

Effectiveness of the SIMMAMAH (Ready to Serve the Community at Night) Program at the Taman Sub-District Office, Sidoarjo

Javier Firjatullah Nizar Kuncoro¹, Hendra Sukmana²

^{1,2} Muhammadiyah University of Sidoarjo, Indonesia



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ABSTRACT

Objective: This study aims to analyse the effectiveness of the SIMMAMAH (Ready to Serve the Community at Night) Program which is an innovation in population administration services in Taman District, Sidoarjo Regency. The background of this programme is to provide services to people who do not have free time during regular working hours. This research uses descriptive qualitative methods with data collection techniques through interviews, direct observation, and documentation. **Method:** The analysis in this study refers to the theory of effectiveness according to Duncan which includes three main indicators, namely goal achievement, integration, and adaptation. **Result:** The results show that the SIMMAMAH Programme is effective in reaching out to the community, especially to those who work during the day, as shown by the increasing number of service users for documents such as Family Cards (KK) and Child Identity Cards (KIA) from 2022 to 2023. The programme has also been integrated with the village service system and continues to run despite leadership changes. In terms of adaptation, SIMMAMAH shows flexibility in operational time but still faces constraints on fixed scheduling and limited information dissemination. **Novelty:** The result of this research lies in the in-depth analysis of non-regular time (night-time) based public service innovations and the importance of schedule flexibility and more effective communication strategies to improve accessibility of civil registration services.

INTRODUCTION

In Indonesia, the last few years have prioritised public service improvement and innovation, the community's need for administrative services will increase, therefore the government is required to provide public services professionally, effectively and efficiently, of course, in order to meet the needs and desires of the community[1]. Another definition of public service is an effort mobilised by the government to fulfil the basic needs of every citizen[2]. The government has endeavoured to improve the quality of public services, one of which is through electronic-based service innovations and improving service effectiveness at each service provider agency[3]. With technological advances and innovations, the quality of public services is increasing and helping to fulfil the service needs of the community[4]. Service quality itself is interpreted as an assessment of the extent to which an organisation or agency has succeeded in achieving its objectives[5]. The level of effectiveness of public services depends on the effectiveness of each individual and the organisational structure of public service providers[6]. The quality of good public services can be evidenced by public satisfaction through services provided by government agencies and service providers[7]. Effectiveness is defined as the power to achieve a goal in the right way and by using the right method in achieving

a predetermined goal[8]. When an organisation is successful in achieving its set goals, it shows that it is operating effectively[9].

As stated in Law No. 25 of 2009 concerning public services, it is the foundation for the public service law[10]. Law of the Republic of Indonesia No. 25 of 2009 as referred to in Article 1 paragraph 1, defines public service as an activity or series of activities in order to fulfil service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. High quality services are the main concern of public organisations. In the public sector, innovation is needed in the development of a public service. In accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 91 of 2021 concerning the Development of Public Service Innovations[11]. This regulation provides a foundation for local governments to innovate in public services including in terms of time, service methods, and public service delivery covering all levels of local government. In addition, Presidential Regulation No. 95/2018 on SPBE encourages digital transformation in public services, including population administration to improve the quality of public services. Through this regulation, various innovations in population administration services continue to be developed, such as the SIMMAMAH programme implemented in Taman Sub-district. This programme allows the community to conduct population services effectively and efficiently without having to come during regular working hours at the Taman sub-district office. With a clear legal framework, the implementation of population administration outside regular working hours is expected to improve the quality of public services.

The SIMMAMAH (Ready to Serve the Community at Night) programme is a service innovation from Taman Sub-district, Sidoarjo, which has been implemented to provide population administration services to the people of Taman Sub-district at night or outside regular working hours. This policy aims to overcome time constraints faced by residents who cannot access services during regular working hours. With this programme, it is hoped that the community can more easily take care of their administration without disrupting their daily activities. People in Kecamatan Taman who previously found it difficult to obtain services at the kecamatan office during regular working hours now have the option to do so at night. Although the programme has been running well, there are still some issues that need to be addressed, such as the lack of facilities and effective communication between sub-district staff and the community. The SIMMAMAH programme provides population administration services that cover a wide range of services such as Identity Cards (KTP) for new recording, data correction, loss, and damage. Child Identity Card (KIA) for new creation, data correction, loss, and damage. Family Card (KK) for addition of biodata, deletion, damage, and separation of KK. printing of population documents, and activation of Digital Population Identity (IKD). Officers involved in SIMMAMAH services receive an overtime budget sourced from the National Budget. This programme has been launched since August 2022 and is still relatively new in its implementation. The programme is carried out every

