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# Digital Transformation in Service Performance Evaluation: A Study of the Public Satisfaction Index at the Medan Baru Sub-district Office

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## Abstract

**Objective:** The importance of digital transformation in public bureaucracy to improve the quality of fast, transparent, and participatory services. This study aims to analyze the level of public satisfaction with public services at the Medan Baru Sub-district Office through the use of digital forms as the main instrument for measuring the Public Satisfaction Index (IKM) during the period 2022 to 2024. **Theoretical framework:** The theoretical framework in this study is based on the concept of public service, measuring the Public Satisfaction Index (IKM), and the use of digital technology as a form of transformation of responsive and participatory service governance. **Literature review:** Public Satisfaction Index (IKM), Technology Acceptance Model (TAM), Digitalization of Public Services. **Methods:** This study uses a descriptive quantitative approach with a survey technique through a digital form (Google Form) distributed to service users. The data collected is analyzed to see the trend of changes in IKM values and identify factors driving the increase or obstacles faced in service. **Results:** The results of the study show a positive trend in the average IKM from year to year, namely 3.45 in 2022, increasing to 3.60 in 2023, and reaching 3.72 in 2024, all of which are in the "Very Good" category. This increase was driven by improvements in service speed, ease of digital procedures, quality of officers, and strengthening of facilities and infrastructure that are responsive to community aspirations. However, there are still some notes for improvement such as limited supporting facilities and the need for further digital innovation. **Implications:** This study provides a practical contribution for sub-district-level policymakers in designing more adaptive service strategies based on community needs, and opens up space for further research related to sustainable technology-based public performance measurement. **Novelty:** This finding is reinforced by the theory of digital public services and the principles of good governance, and shows that community participation and bureaucratic responsiveness play an important role in increasing satisfaction.

**Keywords:** public satisfaction index, public services, digital form, performance, evaluation.

## INTRODUCTION

Along with globalization and modernization, Western civilization has become the main Public service is a direct representation of government performance in meeting the needs and expectations of the community [1]. Along with the development of the times, the demands of society for the quality of public services are also increasing [2]. In this context, periodic

evaluation becomes very important to ensure that the services provided remain relevant, efficient, and able to answer the dynamic needs of the community. One of the measuring tools used to assess this satisfaction is the Community Satisfaction Index (IKM), as regulated in PermenPAN RB Number 14 of 2017. Sub-districts as government units that are in direct contact with the community have a great responsibility in providing fast, accurate, and transparent services. Amid bureaucratic reform efforts and the implementation of good governance, sub-districts are required to be able to utilize digital technology to improve the quality of their services. Digital transformation in public services has become an absolute necessity, not only as a response to technological developments, but also as a strategy to increase efficiency, effectiveness, and accountability [3].

Medan Baru Sub-district Office is one of the government agencies in Medan City that has adopted the use of digital forms as an instrument for measuring IKM. The use of digital forms not only saves time and costs but also makes it easier for the public to provide objective assessments [4]. This is expected to increase public participation in the service evaluation process and provide faster and more accurate data as a basis for decision-making. Although digitalization has brought various conveniences, there are still challenges in its implementation, including the digital literacy gap, limited internet access, and the readiness of human resources at the sub-district level [5], [6].

An interesting phenomenon that emerged from the initial data showed an increase in the Medan Baru Sub-district Office's IKM over the past three years. In 2022, the average IKM score was 3.45; increasing to 3.60 in 2023, and reaching 3.72 in 2024. All of these scores are in the "Very Good" category. This fact shows a positive trend in efforts to improve the quality of public services through the digitalization of the evaluation system, although the number of respondents does not always increase linearly. This study does not only focus on the IKM figures alone but also examines the meaning behind the increase. Is this positive trend purely due to an increase in the quality of service, or due to changes in public perception of more modern and easily accessible assessment methods? These questions form the basis for the importance of more in-depth research into the effectiveness and public perception of the use of digital forms [7].

Several theories and previous research results support the use of information technology in public services. According to the Technology Acceptance Model Theory (Davis, 1989), it explains that technology acceptance is influenced by perceptions of ease and usefulness. If the public feels that digital forms are easy to use and provide direct benefits, their participation in the evaluation process will increase, and the IKM results will become more representative [8]. Research conducted by Braun, et al., highlights the comparison of the effectiveness of manual and digital IKM data collection methods. The results of the study indicate that the use of online surveys allows for faster data recapitulation and wider respondent reach, but on the other hand manual responses tend to provide more in-depth information [9].

