

IMPLEMENTATION OF THE ELECTRONIC-BASED GOVERNMENT ADMINISTRATION POLICY IN SELAMANIK VILLAGE, CIPAKU DISTRICT, CIAMIS REGENCY

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Abstract

This research is motivated by the fact that e-government implementation in Selamanik Village, Cipaku District, Ciamis Regency has not been running optimally. The purpose of this study is to determine the implementation of e-government policies in Selamanik Village, Cipaku District, Ciamis Regency. The method used in this study is a qualitative approach. Seven informants were recruited. Data collection techniques included literature review, fieldwork (observation and interviews), and documentation. The author used qualitative data analysis techniques through processing interview and observation data to draw conclusions that can answer the research questions. Based on the research results, it is known that: The implementation of the e-government policy in Selamanik Village, Cipaku District, Ciamis Regency has been carried out fairly well, but not yet fully optimal. This is evident in the village government's commitment to implementing e-government through digital public service delivery, community outreach, ongoing information delivery, service procedures and Standard Operating Procedures (SOPs), and the division of village officials' duties according to their respective core duties and functions. Therefore, the successful implementation of e-government policies in Selamanik Village requires ongoing efforts, including capacity building for village officials, strengthening information and communication technology infrastructure, and increasing community participation and digital literacy to optimally achieve the goals of e-government.

Keywords: Implementation, Policy, E-Government

A. INTRODUCTION

Electronic-based public services, or *electronic government* (e-government), represent an innovative approach to public service delivery that utilizes information and communication technology (ICT) to enhance the effectiveness, efficiency, transparency, and accountability of government administration. The use of digital technology enables governments to provide services that are faster, more accessible, and more responsive to citizens' needs without being constrained by time and geographical boundaries. Digital transformation in the public sector not only changes administrative service mechanisms but also strengthens interactions between governments and citizens through integrated digital platforms. Therefore, the

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implementation of electronic-based public services has become an essential component in realizing a modern, adaptive, and responsive system of governance that is capable of meeting technological advancements and evolving societal demands (Indrajit, 2016; United Nations, 2024).

In Indonesia, the implementation of electronic-based public services is regulated under Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning the Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik*—SPBE). This regulation serves as the primary guideline for central and local government institutions in implementing integrated digital government transformation. SPBE is defined as the administration of government by utilizing information and communication technology to deliver public services in an effective, efficient, integrated, and sustainable manner. The enactment of this policy reflects the Indonesian government's commitment to accelerating bureaucratic reform through the digitalization of public services, thereby improving the overall quality of governance nationwide (Presidential Regulation of the Republic of Indonesia No. 95 of 2018).

According to Presidential Regulation Number 95 of 2018, the implementation of SPBE is guided by seven fundamental principles: effectiveness, integration, sustainability, efficiency, accountability, interoperability, and security. The principle of effectiveness emphasizes achieving service objectives optimally, while integration ensures that all government systems are interconnected and operate cohesively. Sustainability aims to guarantee the continuity of digital public services, whereas efficiency focuses on the optimal utilization of available resources. Furthermore, accountability ensures that every public service activity can be held responsible, interoperability facilitates effective data exchange among government institutions, and security protects government and public information from cyber threats and other digital risks (Presidential Regulation of the Republic of Indonesia No. 95 of 2018).

The primary objective of implementing SPBE is to establish governance that is effective, transparent, fast, accurate, accountable, and capable of continuously improving the quality of public services. Through the utilization of digital technologies, government administrative processes can be simplified, reducing bureaucratic complexity, lowering service costs, accelerating decision-making, and increasing citizen satisfaction. In addition, SPBE contributes to greater transparency by providing open access to public service information, thereby strengthening public trust in government institutions. Consequently, digital transformation has become a crucial strategy for supporting bureaucratic reform and promoting the principles of *good governance* in Indonesia (Organisation for Economic Co-operation and Development [OECD], 2023; United Nations, 2024).