Wednesday, outside of regular working hours, between 18.00 and 21.00 WIB. On that day, SIMMAMAH officers will visit villages and sub-districts in Taman District in turn. With this innovation, it is hoped that the community will be more aware and orderly in taking care of population administration, and reduce the reasons for people not to take care of population documents, considering that this service is available outside working hours.

Based on data obtained from the Taman sub-district office in Sidoarjo district, the processing of civil registration documents in Sidoarjo sub-district increased after the SIMMAMAH programme.

Table 1. Recapitulation of SIMMAMAH Service User Data

No	Year	KTP	KK	KIA	Birth Certificate	Transmittal Letter
1.	2022	211	174	97	21	1
2.	2023	203	383	253	16	1
3.	2024	239	390	243	27	2

Source: Taman Sub-district Office

Based on the table above from 2022, the number of population administration service users shows that the number of users of the Siap Melayani Masyarakat Malam Hari (SIMMAMAH) service in Taman Subdistrict, Sidoarjo Regency increased from 2022 to 2023. This data includes various types of population administration documents taken care of through this service, namely KTP, Family Card (KK), Child Identity Card (KIA), Deed, and Moving Letter. The table shows that there was an increase in the number of SIMMAMAH service users from 2022 to 2023, especially for KK and KIA. The number of KIA service users more than doubled, from 97 users in 2022 to 253 users in 2023. This shows that SIMMAMAH services are increasingly recognised and utilised by the community, especially in terms of child identity management. However, the number of ID card applications decreased slightly from 211 in 2022 to 203 in 2023. One of the reasons for this could be the limited number of e-KTP blanks, as mentioned in the interview with the Head of Subdivision of Population Administration of Kecamatan Taman. Meanwhile, the number of users of Akta and Surat Pindah services is relatively stable with numbers not experiencing a significant increase. This could be due to the fact that there are fewer community needs compared to KTP, KK, and KIA services. Overall, the data in this table shows that the SIMMAMAH service has succeeded in attracting public interest, especially in processing KK and KIA. This indicates that the public service innovation carried out by Kecamatan Taman has provided convenience for the community, especially for those who have limited time to process population documents during regular working hours.

Before the implementation of the innovative SIMMAMAH service programme, Taman sub-district residents had to apply for civil registration directly at the sub-district

office during working hours. With the SIMMAMAH service, people can now process documents at the nearest village or kelurahan on Wednesdays, because sub-district officials will visit villages and kelurahan in rotation every week. However, in practice, documents that are processed in the evening are processed on the following day after the documents are submitted. The SIMMAMAH service process is conducted face-to-face, where the application file is received directly, and the recipient is given a receipt to collect the documents at the kecamatan the following day. In addition, there are limited facilities and infrastructure during the implementation of this programme, especially when officers visit villages and sub-districts directly every Wednesday. Therefore, the researcher wanted to assess the extent to which the SIMMAMAH programme was effective in meeting the needs of the Taman sub-district community.

In previous research related to the SIMMAMAH programme according to Ronaldo[12] that the implementation of the programme already contains novelty and is flexible because it can be done outside the regular working hours of the Taman sub-district office and has been effective in its implementation, however, there are still shortcomings in terms of information and officer responsiveness. The dissemination of information about the innovation of the SIMMAMAH programme, which is less comprehensive in Taman Sub-district, has caused some residents not to know about the existence of the night service programme, the Simmamah Program will certainly not be known by the community if the Taman Sub-district, Sidoarjo has not maximally introduced it. In addition, based on direct observation, the implementation of the SIMMAMAH programme in Taman sub-district is running optimally. Before the SIMMAMAH programme innovation, if people wanted to take care of population documents, they had to come to the sub-district office during regular working hours. With this programme, people who are hindered during regular working hours can arrange legal identity documents at night.