According to Rodríguez, through his research, he highlights how information technology systems, including e-surveys and e-government, can improve the efficiency and accountability of public services. This research does not specifically discuss the use of digital forms for measuring IKM at the sub-district level but provides an important foundation for digitalization as a tool for managing service performance [10]. Another study by Odebode, et al., presents a study on the quality of public services. This study still uses a conventional approach in conducting surveys, without utilizing digital technology as the main media. Their main focus is on the dimensions of local leadership and service culture, not on digital-based measurement systems [11]. According to Sardjono, in his research, he found that people who have a higher level of digital literacy tend to be more active in assessing public services online, although he did not specifically examine the results of the IKM as a performance indicator [12].

Several similarities can be identified, namely that all of them use an evaluative approach to public services by making the community the main respondent. In addition, each study also recognizes the importance of innovation in the service evaluation process, either through digitalization or increasing community participation. However, there are striking differences in

focus and approach. This difference is an important gap that has not been widely explored, namely the absence of a study that specifically evaluates changes and trends in IKM values from year to year in the context of digital services at the sub-district level. On the other hand, there has also been no study that explicitly uses digital forms as the main tool for evaluating service performance based on longitudinal data. Thus, this study is here to fill this gap, namely by focusing on the analysis of the development of IKM at the Medan Baru Sub-district Office over the past three years (2022–2024) using digital forms as the main media [13], [14].

In the context of bureaucratic reform, the use of digital forms as a tool for measuring IKM is also an indicator of the local government's commitment to the principles of transparency, accountability, and participation. Evaluation of the implementation of this digitalization is very important because it will determine the direction of further policies, whether it is necessary to improve the system, train human resources, or expand the reach of digital services to less accessible community groups. Based on this background, this study aims to analyze the trend of IKM at the Medan Baru Sub-district Office through digital forms over the past three years, as well as to examine the effectiveness of digitalization in encouraging improved public service performance.

## LITERATURE REVIEW

### Community Satisfaction Index

The Public Satisfaction Index (IKM) is one of the important instruments in measuring public service performance. Based on PermenPAN RB Number 14 of 2017, IKM functions as a measuring tool that assesses the public perception of the quality of services provided by government service units. This index was built to ensure the accountability of the public bureaucracy in fulfilling the basic rights of the community to excellent service [15]. IKM provides a measurable and systematic evaluative framework for service aspects that are directly related to the service user experience, thus becoming the basis for continuous service improvement and innovation.

In substance, the aspects measured in IKM include clarity of procedures, suitability of requirements, speed of service, competence, and attitude of officers, and quality of supporting facilities and infrastructure for services. In addition, the effectiveness of complaint handling and follow-up is also an important indicator in building public trust in public services. These dimensions reflect the principles of good governance, especially in the aspects of responsiveness and transparency of the bureaucracy. Thus, IKM is not only a technical measurement tool but also a reflection of the agency's concern for the needs and aspirations of the community. The implementation of IKM also supports bureaucratic reform efforts, especially in the context of the digitalization of public services. The use of digital forms in collecting IKM data expands public participation, simplifies the evaluation process, and accelerates the feedback needed to improve service quality. Therefore, IKM in digital form is not only an evaluation tool, but also an adaptive strategy for improving the quality of interaction between the government and the community in the era of digital transformation.

### Public Service Theory

Public service is the core of the function of government bureaucracy which aims to fulfill the basic needs of society and support the creation of general welfare. Cigler in his concept of Reinventing Government emphasizes that public service should ideally be responsive, efficient, and adaptive to changes in the needs of citizens [16]. They criticize the traditional bureaucratic model that tends to be slow and procedure-oriented and offer a new approach that emphasizes results and customer satisfaction. This perspective reinforces the view that government is not merely a service provider, but also an entity capable of creating public value through service innovation.

In the New Public Management (NPM) framework, the public service approach shifts from a rigid hierarchical model to a flexible, performance-based managerial model. NPM adopts private

sector management principles, such as efficiency, results orientation, and accountability, into the public sector. In the context of service delivery, this is reflected in the importance of indicators of user satisfaction, service completion time, and the quality of interaction between service providers and recipients [17]. Therefore, the success of public services is not only measured by the completeness of administrative procedures, but also by the extent to which the public feels satisfied, facilitated, and involved in the service process. The integration of NPM principles into public service practices, especially at the local government level such as sub-districts, requires transformation not only in structure and process but also in the service paradigm. Services that were previously only administrative must now be oriented toward the dynamic needs of users. In this context, digital technology is the main supporting tool to ensure fast, transparent, and easily accessible services. This is in line with the demands of bureaucratic reform and strengthening of good governance, where digital-based public services, such as the use of digital forms in measuring satisfaction, are important indicators of the success of adaptation to new values in public management.

