
Digital Transformation of Electronic-Based Government System (EBS) in Sukabumi District: Implementation of Central Government Policy to Realise Good Governance

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Abstract

The digital transformation of government systems through the Electronic Based Government System (EBS) in Sukabumi District reflects the government's efforts to achieve transparent, accountable, and responsive governance to public needs. This research aims to analyse the implementation of the digitisation policy as well as the challenges faced, including the development of telecommunication infrastructure, human resource skills enhancement, and integration of public service systems. Through qualitative methods and literature study, it was found that the success of SPBE requires not only strong technological infrastructure but also collaboration between central and local governments, as well as training for government employees. The results showed that despite obstacles such as limited infrastructure in remote areas, the strategic measures implemented were able to encourage the creation of a more modern and inclusive government.

INTRODUCTION

Along with the advancement of the digital era with the development of digitalisation 4.0 technology, digital transformation has become one of the main priorities in bureaucratic reform efforts in various countries including Indonesia, in implementing its government policies. (Rahmat Saputra, 2021). This transformation is aimed at increasing effectiveness, transparency, and accountability in public services. Governments, either by their own will or because of demands, are encouraged to adopt a new paradigm that forces them to transform the government system, in order to realise "Good Governance" (Muhammad Rifqi Suhaidi, Ni Komang Linda Agiastini, Nurlailaa Dorojati S, 2023).

Digital Transformation is not just about utilising technology, but a continuous process to change the way of organising in governance from manual to digital services (Muhammad Alfi, Ni Putu Yundari, 2023). This transformation requires significant monitoring and intervention to ensure that transformation efforts are carried out in stages related to the government sector (Ardianti, 2024).

The Government Sector as a regulator is required to continue to anticipate technological developments that must be poured into progressive regulations, namely regulations that can not only respond but provide direction so that technological developments that occur productively provide benefits that can be felt directly by both the state and society.

Digital Transformation is a priority and responsibility that needs to be implemented to improve the quality of government, especially in the aspects of bureaucracy and public services. The implementation of an Electronic-Based Government System (EBS) is the first

step in the process of modernising and digitising the government system. One of the crucial steps to achieve this goal is through the implementation of an Electronic-Based Government System (EBS), which is supported by various strategic policies of the central government and district governments (Choirunnisa et al., 2023).

As such, the Sukabumi District Government continues to realise the electronic-based government system (EBS) and Smart City programmes, one of which is by ensuring an equitable internet network throughout the region. Herdy Somantri, Secretary of Diskominfosan Kabupaten Sukabumi, emphasised the need for synergy between central and local governments and the development of an adequate internet network. In a coordination meeting with 23 village heads at the PLUT Cikembang Hall on 23 June 2022, Diskominfo Kabupaten Sukabumi began to intervene in the provision of networks in blank spot areas, with a long-term target of "zero blank spots" in Sukabumi District. Based on the village development index, there are 115 blank spots in several village areas, although they do not fully cover all villages. The Ministry of Communication and Information is also supporting through the provision of village internet networks that will be managed by BUMDes. Gun-gun Gunardi, Head of the Village Community Empowerment Office, stated that this effort supports the vision and mission of the Bupati of Sukabumi District in improving public digital services, empowering the local economy, and supporting the digitalisation of potential-based village profiles (Camsyah, 2022).

In line with the Evaluation of the Results of the Regional Government Work Plan (RKPD) of Sukabumi District in the fourth quarter of 2023, which explains that the coverage of telecommunication services is uneven: Most areas do not have full access to 2G, 3G, or 4G telecommunication networks. The quality of service in certain areas is still low, characterised by red-coloured area indicators that indicate a lack of communication services and expansion of communication infrastructure. Sukabumi District has a target to increase the coverage of communication and informatics services from 82.12% as part of the programme to support the Electronic-Based Government System (EBS) and inter-regional connectivity. However, telecommunication network development still faces obstacles in terms of affordability and quality stability. (Kepala Badan Perencanaan Pembangunan Penelitian dan Pengembangan Daerah, 2023).

Adi Neka Fatyandri et al, stated that greater investment is needed to expand the coverage of telecommunication services in the region, as well as improve their quality to compete with international standards (Adi Neka Fatyandri et al., 2023). In addition, infrastructure improvements also need to be accompanied by an increase in the ability of human resources to manage and maintain existing telecommunications networks. Thus, it is expected that Sukabumi Regency can achieve the target of increasing the coverage of communication and informatics services in accordance with the vision of the government programme to support inter-regional connectivity and more efficient public services.