Based on field observations, there are several problems with the SIMMAMAH programme in Taman sub-district, including the following: First, many people do not know information about the SIMMAMAH programme because it has not been socialised optimally. Secondly, the SIMMAMAH programme has a fixed schedule in each village, including Jemundo Village, where the implementation is set for every Wednesday. However, this scheduling creates obstacles for some people who cannot attend the activities on the designated day. This can affect community participation in the programme, especially for those who have limited time or other obligations on that day.

Based on the explanation above, the researcher is interested in further research in Taman District, Sidoarjo Regency with the title 'The Effectiveness of the SIMMAMAH (Siap Melayani Masyarakat Malam Hari) Programme in Taman District, Sidoarjo'. The purpose of this study is to describe and analyse the effectiveness of the Siap Melayani Masyarakat Malam Hari (SIMMAMAH) program in Taman sub-district, Sidoarjo. According to Duncan (in Steers, 2020: 53), the effectiveness of a programme can be measured through several components in the theory of effectiveness, namely: a. Achievement of goals, in achieving goals all efforts to achieve goals must be seen as a

process. Therefore, to ensure the achievement of the ultimate goal, stages are needed, both in terms of stages in achieving parts and in terms of priorities. Goal achievement consists of two sub-indicators, namely: goals and timeframes which are concrete targets. b. Integration, where this integrity can measure the level of the organisation's ability to communicate or socialise. Integrity also concerns the socialisation process. c. Adaptation, which is the ability of agencies and communities to adapt to the program being run. Concerning the suitability between programme implementers and conditions in the field[13]. This theory is relevant to the focus of this research, because it can conclude that if a measurement of effectiveness uses three indicators such as goal achievement to determine targets, integrity to determine the level of socialisation and adaptability to determine the suitability of the program in the field will run very effectively.

RESEARCH METHOD

This research uses qualitative research techniques with a descriptive approach, because in this study researchers try to find a description of an object or research subject that can develop over time and conditions in the field. Descriptive qualitative is a research method used with the aim of examining an object state or phenomenon by providing an explanation through a description according to the facts that occur in the field clearly and the author is the main instrument in data collection (Saleh Sirajuddin, 2017)[14]. According to Sugiyono (2010: 147) Descriptive method is a method used to analyse data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalisations. Thus, researchers can propose research and describe in depth the effectiveness of the Ready to Serve the Nighttime Community (SIMMAMAH) Programme in Taman District, Sidoarjo Regency.

The focus of the research uses Duncan's theory (in Steers, 2020: 53) as an analytical tool related to programme effectiveness, which is composed of 3 indicators, namely: 1) goal achievement, 2) integration, 3) adaptation. The informant determination technique used in this research is through purposive sampling, namely the technique of selecting sources or informants who have a purpose that is in accordance with the research theme because the person is deemed to have the information needed for research. According to Sugiyono (2011: 68) purposive sampling is a sampling technique with certain considerations, where informants in this study consisted of the sub-district head, sub-district secretariat employees, sub-district service employees, sub-district employees, and the Taman sub-district community. The type of data obtained consists of primary and secondary data. While data collection is done through observation, interviews, and documentation (Unique, 2016). Then the researchers conducted data reduction related to the SIMMAMAH program, followed by data presentation which is the result of various collections of information or data arranged to provide the possibility of drawing conclusions, the last is the conclusion which is the final stage of this research process to provide meaning that has been analysed and verified (Miles and Huberman, 2014)[15].

RESULTS AND DISCUSSION

Results

Based on the results of research and findings in the field, and the results of interviews which are a summary of the results of research on the effectiveness of the SIMMAMAH programme (ready to serve the community at night) in Taman District, Sidoarjo. In this analysis, to measure effectiveness, researchers use the theory of Duncan (In Steers, 2020: 53) with 3 indicators including goal achievement, integration, and adaptation.

