



Strategy For Implementing An Electronic-Based Government System To Support Smart City In Public Service Malls In Bungo Regency

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Abstract

Digital transformation is one of the main agendas of bureaucratic reform in improving the quality of public services in Indonesia. The implementation of the Electronic-Based Government System (SPBE) is a strategic instrument used by the government to realize effective, efficient, transparent, and accountable governance. One form of SPBE implementation in the region is realized through the implementation of Public Service Malls (MPP) that integrate various services in one service location. This study aims to analyze the SPBE implementation strategy in supporting the Smart City concept in the Bungo Regency Public Service Mall. The study uses a qualitative approach with a case study method. Data were obtained through observation, in-depth interviews, and documentation of MPP managers, regional apparatus organizations providing services, service officers, and service users. Data analysis was carried out through data reduction, data presentation, and conclusion. The study uses the Osborne and Plastrik public service strategy theory, which includes core strategies, consequence strategies, customer strategies, monitoring strategies, and cultural strategies. The results show that the implementation of SPBE in the Bungo Regency MPP has supported the acceleration of public services through the use of information technology and service integration. However, implementation has not been optimal due to challenges such as limited inter-agency system integration, human resource capacity, digital work culture, and information technology infrastructure. The monitoring strategy has shown relatively good performance, while the core strategy, consequence strategy, customer strategy, and culture strategy still require strengthening. The study recommends improving digital service integration, strengthening civil servant competency, developing a performance-based reward and sanction system, and strengthening the digital work culture to support the acceleration of Smart City implementation in Bungo Regency.

Keywords: SPBE, Smart City, Public Service Mall, Digital Transformation, Public Service

1. Introduction

The development of information and communication technology has driven a paradigm shift in governance from conventional systems to digital governance that is more effective, efficient, transparent, and responsive to the needs of the community [1]. Digital transformation of the public sector is an important part of bureaucratic reform because it can improve the quality of public services and strengthen government accountability [2].

In Indonesia, the digital transformation of government is realized through the implementation of the Electronic-Based Government System (SPBE) as regulated in Presidential Regulation Number 95 of 2018. SPBE is a government administration that utilizes information and communication technology in an integrated manner to

improve the quality of public services and the effectiveness of government administration [3].

The implementation of SPBE is closely related to the Smart City concept. Smart City is not only defined as the use of technology in urban development, but also as an effort to create intelligent, participatory, sustainable, and service-oriented governance [4]. Through this concept, local governments are required to utilize digital technology to manage resources and provide services to the public more effectively.

One of the public service innovations that supports the implementation of SPBE is the Public Service Mall (MPP). The presence of MPP aims to integrate various services from the central government, regional governments, state-owned enterprises, and other sectors

in one service location to improve ease of access, service certainty, and bureaucratic efficiency [5].

Various previous studies have shown that the implementation of SPBE contributes to improving the quality of governance and public services. Research by Rusli et al. shows that the implementation of Smart City through Public Service Malls can increase the effectiveness of public services [6]. Research by Ilham et al. also explains that SPBE plays a crucial role in realizing the principles of good governance by increasing bureaucratic transparency and accountability [7].

However, most previous research has focused on the general implementation of SPBE or on Smart City implementation in urban areas. Studies specifically analyzing SPBE implementation strategies in Public Service Malls as a supporting instrument for Smart Cities at the district level are still relatively limited. This situation indicates a research gap that requires further investigation.

The novelty of this research lies in the use of Osborne and Plastrik's public service strategy perspective in analyzing the implementation of SPBE at the Bungo Regency Public Service Mall. This approach allows for the identification of various strategic factors influencing the success of SPBE implementation in supporting Smart City development in the region.

Based on the description, this study aims to analyze the strategy for implementing SPBE in supporting the Smart City concept at the Bungo Regency Public Service Mall.

2. Research Methods

This research uses a qualitative approach with a case study method. This approach was chosen because it can provide a deep understanding of the SPBE implementation phenomenon at the Bungo Regency Public Service Mall.

The research location was the Bungo Regency Public Service Mall, which serves as an integrated center for various regional public services. The research informants included MPP managers, regional government agencies providing services, service officers, and community service users.

Data collection was conducted through observation, in-depth interviews, and documentation. Data analysis used an interactive model that includes data reduction, data presentation, and conclusion. The research analysis was based on Osborne and Plastrik's public service strategy theory, which consists of core strategy, consequence strategy, customer strategy, monitoring strategy, and cultural strategy [8].

3. Results And Discussion

3.1 Core Strategy

The research results indicate that the Public Service Mall (MPP) of Bungo Regency has demonstrated a strong commitment to developing digital-based public services through the implementation of the Electronic-Based Government System (SPBE). This commitment is reflected in the government's continuous efforts to integrate various public services provided by different agencies into a unified and interconnected service system.

The integration process is intended to simplify administrative procedures, improve service efficiency, reduce bureaucratic complexity, and provide more accessible services for the public. Through this approach, the local government seeks to establish a public service system that is more responsive, transparent, and aligned with the principles of good governance.

Despite these positive developments, the findings also reveal that the implementation of digital integration has not yet reached its full potential. Several public service processes are still conducted manually, particularly in administrative verification, document processing, and inter-agency coordination. As a result, the level of interoperability among information systems remains limited, preventing the realization of a fully integrated digital service ecosystem. This partial implementation reduces the overall effectiveness of SPBE and limits the ability of government institutions to provide seamless public services.