### **Technology Acceptance Model**

The Technology Acceptance Model (TAM) developed by Davis (1989) is one of the most influential theories in understanding individual behavior toward technology adoption. This model states that the two main factors that determine a person's acceptance of a technology system are perceived usefulness and perceived ease of use [8]. Perceived usefulness describes the extent to which a person believes that using a particular technology will improve his or her performance, while perceived ease of use refers to the belief that the technology is easy to understand and use without much effort. These two factors then influence the user's attitude toward the technology, which ultimately determines the intention and decision to use it.

In the context of public services, especially the measurement of the Public Satisfaction Index (PSI) through digital forms, TAM is a very relevant theoretical framework to explain how the public responds to digital service innovations. If the public feels that the use of digital forms such as Google Forms makes the filling process easier, speeds up response times, and minimizes administrative complexity, then they tend to accept and participate in the evaluation process of the service. In addition, the benefits felt in the form of data transparency, faster feedback, and efficiency of information processing are also the main attractions that strengthen the intention to use it continuously. The adoption of technology in public services, as explained by TAM, depends not only on the readiness of the infrastructure but also on the public's perception of the benefits and convenience of the technology. Therefore, the success of implementing digital forms in measuring PSI is largely determined by how far government agencies can simplify the appearance and process while providing education about the importance of public participation in service evaluation.

### **Digitalization of Public Services**

Digitalization of public services is an integral part of the transformation of modern governance. Bannister and Connolly emphasized that the application of information and communication technology in public services can improve operational efficiency, accelerate service processes, and reduce administrative costs. Moreover, digitalization also has great potential to increase transparency, because the digital process allows real-time information tracking and is open to the public [18]. This is in line with the spirit of bureaucratic reform which demands accountability in every implementation of public services, including at the local government level. However, Bannister and Connolly emphasized that the benefits of digitalization of public services will not be maximized without adequate readiness in terms of infrastructure and human resources (HR). Technological infrastructure such as a stable internet network, adequate digital devices, and a reliable data security system are the main requirements for the success of digitalization. On the other hand, the technical capabilities and mental readiness of HR, both from the service provider and user side, greatly determine the extent to which digital technology can be accepted and utilized optimally. Inequality in these two aspects

is often the cause of the failure of digital system implementation in the bureaucratic environment [19].

### Community Participation Theory

Public participation is a fundamental element in the development of democratic and inclusive governance. Arnstein in his classic work “Ladder of Citizen Participation” introduced a ladder model of participation that describes various levels of citizen involvement in the decision-making process, ranging from manipulation and therapy as a form of pseudo-participation, to partnership, delegation of power, and citizen control as a form of full participation. This model emphasizes that participation is not just a formality, but a reflection of the distribution of power between the government and the community in determining the direction of policy and the quality of public services [20].

In the context of public services, community involvement not only strengthens accountability and transparency but also becomes an important tool in the process of evaluating the performance of government agencies. When the community is given space to assess and provide feedback on the services they receive, it becomes a form of healthy and productive social control. This evaluation, such as filling out the Community Satisfaction Index (CSI), functions as a mechanism for reciprocal communication between citizens and service providers. The higher the participation of citizens in this process, the higher the opportunity to create services that meet the real needs of the community.

### METHODOLOGY

This study uses a descriptive quantitative approach with a survey technique via a digital form (Google Form) which is distributed to service users at the Medan Baru District Office [21]. The data collection technique was carried out by distributing digital-based questionnaires using Google Forms, which were filled out independently by the community who had received public services from the sub-district office in the last three years from 2022 to 2024. The instrument used was compiled based on the Public Satisfaction Index (IKM) indicator as regulated in PermenPAN-RB Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys of Public Service Provider Units. There are nine service elements assessed in this survey, including service requirements, service procedures, completion time, costs/tariffs, product specifications for types of services, implementer competence, implementer behavior, complaint handling, and infrastructure.

The population in this study was all users of services at the Medan Baru Sub-district Office, while the sample was taken purposively by considering respondents who had direct experience using the services [22]. The collected data is then processed and analyzed using the IKM calculation formula with a Likert scale of 1 to 4. The scores of each service element are converted into IKM values with a scale of 25 to 100. These values are then used to determine the category of service quality (very good, good, less good, or not good). The results of this analysis are the basis for evaluating public service performance and providing input for improvements to service providers in the Medan Baru District environment.