1. Goal Achievement

Goal achievement is the result obtained when a group or organisation succeeds in realising previously set goals. Duncan (in Steers, 2020: 53) suggests that goal achievement should be viewed as a continuous process, not just an end result. This confirms that each step in the effort to achieve goals has an important value in the overall achievement process, which includes planning, implementation, and evaluation.

Table 2. Targeted achievement of SIMMAMAH Programme objectives

No.	SIMMAMAH Programme Objective	Achievement Indicator	Current Achievement
1.	Improve the efficiency of community administration services	Shorter service time ($\leq$ 3 working days)	80% of services completed within 2-3 days
2.	Increase transparency of service processes	The public can monitor the service process online	Online tracking system is available
3.	Improving accessibility of public services	Services can be accessed 24/7 via the internet	System can be accessed 24 hours but features are limited
4.	Reduced face-to-face meetings and long queues at sub-district offices for efficiency and safety	Decreased number of visits to sub-district offices	Decreased by 45% since programme implementation
5.	Increase community satisfaction	Minimum satisfaction survey score of 80/100	Average score of 82 from local survey results

Source: Taman sub-district office interview (5 May 2025)

The data shows that the SIMMAMAH programme has achieved most of its objectives, especially in terms of efficiency and transparency. Based on interviews conducted by researchers in the field, the main objective of the SIMMAMAH programme is to provide easy civil registration services to the community, especially in the Taman sub-district area. The programme is designed to increase public awareness and participation in accessing services provided by the government. Nevertheless, the implementation of this programme is still not considered optimal by some communities[16]. However, overall, SIMMAMAH has become part of the Taman sub-district government's efforts to improve the quality of public services, empowerment,

and equitable development, in accordance with the mission of more inclusive and efficient services. As explained by Duncan (in Steers, 2020: 53), the achievement of a goal must be evaluated as a series of processes that continuously adapt to existing conditions.

According to information from an employee of the Taman sub-district secretariat in an interview in the field said,

"Before the innovation of the SIMMAMAH programme, many residents of Kecamatan Taman had not taken care of their legal identity documents, such as ID cards, especially students who were 17 years old and should have already recorded their ID cards. With the SIMMAMAH programme, which aims to make it easier for people to take care of legal identity documents, many residents feel helped, because this service is held outside the regular working hours of the sub-district office" (Interview, 5 May 2025).

In its implementation, the SIMMAMAH programme is considered to have had a positive impact, especially for groups of people who have limited time during working hours, such as labourers and students. By providing services at night, the programme is an alternative solution that helps them to take care of administrative documents without disrupting their daily activities. However, although the programme has shown positive impacts, its success still faces obstacles, especially in terms of information dissemination. In Jemundo Village, for example, some people are not aware of the SIMMAMAH programme. Despite socialisation through various media such as WhatsApp, Instagram, and direct approaches, information has not fully reached all levels of society. This can be seen from the fact that there are still residents who only know about the programme through their parents or the head of the neighbourhood association (RT)[17].

The results of interviews regarding information on the SIMMAMAH programme in Taman Sub-district with Mrs Eka, one of the community members in Jemundo Village, Taman Sub-district said,

"I had heard about the SIMMAMAH programme as a form of innovation from the Taman sub-district office, but I do not yet have a clear understanding of the programme and what can help the community from the programme, because I have not processed documents at the sub-district for a long time so I have not received more information" (interview 30 March 2025).

2. Integration

Integration is one of the important indicators in measuring the effectiveness of public service programmes. Integration refers to the cohesiveness of the system, synergy between work units, and alignment between policies, implementers, and community needs. In the context of service programmes, integration is key to creating efficient workflows, strong coordination, and responsive services[20]. Evaluation of programmes such as SIMMAMAH should not only look at the technical aspects of implementation, but also the extent to which the programme is able to bring together various institutional elements to provide maximum benefits to the community. In line with Duncan's view (in Steers, 2020: 53), achieving the effectiveness and success of a service programme must be seen as a continuous process, including in terms of integrating the various elements of the system that support it.



