received via the official sub-district WhatsApp is first received by the operator, then verified and forwarded to the relevant coordinator or section head, before finally being supervised by the Sub-district Secretary and reported to the Sub-district Head.

ALLAMAK Operational Implementation Flow/ Source: Jambi City Bappeda

This hierarchical procedure is considered effective in maintaining service speed while ensuring effective internal oversight. Most public inquiries and reports are handled within one business day, particularly for simple consultation and administrative services. This demonstrates that ALLAMAK's procedural services have been effective and well-directed. However, researchers found that starting in 2024, online document issuance services through ALLAMAK will no longer be available because the authority

has been transferred to the Jambi City DPMPTSP. This situation has implications for the decreased effectiveness of digital services, as the public must return to manual processes for processing certain documents, resulting in reduced ease and speed of service.

2. Target Success (Output Efficiency)

The success of the target is assessed through the service output achieved by the ALLAMAK program. Summary data on document issuance for 2022–2024 (see Table 2) shows significant fluctuations. In 2022 and 2023, service volumes were relatively high, particularly for drafting Heir Certificates and Business Premises Permits (SITU). This was influenced by the post-COVID-19 pandemic situation, where people tended to utilize digital services as a safer and more efficient alternative.

In contrast, there was a sharp decline in almost all types of services in 2024. This decline was not solely due to reduced public demand, but was more influenced by structural policies such as the withdrawal of digital service authority by the DPMPTSP in mid-2024. As a result, ALLAMAK was no longer the primary digital service center for document issuance, resulting in a significant decline in service volume.

Type of Service	2022	2023	2024
Business Premises Permit	120	90	45
Research Permit	5	6	2
Heirs Conception	137	146	65

Summary of ALLAMAK-Related Document Issuances 2022-2024 / Source: 2022-2025 Service Documents

Nevertheless, ALLAMAK remains active for public consultations, inquiries, and complaints. WhatsApp reports and monthly consultation charts demonstrate that, despite fluctuating service volumes, officer responses are relatively prompt, and internal coordination is effective.

3. Resource Efficiency Ratio (Responsiveness)

Resource efficiency in ALLAMAK services was analyzed through the utilization of costs, labor, time, and infrastructure. According to Moenir, public service efficiency is reflected in the ability of officials to optimally utilize available resources without compromising service quality (Moenir, 2015). Results with operator staff indicate that ALLAMAK services do not require an additional dedicated budget. Service operations utilize existing facilities, such as mobile phones, laptops, and office internet networks. The number of workers involved also did not increase, because digital services are run by the same officials as PATEN services.

A review of supporting documents, such as Minimum Service Standards and Room Inventory Cards, demonstrates that facility and infrastructure management has been carried out in an orderly and documented manner. This indicates that ALLAMAK services are operating relatively efficiently in terms of resource utilization. The main

challenges lie in external factors, such as limited signal strength and the community's lack of real-time monitoring of service messages.

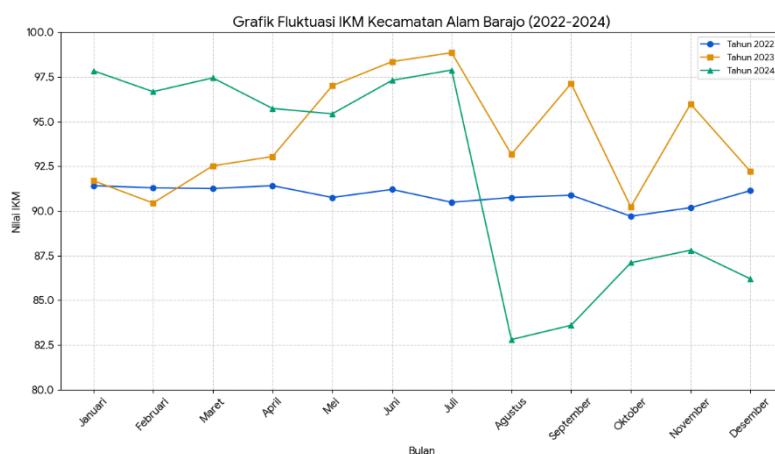
4. User Satisfaction (Accuracy)

User satisfaction is a key indicator in assessing the accuracy of public services. Based on observations of 35 respondents across all sub-districts in Alam Barajo District, public perception of ALLAMAK services tends to be positive. The majority of respondents considered WhatsApp as a service medium relatively easy to access and that officers responded fairly quickly. However, there were variations in perception based on age and experience using technology. Younger respondents tended to be more adaptable to digital services, while older respondents reported being less familiar and more comfortable with face-to-face services. Furthermore, several respondents complained about signal issues and network quality, which affected the speed of communication with officers.

Respondent distribution by gender, sub-district, and age shows that this service is mostly utilized by the productive age group. This finding indicates that digital literacy remains a differentiating factor in the use of ALLAMAK services.

5. Achievement of Overall Goals (Impact Relevance)

Overall, the implementation of ALLAMAK services has positively contributed to improving the quality of public services in Alam Barajo District. These services are considered relevant to community needs, particularly in terms of consultation and reporting on environmental issues. However, their effectiveness is still influenced by technical, demographic, geographic, and socialization factors.



Public Satisfaction Index (PSI) Graph 2022-2024/ Source: Alam Barajo Annual Public Satisfaction Report

The 2022–2024 Public Satisfaction Index (PSI) data reinforces the qualitative findings of this study. The PSI scores indicated excellent service performance in 2022 and 2023, even reaching a peak in the first half of 2024. However, a significant decline occurred in the second half of 2024, correlating with increased staff workloads, internal organizational adjustments, limited infrastructure, and rising public expectations. Thus,

although ALLAMAK services are considered effective and beneficial, strengthening network infrastructure, increasing community digital literacy, and consistency of digital service authority are crucial factors in maintaining the sustainability and quality of digital-based public services at the sub-district level.