At the village level, the implementation of the Electronic-Based Government System plays a highly strategic role because villages represent the frontline of public service delivery and maintain direct interaction with citizens. The adoption of SPBE at the village level can improve administrative efficiency through the digitalization of population administration, correspondence management, village financial administration, and public information services. Moreover, digital public services enhance transparency in village governance, encourage greater community participation, and facilitate easier access to government

services without requiring citizens to visit village offices in person. Therefore, village digitalization represents a strategic initiative for improving the quality of local public services and strengthening grassroots governance (Indrajit, 2016; OECD, 2023).

Nevertheless, the implementation of SPBE at the village level continues to face several challenges that affect its overall effectiveness. These challenges include limited human resource competencies, uneven levels of digital literacy among citizens, inadequate information technology infrastructure, and the incomplete integration of service systems across government agencies. Accordingly, the successful implementation of SPBE requires sustained policy support, continuous capacity building for government officials, improvements in digital infrastructure, and active public participation in utilizing electronic services. If these factors can be adequately addressed, SPBE at the village level will be better positioned to deliver public services that are more effective, efficient, transparent, accountable, and responsive to community needs, in line with the objectives of Indonesia's digital bureaucratic reform (United Nations, 2024; OECD, 2023).

The implementation of electronic-based public services at the village level, particularly in Selamanik Village, Cipaku District, Ciamis Regency, plays a significant role in improving both the quality of local governance and public service delivery. Through digitalization, the village government is able to enhance administrative efficiency, improve the accuracy of data processing, and facilitate easier access to information for the community. The electronic service system enables village officials to manage administrative activities, including population records, financial administration, and correspondence, in a more organized, effective, and integrated manner. Furthermore, the implementation of this system promotes transparency in budget management, strengthens the accountability of village officials, and minimizes the potential for irregularities in public policy implementation.

For the residents of Selamanik Village, the adoption of digital public services provides easier access to government services and information without requiring them to visit the village office directly, making service delivery faster, simpler, and more efficient. This initiative reflects the village government's commitment to supporting the national digital transformation agenda aimed at creating a more transparent, participatory, and citizen-oriented government. Consequently, electronic-based public services at the village level function not only as administrative tools but also as strategic instruments for achieving *good governance* at the local level.

However, the implementation of SPBE has encountered several challenges, particularly the tendency of some individuals to continue preferring conventional (offline) services instead of utilizing the available digital service system. This preference is largely associated with inadequate digital literacy, limited technological skills among community members, and the lack of effective public socialization regarding the benefits and procedures for accessing electronic services. These conditions hinder the optimal utilization of digital public services and reduce the effectiveness of the government's digital transformation initiatives.

Based on the background described above, the implementation of the Electronic-Based Government System (SPBE) in Selamanik Village, Cipaku District, Ciamis Regency, has not yet been fully optimized. This condition can be identified through several indicators as follows:

- The SPBE application, which has been in use since 2008, has not been operating effectively. This is evidenced by the fact that many residents still prefer to visit the village office in person to obtain administrative services rather than utilizing the existing digital service application.
- There is a shortage of human resources to support the implementation of the Electronic-Based Government System (SPBE). This is reflected in the limited number of personnel responsible for delivering electronic-based public services, with such services being handled solely by the Head of the Service Section (*Kasi Pelayanan*).
- Public socialization regarding the digital service application in the Selamanik Village Government remains inadequate. This is evident from the large number of community members who are still unable to use the digital public service application effectively due to limited awareness and understanding of the system.

Based on the issues described above, the author is interested in examining these problems as the focus of this research, entitled "Policy Implementation of the Electronic-Based Government System (SPBE) in Selamanik Village, Cipaku District, Ciamis Regency."

B. LITERATU REVIEW

Policy Implementation Theory

Policy implementation refers to the process of translating public policy decisions into concrete actions to achieve the intended policy objectives. The success of policy implementation depends not only on the quality of the policy itself but also on how effectively it is executed by the implementing agencies and stakeholders. According to Edward III (1980), policy implementation is influenced by several interrelated factors, and deficiencies in any of these factors may hinder the successful execution of a policy. In the context of the Electronic-Based Government System (SPBE), policy implementation is a critical aspect because the success of government digitalization largely depends on the government's ability to communicate policies effectively, provide adequate resources, foster the commitment of implementers, and establish a supportive bureaucratic structure. Therefore, policy implementation theory provides an appropriate framework for analyzing the extent to which SPBE policies are effectively implemented to improve the quality of public services (Edward III, 1980; Pramono, 2020). Indicators