**Table 1. Research Method Used in This Study**

Aspect	Description
Type of Research	Quantitative Descriptive
Approach	Survey via digital form (Google Form)
Research Objective	To evaluate the level of public satisfaction with public services through measuring IKM as a basis for improving the performance of the Medan Baru District Office.

<b>Rationale for Approach</b>	Digital surveys reach respondents widely and quickly and are relevant in the context of the digitalization of public services.
<b>Key Figures Analyzed</b>	Number of respondents per year (2022–2024), average IKM score, and service quality categories based on nine service elements
<b>Main Data Sources</b>	Primary data from service users who filled out the IKM Google Form during 2022–2024
<b>Method of Analysis</b>	Calculation of IKM scores based on the Likert scale (1–4), converted to a scale of 25–100, then classified into service quality categories (very good, good, less good, not good)
<b>Theoretical Framework</b>	Regulation of the Minister of Administrative and Bureaucratic Reform No. 14 of 2017 (IKM), Technology Acceptance Model (TAM), Digitalization of Public Services (Bannister & Connolly), Community Participation (Arnstein, 1969)
<b>Focus of Analysis</b>	Trends in IKM scores, changes in the number of respondents, public perception of service quality, and implications of survey results for performance evaluation and digital-based public service policies.
<b>Expected Outcome</b>	Availability of data-based analysis regarding the level of public satisfaction with services at the Medan Baru Sub-district Office and strategic recommendations for improving the quality of digital-based services in the future.

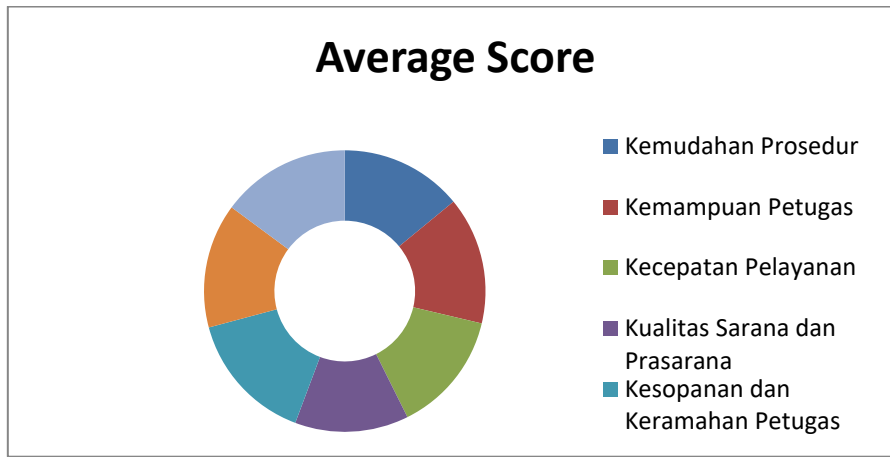
## RESULTS AND DISCUSSION

### The Effectiveness of Implementing Digital Forms as A Measuring Tool for Public Satisfaction with Public Services

**Table 2. Public Service Index 2022-2024**

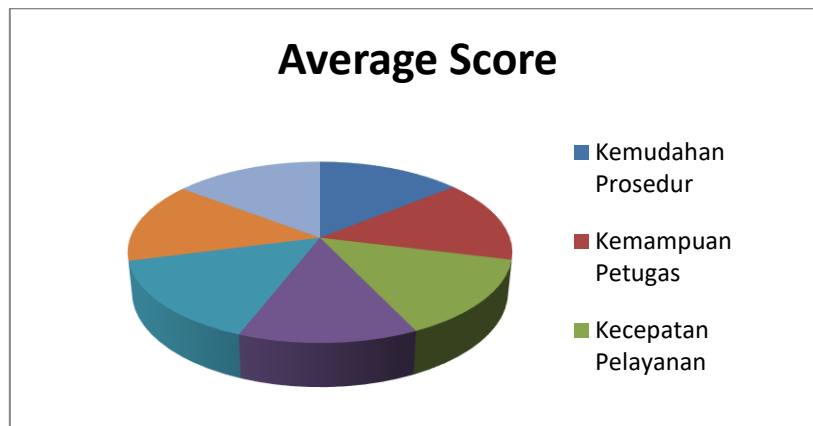
Year	Number of Respondents	Average IKM (Scale 1–4)	Satisfaction Category
2022	71	3.45	Very good
2023	126	3.60	Very good
2024	94	3.72	Very good

The use of digital forms as a medium for data collection is an innovative approach to encouraging public participation and facilitating the process of evaluating service performance. This is in line with the direction of the bureaucratic digitalization policy which emphasizes efficiency, transparency, and public accountability.