B. Inhibiting and Driving Factors in ALLAMAK Digital Service Activities

The success of digital service delivery is not solely determined by the availability of systems and technology, but is also influenced by various structural, technical, and social factors. These factors can act as both drivers and barriers for the public and officials in utilizing digital services. Identifying these factors is crucial for understanding the challenges of implementing ALLAMAK digital services and for formulating strategies to improve effectiveness, efficiency, and public satisfaction.

1. Normative Framework for the Provision of Digital Services

Normatively, the implementation of ALLAMAK digital services is based on a national regulatory framework. Law Number 25 of 2009 concerning Public Services affirms the principles of legal certainty, participation, transparency, accountability, and non-discrimination. Furthermore, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), which is reinforced by Presidential Regulation Number 82 of 2023, provides policy direction for the digital transformation of government services. Furthermore, Law Number 14 of 2008 concerning Public Information Disclosure emphasizes the public's right to obtain easily accessible information. Thus, the inhibiting and enabling factors for ALLAMAK digital services are not only operational in nature, but also related to the level of readiness and compliance of local governments in consistently implementing these regulations.

2. Inhibiting Factors of ALLAMAK Digital Services

Based on the results of field observations, the inhibiting factors of ALLAMAK digital services can be classified into two main groups, namely factors originating from the community and internal institutional factors.

a. Inhibiting Factors from Society

The results show that the main obstacle to digital services actually comes from the user side. Some people lack adequate technological knowledge and skills, particularly in using WhatsApp as the primary service medium. Furthermore, limited internet quotas and network quality also hinder service access. Furthermore, individual preferences are also important factors. Some people prefer to visit the sub-district office directly because they feel more comfortable with face-to-face services. This is subjective and related to individual readiness, so service officers cannot force the use of digital systems on the public. These findings indicate that the success of digital services is heavily influenced by the community's level of digital literacy. In this context, digital services cannot be positioned as a complete replacement for conventional services, but rather as a coexisting alternative.

b. Inhibiting Factors from Internal Institutions

Observations revealed internal infrastructure constraints. Several computers were deemed suboptimal and frequently experienced technical issues, such as slow performance or hangs. Furthermore, mobile phones used for WhatsApp operations experienced physical damage, such as cracked screens, which impacted staff efficiency. Limited data storage capacity was also a problem. Old messages were no longer accessible due to the device's memory limitations due to the auto-delete feature. This potentially hampered the documentation and tracking of service data. These internal constraints demonstrate that digital transformation requires not only system changes but also ongoing investment in supporting infrastructure.

3. Driving Factors of ALLAMAK Digital Services

On the other hand, several factors contributed to the successful implementation of ALLAMAK's digital services. First, government policies and regulations, particularly the SPBE (Education and Community Empowerment Service), are the primary drivers of digital service development at the sub-district level. These regulations encourage officials to innovate and adapt services to digitalization principles. Second, local government commitment through policy directives and supervision contributes to strengthening the implementation of digital services. This support provides legitimacy and administrative incentives for sub-districts to continue developing technology-based services.

Third, the choice of WhatsApp as the service medium was a significant driving factor because the application is user-friendly and widely used by people of all ages. High mobile phone ownership and internet access in the sub-district also support service operations.

Fourth, demands for efficiency and effectiveness in public services are driving digitalization as a solution to save time, energy, and costs for both officials and the public. Furthermore, limitations of face-to-face services, such as queues and limited service hours, further reinforce the urgency of developing digital services. The combination of regulatory pressures and technological convenience is key to the success of digital services. However, without a balanced increase in human resource capacity and infrastructure, the benefits of digitalization will be suboptimal.

4. Synthesis of Inhibiting and Promoting Factors

Overall, the success of ALLAMAK's digital services is determined by the interaction between regulatory factors, institutional readiness, and community participation. Regulation and technological convenience are key drivers, while limited digital literacy and internal infrastructure are inhibiting factors that require serious attention. Therefore, strengthening outreach, increasing device capacity, and adopting a hybrid service approach (digital and conventional) are relevant strategies for improving the sustainability of digital services in Alam Barajo District.

4. Conclusion

Based on the results of the analysis and discussion that has been carried out, several conclusions were obtained as follows:

Allamak's digital services at the Alam Barajo Sub-district Office have generally been effective and meet public service standards, as analyzed through William N. Dunn's theory of policy effectiveness and the provisions of the Minister of Administrative and Bureaucratic Reform Regulation Number 14 of 2017. This effectiveness is reflected in the aspects of efficiency, responsiveness, and relevance of service impacts. However, the aspect of user satisfaction (accuracy) is still not optimal, especially for certain types of services which has an impact on the low value of the Public Satisfaction Index (IKM). This indicates that although digital services have been functioning well, improvements in the quality of direct services and officer responses are still needed to achieve overall public satisfaction.

The main driving factors for the implementation of Allamak's digital services come from government regulatory support, particularly the Electronic-Based Government System (SPBE) policy, as well as the increasing public demand for fast, practical, and technology-based public services. These regulations encourage sub-district governments to deliver innovative public services that are more efficient and accessible. Meanwhile, the main inhibiting factors actually come more from the service user side, particularly limited digital literacy, internet access, and the preference of some people who still prefer conventional services. Thus, the effectiveness of Allamak's digital services is greatly influenced by the level of community readiness and ability to utilize available technology, making efforts to improve digital literacy and a hybrid service approach crucial for service sustainability.

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