The successful implementation of the Electronic-Based Government System (EBS) is inseparable from the support of the central government alone, but it is also seen from how many Human Resources (HR) are willing to play an active role and have competence in the field of managing online application systems to take part in this digital transformation change and how complete the electronic infrastructure is in several Regional Apparatus Organisations (OPD), such as research conducted by I Wayan Muka, Made Adi Widyatmika, and I Ketut Gede Darma

Putra in 2020, entitled "Development of the Bali Province Electronic-Based Government System Master Plan," using evaluation research methods to assess the implementation of the Electronic-Based Government System (EBS) and design strategies to improve its success in Bali Province. The results showed that the main weaknesses in the implementation of SPBE in Bali are the lack of integration between existing systems or applications, as well as limited human resources and electronic infrastructure in some Regional Apparatus Organisations (OPDs), especially those focused on public services. Observations also revealed that some OPDs still face shortcomings in terms of the number and type of applications used, system or application ownership, platforms, and server availability. In contrast to Bali Province, Gorontalo Regency has shown more positive results in the implementation of digital transformation in its SPBE. Research conducted by Widya Kurniati Mohi and Nuzlan Botutihe with the title "Local Government Strategies in Improving Services to the Community through Electronic-Based Government Systems", shows that the implementation of Electronic-Based Government System (EBS) in Gorontalo Regency has been running effectively. This is reflected in the strategies implemented and the full support of the local government, where most public services in the region have switched to online systems and digital applications (Samosir, 2023)

Digital transformation of the public service bureaucracy must be carried out thoroughly, starting from the bureaucracy at the central to regional levels. Therefore, this research has the objective that the government sector or public sector has the ability to be able to optimise the performance of its public services to be more efficient, responsive, and innovative. Government institutions need to use digital technology in their work processes, such as in public records and administration, public information services, community complaint services, and start-up development services. Thus, the digital transformation strategy is not only about the application of technology, but also about how the Development of the Industrial Revolution From 1.0 to Society 5.0 in the Implementation of Electronic-Based Government System (EBS) in Sukabumi District and.

RESEARCH METHODOLOGY

This research applies a qualitative method through a literature study approach, which relies on secondary data from scientific literature, research reports, and relevant articles (Ibrahim et al., 2023). The data analysis method applied was content analysis, which aims to extract significant information from written data sources, in order to understand the relationship between concepts related to the implementation of digitalisation and Electronic-Based Government System (EBS) policies in public services. In the analysis process, the first step was to code the data, identifying key themes such as challenges, strategies, and impacts of Electronic-Based Government System (EBS) implementation. This aimed to categorise the information into classifications to facilitate drawing conclusions. Next, an in-depth analysis of emerging patterns was conducted to understand the relationship between policy implementation strategies and the success of improving the quality of public services in Sukabumi District and how the steps and programs implemented by the local government in

addressing the challenges of digitalisation in Sukabumi District related to the Electronic Based Government System (EBS).

RESULTS AND DISCUSSION

1. The Development of the Industrial Revolution from 1.0 to Society 5.0 in the Implementation of Electronic-Based Government System (EBS) in Sukabumi District

The Industrial Revolution has progressed rapidly from Industry 1.0 to Society 5.0. Industrial Revolution 1.0 began in the late 18th century, marked by the mechanisation of production through the invention of the steam engine. This era enabled mass production in factories, replacing manual labour with machines that increased efficiency and productivity. Next, Industrial Revolution 2.0 emerged in the early 20th century with the use of electricity in the production process. The implementation of the assembly line production system accelerated the mass production process significantly, allowing industrial products to be produced faster and cheaper. Industrial Revolution 3.0 occurred at the end of the 20th century, characterised by automation through computer technology and electronics. With computers, production processes became more flexible and efficient, thanks to the use of software and robotics that enabled more sophisticated production control. Now, Industrial Revolution 4.0 is evolving in the 21st century with the concept of digital technology integration, including the Internet of Things (IoT), big data, artificial intelligence (AI), and cyber-physical systems. In Indonesia, this revolution received a boost through the "Making Indonesia 4.0" programme in 2018, which is a national strategy to improve industrial competitiveness through digitalisation. In governance, the application of information technology through e-government is an important step to improve the transparency and efficiency of public services. Finally, Society 5.0 is a concept introduced by Japan as a vision of a more humanised, technology-based society. In this society, smart technologies, including AI and IoT, are used to address various social challenges, such as health, transport, and energy. In Society 5.0, technology not only focuses on industrial efficiency, but also prioritises the holistic quality of human life. Indonesia has successfully adopted these elements, specifically through the development of digital infrastructure, smart cities, and increased connectivity to help people better and well to face global roles (Alyani et al., 2024; Maulana, 2021).