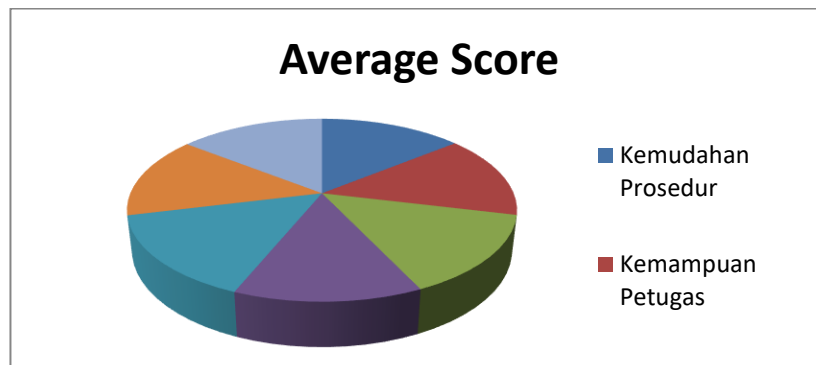
**Figure 1. Public Service Index 2022**

In 2022, the survey results obtained from 71 respondents showed an average IKM of 3.45, which is categorized as "Very Good". The politeness and friendliness of officers got the highest rating (3.53), indicating that this aspect is the main strength of service. Meanwhile, the quality of facilities and infrastructure received the lowest rating (3.05), indicating that improving physical facilities can be a priority. This is an early indication that public services at the Medan Baru Sub-district Office have met public expectations. However, the relatively small number of respondents is an important note, considering that the level of participation is still influenced by limited access and socialization related to the use of digital forms.



**Figure 2. Public Service Index 2023**

Entering 2023, the politeness and friendliness of officers received the highest rating (3.75), indicating that this aspect is a major strength in service. Meanwhile, the quality of facilities and infrastructure received the lowest rating (3.25), indicating that improving physical facilities can be a priority. There was a significant increase in both community participation and the IKM score. The number of respondents increased to 126 people, while the average IKM score reached 3.60, remaining in the "Very Good" category. This increase indicates a real improvement in the service aspect, while also demonstrating the effectiveness of digital forms as a survey tool that can reach more people efficiently.



**Figure 3. Public Service Index 2024**

In 2024, the politeness and friendliness of officers received the highest rating (3.85), indicating that this aspect is a major strength in service. Meanwhile, the quality of facilities and infrastructure received the lowest rating (3.40), indicating that improving physical facilities can be a priority. Although the number of respondents decreased to 94 people, the average IKM increased to 3.72. This increase in score indicates that the quality of service is improving from the perspective of service users. The decrease in the number of respondents does not necessarily indicate a decrease in the quality of the survey, but rather fluctuations in social and technical dynamics, such as community preferences in participating and internet network conditions.

The increase in the IKM score from year to year shows consistency in efforts to improve services carried out by the sub-district. Several aspects that contributed to this increase include the speed of service, the skills and attitudes of officers, and the simplification of procedures. The use of digital forms also provides space for the public to provide suggestions and criticisms directly, so that service units can immediately follow up on the feedback. The "Very Good" satisfaction category that has persisted for three years shows that the public feels real benefits from the service innovations implemented. Not only carrying out administrative procedures, the sub-district has succeeded in creating a service experience that is considered professional, fast, and accommodating. This indicates that digitalization is not only a technical change but also a change in approach to serving the public.

This success cannot be separated from the active role of the community in filling out the digital form as part of the performance evaluation. The more people involved, the more accurate the picture obtained regarding the quality of service. Digitalization encourages wider involvement because it can be accessed from anywhere, anytime, without having to be present in person at the service office. This is evidence of how technology expands public participation in the service monitoring process. This positive trend also shows that the Medan Baru Sub-district Office has succeeded in managing change with the right approach. Assistance in filling out the digital form, simplifying the system, and socialization carried out continuously are the keys to success in encouraging the community to get involved. Digital services are not just about transferring manual forms to online formats, but a comprehensive process that requires system readiness, human resources, and infrastructure. However, increasing the IKM score should not be the endpoint. The "Very Good" category obtained must be interpreted as a stepping stone towards excellent and sustainable service. An in-depth evaluation of service elements that can still be improved is needed. The digital form can be developed into a system that is integrated with complaints, suggestions, and satisfaction mapping per region so that service policies can be adjusted more contextually. Thus, the positive trend in increasing IKM at the Medan Baru Sub-district Office over the past three years reflects the success of the digital-based public service strategy. The innovations carried out not only increase public satisfaction but also encourage a participatory and accountable service culture. The consistency of the "Very Good" results is an indicator that digitalization has headed on the right track in strengthening the performance of the public service bureaucracy at the sub-district level.