- Communication
- Resources
- Disposition (implementers' attitudes)
- Bureaucratic structure

Electronic-Based Government System (SPBE/E-Government) Theory

The Electronic-Based Government System (SPBE), commonly referred to as e-government, is the administration of government through the utilization of information and communication technology (ICT) to deliver public services in an effective, efficient, transparent, and accountable manner. According to Indrajit (2016), the implementation of e-government extends beyond the digitalization of government administration; it represents a comprehensive transformation of public governance by integrating business processes, human resources, and information technology into public service delivery. SPBE aims to

improve the quality of public services, accelerate administrative processes, enhance transparency, and strengthen governmental accountability. The successful implementation of SPBE requires adequate technological infrastructure, competent public officials, strong organizational commitment, and active public participation in utilizing digital services. Therefore, SPBE theory serves as a fundamental framework for assessing the effectiveness of electronic government implementation in improving the quality of governance at the village level (Indrajit, 2016; Presidential Regulation of the Republic of Indonesia No. 95 of 2018). Indicators

- Effectiveness
- Integration
- Sustainability
- Efficiency
- Accountability
- Interoperability
- Security

Public Service Theory

Public service refers to a series of activities undertaken by the government to meet citizens' needs for goods, services, and administrative assistance. Hardiyansyah (2018) explains that high-quality public services should provide convenience, certainty, timeliness, and satisfaction while complying with established service standards. In the digital era, the quality of public services is measured not only by direct interactions between public officials and citizens but also by the government's ability to provide electronic services that are accessible, responsive, and user-oriented. High-quality public services contribute to strengthening public trust in government institutions while promoting transparent and accountable governance. Therefore, public service theory is employed to analyze the quality of services delivered through the implementation of the Electronic-Based Government System (SPBE) within village governments (Hardiyansyah, 2018; Dwiyanto, 2021). Indicators

- Simplicity of service procedures
- Clarity of procedures
- Timeliness
- Service accuracy
- Accessibility
- Responsibility of service personnel
- Service convenience

C. RESEARCH METHODOLOGY

This study employed a qualitative research approach aimed at obtaining an in-depth understanding of the phenomenon under investigation. According to Moleong (2022), qualitative research is intended to understand phenomena experienced by research participants, such as behavior, perceptions, motivations, actions, and other related aspects, in a holistic manner. The findings are described through words and language within a specific natural context by utilizing various naturalistic methods of inquiry (Moleong, 2022).

The research was conducted in Selamanik Village, Cipaku District, Ciamis Regency, from November 2025 to July 2026. Primary data were collected through in-depth interviews with seven informants selected using a purposive sampling technique. The informants consisted of the Village Head, the Chairperson of the Village Consultative Body (BPD), the Village Secretary, the Head of the Public Service Section, the Head of the Government Affairs Section, community members who were familiar with the Electronic-Based Government System (SPBE), and community members who were not familiar with SPBE. Secondary data were obtained from official village documents, government regulations, and relevant literature.

Data were collected using three techniques: field observation, in-depth interviews, and documentation. The collected data were analyzed using the interactive model developed by Miles and Huberman (1992), which consists of three stages: data reduction, data triangulation, and conclusion drawing.

D. RESULT AND DISCUSSION

To examine the implementation of the Electronic-Based Government System (SPBE) policy in Selamanik Village, Cipaku District, Ciamis Regency, this study employed the four dimensions of the Policy Implementation Theory proposed by Joko Pramono (2020), namely communication, resources, disposition, and bureaucratic structure, which were further operationalized into eleven indicators. The research findings for each dimension are presented as follows.

Communication

Based on the research findings, it can be concluded that the communication dimension in the implementation of the Electronic-Based Government System (SPBE) policy in Selamanik Village, Cipaku District, Ciamis Regency, has been implemented optimally. This is demonstrated by the successful implementation of the three communication indicators, namely public socialization regarding the e-government service application, the establishment of clear digital service procedures, and the consistent dissemination of information related to digital public services.