Figure 1. Service at night as a tangible form of commitment to flexible and integrated services

Description: SIMMAMAH programme services at night

The picture is documentation of the SIMMAMAH programme service in Taman sub-district, Sidoarjo district, as revealed by a service employee at the Taman sub-district office,

"The SIMMAMAH program in Taman sub-district is not only present in the form of digitalisation of the community complaint system, but also implemented through direct service presence outside working hours, including at night. This can be seen from the documentation of night services that are still actively attended by officers. This presence reflects the responsiveness and commitment of public services with integrity to the needs of citizens" (interview 5 May 2025).

The implementation of the SIMMAMAH programme by Kecamatan Taman is a clear example of the local government's efforts to create integrated and sustainable services. One positive thing that stands out is the commitment of the sub-district government to continue the programme despite a change in leadership[21]. This shows that SIMMAMAH has been successfully integrated into the local government work system as part of routine services that are not dependent on a particular individual. This stability of implementation reflects the alignment of vision between leaders, kecamatan officials, and village officials in providing accessible and targeted services[22]. As explained by Duncan (in Steers, 2020: 53), the process of achieving goals requires continuity and integration across elements in its implementation.

The integration of the SIMMAMAH programme with the village service system has had a significant positive impact on the community, particularly in terms of service efficiency and accessibility. Consistent scheduling of services in each village, such as in Jemundo Village which is held every Wednesday, provides certainty to the community regarding the time and place of service. For residents who can attend according to the schedule, the service takes place quickly and practically without the need to go to the sub-district office.

In addition, the document processing process also runs efficiently. Based on an interview with Mrs Nisa, one of the Taman sub-district secretariat employees said,

"The processing of population documents such as KTP and KK is carried out within a maximum of three working days after data recording, and the resulting documents can be directly picked up at the respective village offices" (interview, 5 May 2025).

This shows that there is a solid coordination flow between the kecamatan and the village, so that the community does not need to move from one place to another to obtain the required documents.

Community support for the implementation of this programme also shows the success of integration in practice. Kak Azza, a resident of Kecamatan Taman, believes that the integrity of the service can be seen from the seriousness of the officers in serving the community fairly and consistently. She said,

"I see that the officers serve all citizens well, without discriminating. They come on time, are friendly, and work fast. I think that is a form of integrity in government services" (interview 30 March 2025).

3. Adaptation

Adaptation is one of the important indicators in assessing the effectiveness of a public service programme[25]. This indicator measures the extent to which the programme is able to adapt to the dynamics of changing community needs and conditions[26]. In the context of population administration, flexibility in time, place, and service methods is a key aspect so that the programme can reach all levels of society optimally[27]. In line with Duncan's view (in Steers, 2020: 53), achieving programme goals and success should be seen as a process that involves continuous adjustment to existing situations and needs. Therefore, the adaptive ability of a programme reflects the level of sensitivity of organisers to social change and community needs[28].

Table 3. Data on villages visited by the SIMMAMAH programme in 2024

No.	Village	Routine Implementation Day	Number of Service Applicants (Average) in a year	Type of Service Mostly
1.	Bohar	Monday	45	E-KTP
2.	Sadang	Wednesday	38	Family Card
3.	Kedungturi	Monday	50	E-KTP
4.	Jemundo	Wednesday	62	E-KTP & Birth Certificate
5.	Kramat Jegu	Monday	40	E-KTP
6.	Bringinbendo	Monday	33	Family Card & Transmittal Letter
7.	Bebekan	Wednesday	36	E-KTP
8.	Kalijaten	Wednesday	48	E-KTP
9.	Ngelom	Wednesday	52	Family Card & E-KTP
10.	Ketegan	Wednesday	29	Birth Certificate
11.	Krembangan	Monday	31	E-KTP

No.	Village	Routine Implementation Day	Number of Service Applicants (Average) in a year	Type of Service Mostly
12.	Sepanjang	Wednesday	47	E-KTP & Child Identity Card
13.	Geluran	Monday	44	Family Card
14.	Taman	Wednesday	53	E-KTP & Family Card
15.	Trosobo	Monday	42	E-KTP
16.	Wage	Monday	60	E-KTP & Birth Certificate
17.	Tawangsari	Wednesday	38	E-KTP
18.	Wonocolo	Wednesday	30	Family Card
19.	Gilang	Monday	41	E-KTP