In the context of public services, community involvement as beneficiaries is an important key in creating responsive and adaptive services. Digital forms facilitate this involvement more inclusively, especially for technologically literate community groups. In addition, digital formats can store data systematically, thus facilitating longitudinal analysis of service quality from year to year. Although the results of the IKM show a positive trend, several challenges still need to be considered. Several respondents conveyed obstacles such as a lack of understanding of the digital filling system, limited internet access, and lack of assistance when filling out the survey. This is an important basis for policymakers to develop inclusive strategies that ensure that all elements of society can be involved without obstacles. From an internal perspective, the use of digital forms provides efficiency benefits in data collection and processing. The archiving process becomes neater, and analysis can be done faster using statistical software. This provides managerial benefits for the Medan Baru Sub-district Office in compiling annual performance reports and strategic planning documents. As an evaluation tool, this digital-based IKM also allows it to be integrated into the public service information system on an ongoing basis. This is in line with the principles of bureaucratic reform and excellent service initiated by the government, where the service system must be data-based and oriented towards community needs. Digital-based evaluation is an effective long-term solution to improve the accountability of public service agency performance.

The increase in the Public Satisfaction Index (IKM) in public services at the Medan Baru Sub-district Office can be studied more deeply through the perspective of modern public service theory. According to Iwan Waris, the quality of public services is influenced by five main dimensions, namely tangibles (physical evidence), reliability (reliability), responsiveness (responsiveness), assurance (assurance), and empathy (empathy) [23]. Implementation of digital forms in public services can significantly improve four of these five dimensions, especially in terms of reliability and responsiveness, because it speeds up the process of distributing feedback and ensures the consistency of the data collected [24].

Trischler and Westman suggest that the success of public services is also determined by the integration between service processes and customer experience [25]. In the context of this research, the digitalization of public satisfaction forms is part of the service process innovation that directly contributes to the positive experience of the community. Ease of access, self-filling, and speed of response from the organizers strengthen the perception of the quality of service received by residents [26]. From the perspective of public performance management, Salmon and Tawil emphasized that public service performance measurement must be based on user input to be accurate and relevant. IKM as an evaluation instrument becomes valid when it is compiled based on the perception of the community who directly experiences the service [15]. The use of digital forms in measuring SMEs reflects the application of the principle of evidence-based management, namely decision-making based on verifiable data [27].

Strengthening the results of this study can be linked to Goh's findings which state that performance measurement in the public sector requires indicators that are measurable, participatory, and responsive to change [28]. In this case, digital form as a public service evaluation media can answer the needs of these indicators, because it allows the public to directly assess the aspects of the service they experience. Meanwhile, according to Melo and Mota, quality public service is characterized by clear standards, simple procedures, and ease of access. These three elements are present in the digital form system, which significantly increases the speed and transparency in providing services at the sub-district level [29]. From the effectiveness side, Kuziemski and G. Misuraca emphasize the importance of evaluation as an effort to ensure the efficiency and effectiveness of public services [30]. This study strengthens this idea, as the digitalization of IKM evaluation has been shown to accelerate the feedback cycle and the preparation of improvement recommendations, without relying on long and manual bureaucratic processes.

Research by Jääskeläinen on manual measurement of IKM in public services found that manual processes often cause delays in the analysis and reporting of results [31]. In this context, research using digital forms shows significant progress, because data analysis time becomes

shorter and more accurate, and can record data in real-time. Support for the use of digital forms is also shown in Sofyani's research which states that the implementation of e-government in public services increases public perception of transparency and accountability of local governments [32]. The results of this study are in line with the increase in IKM at the Medan Baru Sub-district Office is not only quantitative but also qualitative in terms of satisfaction. However, Saxena's criticism needs to be considered. They consider that the digitalization of services does not necessarily guarantee an increase in quality if it is not accompanied by an increase in the capacity of the apparatus and supporting infrastructure [33]. This is an important reminder that the success of the Medan Baru Sub-district Office should not make us complacent, because there are still challenges in maintaining the continuity and stability of technology-based services.

From a digital literacy perspective, Gil-Garcia argues that the success of digital services depends on the extent to which people can understand and use the technology [34]. In the context of this study, although the trend of MSMEs is increasing, the number of respondents in 2024 is slightly lower than in 2023. This may reflect the existence of a digital literacy gap that still needs to be addressed, especially for the elderly or low-educated community groups. Service quality emphasizes the importance of consumer perception of the services provided. In this case, MSMEs are a direct reflection of public perception, so if they continue to increase, it means that there is a match between expectations and the reality of service. This study strengthens this argument with consecutive MSME results in the "Very Good" category.