These findings are consistent with the views of Dwiyanto (2017), who argues that continuous public outreach enhances citizens' knowledge and participation in utilizing digital services. Likewise, Hardiyansyah (2018) emphasizes that public service procedures should be simple, easily understood, and provide certainty to the public. In addition, Indrajit (2016) asserts that successful e-government implementation must be supported by accurate, consistent, easily accessible, and continuously updated information.

Therefore, the communication dimension of SPBE policy implementation in Selamanik Village has fulfilled the essential communication requirements, thereby supporting the delivery of electronic public services that are effective, efficient, transparent, easily accessible, and responsive to community needs.

Resources

Based on the research findings, it can be concluded that the resource dimension of the Electronic-Based Government System (SPBE) policy implementation in Selamanik Village has not yet been fully optimized.

These findings are not entirely consistent with the views of Indrajit (2016), who states that the success of e-government implementation is largely determined by the quality of human resources operating the system. Similarly, Nugroho (2018) emphasizes that education and training are essential for enhancing the capacity of government officials to establish effective and technology-responsive governance. Furthermore, Sedarmayanti (2018) argues that adequate facilities and infrastructure significantly improve the effectiveness, efficiency, and quality of public services.

Accordingly, from the perspective of the resource dimension, the implementation of SPBE in Selamanik Village still requires improvements in the competencies of government officials, equitable access to training opportunities, and the enhancement of information technology infrastructure so that all available resources can effectively support sustainable, efficient, and professional electronic public service delivery.

Disposition

Based on the research findings, it can be concluded that the disposition dimension of the Electronic-Based Government System (SPBE) policy implementation in Selamanik Village has been implemented effectively.

These findings are consistent with Indrajit's (2016) view that the success of e-government depends heavily on strong political will and the commitment of government institutions to promoting bureaucratic transformation toward electronic service delivery. Likewise, Hardiyansyah (2018) emphasizes that high-quality public services are determined by the ability of public officials to provide timely, disciplined, and responsible services in accordance with established service standards.

Therefore, from the perspective of the disposition dimension, the implementation of SPBE in Selamanik Village has been supported by the positive attitudes, strong commitment, discipline, and responsibility of government officials, enabling the provision of electronic public services that are effective, responsive, professional, and citizen-oriented.

Bureaucratic Structure

Based on the research findings, it can be concluded that the bureaucratic structure dimension of the Electronic-Based Government System (SPBE) policy implementation in Selamanik Village has been implemented reasonably well, although it has not yet reached an optimal level.

These findings are consistent with Sedarmayanti's (2018) argument that a clear organizational structure forms the foundation of government administration by establishing well-coordinated divisions of labor, authority, and responsibility. However, regarding the consistent implementation of Standard Operating Procedures (SOPs), although SOPs have served as guidelines for digital public service delivery, their implementation has not been fully optimized because some community members still lack an adequate understanding of digital service procedures and requirements. This condition indicates that the implementation of SOPs has not fully aligned with Mulyadi's (2015) view that SOPs should be consistently applied to ensure effective, efficient, and goal-oriented policy implementation.

Furthermore, concerning the evaluation of digital public service performance, the village government has conducted periodic monitoring and evaluation activities. Nevertheless, the outcomes have not yet been optimal due to several constraints, including limited

competencies among some government officials, unstable internet connectivity, and the underutilization of digital public services by community members.

These findings are also not entirely consistent with Ratminto and Winarsih (2017), who argue that the quality of public services depends on service providers' ability to deliver services that are accessible, timely, clear, and capable of providing certainty to the public. Therefore, the village government continues to improve the implementation of SPBE through enhanced public outreach, community assistance programs, capacity-building initiatives for government officials, and the strengthening of information technology infrastructure.

Accordingly, from the perspective of the bureaucratic structure dimension, the implementation of the Electronic-Based Government System in Selamanik Village has been supported by a clearly defined organizational structure. However, further improvements are still required in ensuring the consistent implementation of Standard Operating Procedures (SOPs) and strengthening performance evaluation mechanisms so that electronic public services can be delivered more effectively, efficiently, transparently, and sustainably.