This finding is consistent with previous research, which stated that the success of SPBE implementation is greatly influenced by the level of integration of service systems among government agencies [7]. Therefore, strengthening digital infrastructure, enhancing interoperability among government information systems, and accelerating the integration of electronic services are essential to achieving comprehensive digital transformation in public service delivery.

3.2 Consequence Strategy

Consequence strategies relate to the reward and sanction mechanisms implemented to encourage improvements in organizational performance and service quality. In the context of SPBE implementation, these mechanisms are expected to motivate government employees to improve service innovation, enhance accountability, and consistently deliver high-quality digital public services. An effective consequence strategy also supports organizational commitment toward achieving digital transformation objectives.

The research findings indicate that the reward and punishment system associated with SPBE implementation has not yet been fully optimized. Currently, there are no specific digital performance indicators that are systematically used to evaluate employee performance in delivering electronic-based services. Performance assessment remains largely based on conventional administrative indicators rather than on measurable indicators related to digital service quality, system utilization, innovation, or user satisfaction. Consequently, employees receive limited incentives to maximize the use of digital platforms in their daily responsibilities.

This condition suggests that the development of digital service innovation still depends heavily on the initiative and commitment of individual service units rather than being driven by an institutionalized performance management system. Without clear incentives and measurable evaluation standards, organizational efforts to improve digital public services may progress unevenly across different agencies. Therefore, establishing performance indicators specifically designed for SPBE implementation would contribute to strengthening employee motivation and improving the sustainability of digital transformation within public organizations.

3.3 Customer Strategy

From the customer perspective, the Public Service Mall of Bungo Regency has provided a variety of service facilities aimed at improving public access to government services. These facilities include integrated service counters, electronic information systems, complaint management channels, and public satisfaction surveys that allow citizens to evaluate the quality of services received. Such initiatives demonstrate the government's commitment to placing citizens at the center of public service delivery while promoting greater transparency, accountability, and community participation.

The availability of complaint mechanisms and public satisfaction surveys serves as an important instrument for collecting public feedback and identifying opportunities for service improvement. Through these mechanisms, the government is able to monitor community expectations and continuously evaluate the effectiveness of digital public services.

However, the research findings also reveal that a considerable proportion of citizens still experience difficulties in understanding digital-based service procedures. Limited digital literacy, differences in educational backgrounds, and varying levels of familiarity with electronic systems often require service

users to seek direct assistance from service officers during the service process. This situation indicates that digital transformation should be accompanied by continuous public education, user-friendly system design, and adequate technical assistance to ensure that all segments of society can equally benefit from electronic public services.

3.4 Monitoring Strategy

Among the five strategic dimensions examined in this study, the monitoring strategy demonstrates the strongest level of implementation. Supervision is conducted through various mechanisms, including periodic internal evaluations, public satisfaction surveys, complaint management systems, service performance monitoring, and routine administrative reviews. These monitoring activities enable the government to identify operational challenges, evaluate service quality, and ensure that public services continue to comply with established service standards and applicable regulations.

Furthermore, continuous monitoring provides valuable information for organizational learning and supports evidence-based decision-making in improving digital public services. Feedback collected from service users and internal evaluations also contributes to identifying weaknesses in system implementation and helps government agencies formulate corrective actions to enhance service quality.

This finding supports the view that effective supervision is an important factor in maintaining the quality of SPBE implementation and digital-based public services [9]. Strong monitoring mechanisms not only strengthen organizational accountability but also promote transparency, encourage continuous improvement, and ensure that digital transformation initiatives remain aligned with public expectations and government objectives.

3.5 Cultural Strategy

The findings indicate that a digital work culture has gradually begun to develop within the Public Service Mall of Bungo Regency through the increasing utilization of service applications, electronic information systems, and digital administrative processes. Government employees have become more familiar with the use of information technology in performing routine administrative tasks, processing service requests, and communicating across organizational units. These developments reflect the organization's efforts to support the implementation of

SPBE as part of broader public sector digital transformation.

Nevertheless, the transformation of organizational culture has not progressed uniformly across all government units. Some employees and officials continue to rely on conventional administrative practices and manual work procedures despite the availability of digital systems. This situation results in relatively slow adaptation to technological innovation and creates inconsistencies in service delivery across different organizational units. Resistance to organizational change, limited digital competencies, and varying levels of technological readiness remain significant challenges affecting the effectiveness of SPBE implementation.

This condition demonstrates that the success of SPBE implementation is not determined solely by technological infrastructure or information systems. Equally important are the readiness of human resources, organizational commitment, leadership support, employee competence, and the development of an adaptive organizational culture that encourages continuous learning, innovation, and acceptance of digital transformation. Therefore, strengthening organizational culture through capacity-building programs, digital literacy training, and change management initiatives is essential for ensuring the long-term sustainability of electronic-based government services.

4. Conclusion

The implementation of an electronic-based government system at the Bungo Regency Public Service Mall has supported the development of a Smart City through the use of information technology in public service delivery. This implementation has increased service efficiency, accelerated administrative processes, and expanded public access to various public services.

However, the implementation of SPBE has not been optimal due to challenges in service system integration, human resource capacity, reward and sanction systems, and digital work culture. Therefore, strengthening the integration of electronic-based services, improving the competency of civil servants, developing a digital performance management system, and strengthening organizational culture are necessary to accelerate the digital transformation of local government and support the implementation of Smart City in Bungo Regency.

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