Based on Davis' Technology Acceptance Model (TAM) theory, technology acceptance is greatly influenced by the perception of usefulness and ease of use. The digital form used in the IKM evaluation fulfills these two components, as evidenced by the ongoing community involvement and increasing satisfaction scores from year to year [8]. Research by Talwar shows that although people tend to accept digital innovation, resistance still occurs if the service is considered unfriendly or the system often experiences technical problems [35]. In the case of Medan Baru Sub-district Office, the success in maintaining satisfaction at the "Very Good" level indicates that the technical and psychological barriers have been successfully minimized.

The Customer Satisfaction Index (CSI) Theory developed by Fornell et al. (1996) can also be used to read the results of this IKM. CSI measures satisfaction based on initial expectations, perceived quality, and value obtained. In this case, the digital form IKM provides a quantitative metric of the quality of service perceived by the public, and increasing scores strengthen the assumption that services meet or even exceed citizen expectations. From the perspective of bureaucratic reform, the State Administration Institute (LAN) emphasizes that digital transformation is one of the main pillars in realizing a clean and serving bureaucracy. The findings of this study support the direction of this policy because it shows that digitalization is not just a slogan, but has a real impact on public satisfaction. However, the results of research by Ferrari in rural areas show that the implementation of service digitalization still experiences major obstacles due to limited networks and human resources [36]. This needs to be a lesson for the Medan Baru Sub-district Office, to continue to pay attention to the accessibility of digital systems, especially for residents with limited internet access or digital devices. From the public innovation side, Crosby explained that successful innovations are those that can increase public value [18]. In this context, digital forms increase public value by providing a space for community engagement that is easy, fast, and can be used for evidence-based service improvement. The results of this study are in line with the majority of previous theories and findings that emphasize the importance of adaptive, participatory, and community satisfaction-oriented public services. However, it is also important to anticipate the challenges mentioned by experts, such as the digital literacy gap, resistance to technology, and the need to improve the quality of human resources, so that this positive trend can be maintained and improved in the future.

The Public Service Motivation (PSM) theory developed by Perry and Wise is also relevant in this context. According to this theory, public employees who have high motivation towards public service tend to innovate and improve service performance [37]. The consistent increase

in IKM scores over three years is an indicator that there is collective motivation from within the sub-district to provide the best service, including through digital transformation. Meanwhile, in the New Public Management (NPM) approach proposed by Hood, the digitalization of public services is a strategy to increase efficiency, effectiveness, and results orientation in the public sector. The use of digital forms in IKM evaluation is a manifestation of the NPM principle, where performance evaluation is carried out systematically, quickly, and based on real results from public services [17].

From the public participation perspective, Arnstein, through his theory of the Ladder of Citizen Participation, places public feedback as a form of meaningful participation when their voices influence the decision-making process [20]. In this study, the use of digital forms as a medium for channeling citizens' opinions shows that the public is given space to contribute to improving services, not just as passive recipients. According to Sofyani, good public services must meet the principles of accountability, and transparency, and be oriented towards the needs of the community [32]. Digital forms provide tangible evidence that the evaluation process has been carried out transparently and allow the public to directly assess and monitor the quality of services received.

In the context of technology-based public services, Castells, through his theory of The Network Society, explains that information technology has created an interconnected society and enables faster, more efficient, and democratic services [38]. Medan Baru Sub-district Office which utilizes digital forms has adopted this network model to accelerate the flow of information between the government and the public. From the perspective of bureaucratic innovation, Rogers in the Diffusion of Innovations theory explains that the success of technology adoption is greatly influenced by user perceptions of the ease of use and benefits of the innovation [39]. The increase in respondent participation and the increase in IKM scores from year to year prove that the public considers the use of digital forms as a useful and easy-to-use innovation. Digital forms as an IKM measurement instrument have succeeded in becoming an effective and efficient evaluation tool in supporting the improvement of public service performance at the Medan Baru Sub-district Office. In the future, the sub-district government needs to continue to develop this system while still considering aspects of inclusivity and community empowerment, so that the public services provided are not only fast and easy, but also fair and equitable for all citizens.