Based on the findings regarding the implementation of the Electronic-Based Government System (SPBE) policy in Selamanik Village, Cipaku District, Ciamis Regency, using four dimensions and eleven indicators, five indicators were identified as not yet being implemented optimally, as follows:

- The competency development of e-government service personnel in Selamanik Village has not yet been optimal. This is evidenced by the fact that some village officials have not fully mastered the use of digital public service applications.
- Training for village officials on the use of e-government applications has not been fully optimized. This is reflected in the unequal opportunities for village officials to participate in training programs and technical guidance, resulting in some personnel who still do not fully understand the features and operational procedures of digital service applications.
- The improvement of facilities and infrastructure supporting digital public services has not yet reached an optimal level. This is indicated by the limited availability of computer equipment and supporting facilities, as well as unstable internet connectivity, which occasionally disrupts the smooth delivery of digital public services.
- The consistent implementation of Standard Operating Procedures (SOPs) in digital public service delivery has not been fully achieved. This is demonstrated by variations in service procedures among village officials, particularly when responding to technical issues or application updates.
- The performance evaluation of digital public services has not been conducted optimally. Evaluation activities have not been carried out comprehensively or continuously, making it difficult to identify and promptly address problems that arise during the service delivery process.

The suboptimal implementation of the Electronic-Based Government System (SPBE) policy in Selamanik Village, Cipaku District, Ciamis Regency, is attributable to several constraints, including the following:

- The information technology competencies of village officials remain uneven, resulting in some personnel experiencing difficulties in operating e-government service applications effectively.
- Training programs and technical guidance remain limited, both in terms of frequency and participant coverage, preventing all village officials from having equal opportunities to improve their competencies in using digital public service applications.
- Supporting facilities and infrastructure are still inadequate, including the limited number of computers, insufficient information technology facilities, and unstable internet connectivity, all of which hinder the efficient delivery of digital public services.
- Standard Operating Procedures (SOPs) have not been implemented consistently by all village officials, particularly during application updates or when technical problems occur, resulting in service delivery that is not always uniform and compliant with established standards.
- Performance evaluation and follow-up actions related to digital public services have not been conducted optimally or on a continuous basis, causing service-related issues to remain insufficiently identified and addressed in a timely manner to improve service quality.

To address these challenges, several improvement initiatives have been undertaken, including:

- Enhancing the competencies of village officials through continuous training and mentoring, ensuring that all personnel possess adequate skills to operate e-government applications effectively and provide higher-quality public services.
- Conducting regular training programs, technical guidance, and public outreach activities involving all village officials, thereby providing equal opportunities for every staff member to improve their knowledge and skills in utilizing digital public service applications.
- Expanding and upgrading digital service infrastructure, including the provision of additional computer equipment, improvements to internet connectivity, and updates to both software and hardware to ensure smoother and more effective service delivery.
- Strengthening the implementation of Standard Operating Procedures (SOPs) through continuous socialization, supervision, and guidance, while periodically revising SOPs in accordance with developments in digital service applications to ensure consistent service delivery across all village officials.
- Conducting routine and continuous evaluations of digital public service performance, followed by appropriate corrective actions through coordination meetings, feedback mechanisms, and improvements to the service system, thereby continuously enhancing service quality in accordance with community needs.

E. CONCLUSION

Overall, the implementation of the Electronic-Based Government System (SPBE) policy in Selamanik Village, Cipaku District, Ciamis Regency, has been carried out reasonably well;

however, it has not yet achieved its full potential. This is evidenced by the adoption of digital-based public services in village administrative processes, although several challenges remain. These challenges include the uneven competency of village officials in operating digital service applications, limited training opportunities, inadequate information technology infrastructure, inconsistent implementation of Standard Operating Procedures (SOPs), and the lack of comprehensive and continuous performance evaluations of public service delivery.

To address these challenges, the village government has undertaken several improvement initiatives. These include enhancing the competencies of village officials through training and mentoring programs, expanding the provision of technical guidance, improving supporting facilities and information technology infrastructure, strengthening the consistent implementation of Standard Operating Procedures (SOPs), and conducting regular performance evaluations as a basis for continuous service improvement. These efforts are expected to enhance the effectiveness, efficiency, transparency, and sustainability of electronic public service delivery in Selamanik Village.

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