Source: Taman Sub-District Office

Based on observations made over the past one to two months on the day of service, the number of applicants for population administration services shows a significant average number in various villages in Kecamatan Taman. The type of service most in demand by the community is generally the recording and printing of Electronic ID cards (KTP-El), followed by applications for Family Cards (KK) and Birth Certificates. This shows that the community's need for basic population documents is still very high. Of all the villages visited during the SIMMAMAH programme, Jemundo and Wage villages had the highest number of applicants. This high number reflects two main things, namely the enthusiasm of residents for the mobile services provided, as well as the high actual needs of the community for population administration documents. This fact also reinforces the urgency of continuing the SIMMAMAH programme as a form of public service that is able to reach the community directly and effectively[29].

The SIMMAMAH programme in Taman sub-district is a concrete example of adapting to the social conditions of the community, especially those who do not have the flexibility of time during the day due to work or activities[30]. By providing administrative services at night, the programme addresses the needs of community groups such as labourers, students and informal workers who cannot access services during normal working hours. In addition, the programme has shown other significant forms of adaptation, such as the addition of operational hours from 18.00-20.00 to 18.00-21.00, as well as the adjustment of a fixed schedule for each village, including Jemundo Village. In accordance with the theory put forward by Duncan (in Steers, 2020: 53), these adaptive actions show that the public service process is not static, but rather develops according to the social context of the community being served.

In an interview conducted with the Head of Kecamatan Taman, it was stated that the SIMMAMAH programme was initially implemented in 2023 only in certain locations, specifically at the Kecamatan Office. However, along with the high enthusiasm and needs

of the community at the village level, since 2024 the programme has undergone strategic changes. The Taman sub-district head explained,

"At the beginning of 2023 SIMMAMAH services were still limited to the sub-district office due to limited personnel and facilities, but starting in 2024 we began to implement a mobile SIMMAMAH programme routinely to villages every Wednesday, to be closer to the community and reach residents who could not come to the sub-district" (interview, 5 May 2025).

This indicates an institutionally adaptive effort to expand service coverage and adjust implementation methods to community conditions[31]. In addition to showing flexibility in terms of service times and methods, the adaptation of the SIMMAMAH programme is also reflected in the coverage of areas that are routinely served. By 2024, the programme had been implemented on a mobile basis in 19 villages in the Taman sub-district area, with a regular schedule every Monday and Wednesday. This was conveyed directly by the Head of Taman Sub-district in an interview, who explained that in 2023 the SIMMAMAH programme was only carried out at the sub-district office, but since 2024 the service began to reach villages directly to facilitate community access. To illustrate the distribution of service coverage, the following is data on the average number of applicants per village during the implementation of SIMMAMAH in 2024.

Regarding the adaptation of the SIMMAMAH programme, it was also revealed by Mr Ainur Rois as the head of the RT in Jemundo village, Taman sub-district,

"Yes, it is true, regarding the innovation of the SIMMAMAH program, many people here have been helped including myself, before the SIMMAMAH program I had difficulty taking care of several documents because my free time was only in the afternoon until the evening and holidays on weekends, but after the innovation of the program I found it helpful to take care of documents outside of regular working hours that coincide with my working hours, so people can take care of population documents at night if they cannot come during regular kecamatan working hours" (interview 30 March 2025)

Discussion

This fact is in accordance with Duncan's theory (in Steers, 2020: 530) about achieving goals that see how far the community feels the benefits of the SIMMAMAH programme. Because a programme can be said to be effective if the target group or community gets the maximum service from the programme that has been implemented. However, to improve the overall effectiveness of the programme, improvements are still needed in terms of communication strategies and information dissemination[18]. The Taman sub-district government needs to strengthen synergies with village officials and community leaders so that this programme can be more widely known and maximally utilised by the entire community. Duncan (in Steers, 2020: 53) also emphasises the importance of sustainability and adjustment in the process of achieving goals, which in this case can be applied to more effective information dissemination efforts. In accordance with field conditions with the increase in users of population document management services that make it easier and very helpful for the community[19].