### **Driving Factors for Increasing SMEs and Improvement Strategies in the Services of the Medan Baru Sub-district Office**

The consistent increase in the Public Satisfaction Index (IKM) at the Medan Baru Sub-district Office from 2022 to 2024 cannot be separated from several significant driving factors. One of the main factors is the increase in the speed of service, which is supported by digital procedures that are increasingly easily accessible to the public. The implementation of digital forms for administrative purposes has been proven to shorten waiting times and reduce the burden of queues directly at service offices. This is in line with the theory of technology-based public services put forward by Odebode and Ogunbayo, where digitalization is believed to be able to increase the efficiency and responsiveness of the public bureaucracy [11]. In addition, improving the quality of service officers is also an important contributor to boosting public satisfaction. Based on feedback from respondents, it is known that service officers show a friendlier, more communicative attitude, and have a better understanding of digital procedures, along with capacity-building training routinely conducted by the sub-district. More representative facilities and infrastructure from year to year such as comfortable waiting rooms, electronic queuing systems, and free Wi-Fi access also contribute to creating a better service experience for residents.

Active community participation in providing suggestions and input through digital channels (Google Forms or digital suggestion box) is an important element in the service improvement strategy. Several community suggestions such as the provision of air-conditioned waiting rooms, the addition of a digital queuing system, and transparency of the administrative service process have been well realized. The openness of the sub-district in responding to public aspirations

reflects a participatory approach in service, as emphasized by Denhardt & Denhardt in the concept of The New Public Service, which emphasizes the importance of listening to and involving citizens in public governance [40]. However, although the IKM score is in the “Very Good” category, there are still several important notes that need attention. One complaint that still often arises is the limited parking space for office visitors, which has an impact on the comfort of residents, especially on weekdays with high visits. In addition, there is also input regarding the lack of supporting facilities such as lactation rooms, children's play areas, and special paths for the disabled that need further attention in inclusive-oriented development.

In the context of strengthening the quality of future services, further innovation in digitalization is needed, not only at the administrative form stage, but also in the process tracking system, automatic notifications, and integration with other public service platforms such as Disdukcapil and Dinas Sosial. This step is in line with the concept of integrated digital government as discussed in Yoon's study which emphasizes the need for a public service system that is connected and responsive in real time. In addition to the digital aspect, increasing the capacity of human resources (HR) is also necessary [35]. Regular training on technological literacy, public service ethics, and customer complaint management is important to maintain service quality amidst the ever-growing demands of society. This is supported by the theory of service excellence which emphasizes that the competence and professional attitude of the apparatus greatly determine the quality of service interactions.

To maintain and improve the value of IKM in the future, the Medan Baru Sub-district Office is also expected to develop a continuous internal monitoring and evaluation mechanism based on data. Regular analysis of public feedback and transparent publication of annual IKM results reports can strengthen service accountability while building public trust. This approach emphasizes the importance of adaptive, transparent, and user-oriented service governance. By consistently accommodating public input and carrying out data-based innovation, the Medan Baru Sub-district Office demonstrates its commitment to creating public services that are not only fast and easy but also sustainable and inclusive. Therefore, digital-based IKM evaluation not only functions as a measuring tool but also as a strategic instrument in building a professional and humanistic service culture.

## CONCLUSION

Based on the results of the analysis of IKM data at the Medan Baru Sub-district Office during the period 2022 to 2024, there is a consistent positive trend in increasing the average public satisfaction index, namely from a score of 3.45 in 2022, to 3.60 in 2023, and increasing again to 3.72 in 2024. All three remain in the "Very Good" category, which shows that the implementation of digital forms in the public service evaluation process not only facilitates the assessment process but also has a direct impact on the perception of the quality of public service. This increase is an indicator of success in implementing the principles of modern public service that are responsive, participatory, and adaptive to technological developments. Research strengthens that the use of digital forms as a performance evaluation instrument is a real implementation of the principles of New Public Management, service quality based on user experience, and technology integration in the service system as described in the Technology Acceptance Model. The increase in the IKM score also shows that the public not only accepts the presence of digital innovation, but also feels the real benefits of the efficiency, speed, and openness of the service process presented. This success is in line with the results of previous studies stating that the digitalization of public services increases accountability and transparency. However, various challenges raised by experts, such as limited digital literacy, potential exclusive access, and the readiness of human resources behind the digital system, still need serious attention. Without mitigating these issues, the success of implementing technology in public services risks being uneven across all levels of society. Therefore, although the IKM trend shows very good achievements, the continuity of improving the quality of digital-based services must be accompanied by strengthening infrastructure, HR training, and public education on an ongoing basis.

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## Author Contribution

All authors contribute equally to the publication of this paper, all authors read and agree to this paper, and all authors declare no conflict of interest.

## Conflicts of Interest

All authors declare no conflict of interest.

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