The above facts are in accordance with Duncan's theory (in Steers, 2020: 53) that SIMMAMAH is not only an administratively effective programme, but also an adaptive,

collaborative and sustainable form of public service. Although there are some notes regarding the technical implementation, such as the delivery of information that has not been fully distributed, this does not reduce the positive achievements of the integration aspect of the programme[23]. In fact, the success of the programme in reaching the community directly is an important foothold for further development. Strengthening integration can be done through increasing human resource capacity, utilising information technology, and strengthening cross-sector coordination[24]. This confirms that the success of public services is an evolving process as affirmed by Duncan (in Steers, 2020: 53).

Despite adaptive efforts in terms of operational time, the SIMMAMAH programme still faces obstacles in terms of scheduling flexibility. The fixed implementation day, which is every Wednesday in Jemundo Village, is a problem for some people who have limited time or other obligations on that day. This shows that programme adaptation has not been fully optimal because there are still limitations in adjusting to variations in community time needs between regions[32]. Duncan (in Steers, 2020: 53) emphasises that the success of a programme should be assessed as part of a continuous adaptive process, where obstacles that arise should be evaluated for continuous improvement[33].

The above facts are in accordance with Duncan's idea (in Steers, 2020: 53) that the achievement of programme success is the result of a series of continuous adaptive processes in responding to community needs. In order for the SIMMAMAH programme to be more adaptive and inclusive, it is necessary to develop a more flexible service strategy[34]. One solution that can be considered is the implementation of a rotating schedule system between days, so that people have more choices of time to access services. In addition, a participatory approach through consultations with the community can help village and sub-district governments determine the service times that best suit local conditions[35].

CONCLUSION

Fundamental Finding : Based on the results of research on the effectiveness of the SIMMAMAH (Siap Melayani Masyarakat Malam Hari) programme in Taman District, Sidoarjo, it can be concluded that in general this programme has been quite effective in increasing community access to population administration services outside working hours. Through three indicators according to Duncan's theory (in Steers 2020: 53) First, goal achievement: The programme is able to provide alternative service times to people who are busy during the day, such as workers and students. This can be seen from the increasing number of applicants for documents such as KK and KIA from 2022 to 2023. However, there are still obstacles in achieving the maximum goal due to the lack of evenly distributed information. Second, integration: SIMMAMAH is sufficiently integrated with village and sub-district government systems, as evidenced by the ongoing commitment despite leadership changes. The consistent service schedule every Wednesday also shows good coordination. However, socialisation to the community is

still a weak point in the integration aspect. Third, adaptation: In terms of adaptation, SIMMAMAH has shown flexibility by extending operational hours and providing direct services to villages. However, the fixed scheduling on certain days only creates obstacles for residents who cannot attend at that time. This points to the need for further enhancement of flexibility. **Implication** : The results of this study show that public service innovations that are flexible in time and location are very relevant to reach time-constrained community groups, such as workers, students, and informal communities. The success of SIMMAMAH is important evidence that a service approach based on actual community needs can improve the quality and inclusiveness of local government services. This emphasises the importance of implementing service innovations that are responsive and integrated across institutions. **Limitation** : However, the SIMMAMAH programme still has some limitations, including the lack of optimal information dissemination to the entire community and the scheduling of services that are still fixed on certain days (for example every Wednesday in certain villages). This has resulted in some residents not knowing or not being able to access the services due to time constraints or lack of information. In addition, there has been no comprehensive quantitative evaluation of the level of satisfaction of service users. **Future Research** : Future research is recommended to: (a) conduct quantitative measurements of community satisfaction, time efficiency, and cost of SIMMAMAH services; (b) develop a more flexible service schedule system and rotate between days, so that services are more inclusive; (c) evaluate the effectiveness of communication channels and socialisation strategies used by sub-district governments so that service information can reach all levels of society; and (d) examine the potential for replication of the SIMMAMAH program to other sub-districts as a model of public service innovation based on local needs.

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Javier Firjatullah Nizar Kuncoro

Muhammadiyah University of Sidoarjo, Indonesia

Email: javierfirjatullah4@gmail.com

*** Hendra Sukmana (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: hendra.sukmana@umsida.ac.id