Along with these developments, Indonesia is trying to prepare society and industry to enter the Society 5.0 era through initiatives such as "Making Indonesia 4.0" and the acceleration of digital transformation in various sectors, such as the Electronic-Based Government System (EBS) (Wirawan, 2020). It aims to ensure that technological transformation provides benefits to all levels of society. Through the adoption of these elements, Indonesia hopes to improve the quality of life of its citizens and compete globally (Abadi et al., 2024). Initiatives such as "Making Indonesia 4.0" and Electronic-Based Government System (EBS) are concrete steps to ensure that digital transformation can be felt by all people, so that no one is marginalised in the Society 5.0 era (Munir et al., 2023). With improved connectivity and digital infrastructure, Indonesia is ready to face global challenges more effectively and provide significant benefits for the nation's progress.

As such, the implementation of an Electronic-Based Government System (EBS) in Sukabumi District focuses on overcoming the challenges of infrastructure and the limitations of an evenly distributed telecommunications network in the region. Sukabumi District, as one of the largest districts in West Java, has a land area of 4,145.70 km² and a population of approximately 2.8 million in 2022. The region consists of 47 sub-districts, 5 urban villages, and 381 villages. With a total of 9,712 civil servants in 2022, Sukabumi District faces the challenge of improving the competence of government employees to be ready for the future.

Digital transformation in Sukabumi District and at the national level is an indispensable strategic step to face the challenges of the Society 5.0 era (Sudrajat, 2024). With a long history of industrial development, from Industrial Revolution 1.0 to 4.0, it is clear that Indonesia must adapt and innovate in order not to be left behind. The implementation of Electronic-Based Government System (EBS) in Sukabumi District, with a focus on developing telecommunication infrastructure and improving internet access, is part of the government's commitment to create a more transparent and accountable government (Rambe, 2022). This is in line with the hope to achieve "zero blank spots," so that all levels of society, including those in remote areas, can enjoy the benefits of technological advances.

The implementation of Electronic-Based Government System (EBS) is also in line with the central government's programme, as stated in Presidential Regulation No. 95/2018 on Electronic-Based Government Systems (Afiquurrahman et al., 2022). This regulation emphasises the importance of utilising information and communication technology to strengthen public services and improve transparency and accountability. In this context, local governments are taking strategic steps to improve telecommunications infrastructure, train labour, and expand internet access so that people in remote areas can benefit from advances in information and communication technology.

These initiatives, including the development of village internet networks, aim to improve local connections and encourage community collaboration in regional development. These measures are part of the government's vision to create a digitally connected and educated society. At the national level, efforts to accelerate digital transformation are directed by several strategic policies, including integrated digital services designed to be user-centric rather than agency-based. In addition, the government is also strengthening digital infrastructure by transforming state-owned Peruri into a "GovTech," which functions as the government's digital manager, in accordance with Presidential Regulation No. 82 of 2023. This policy emphasises the importance of cooperation across levels of government, protection of personal data, and consolidation of essential services such as education, health, and digital identity to ensure the integration and efficiency of public services.

By promoting a collaborative approach between central and local governments, this initiative not only focuses on the efficiency of public services, but also seeks to integrate technology with people's daily lives. This is particularly important in the context of sustainable and inclusive development. In addition, policies that support cooperation across levels of government and the protection of personal data provide a solid foundation for building public trust in digitalisation.

However, challenges remain, especially in improving the competence of human resources to optimally utilise technology. Relevant education and training is needed to prepare

civil servants and the community to face this digital revolution. Thus, the success of digital transformation in Sukabumi District lies not only in infrastructure development, but also in developing human capacity that is able to adapt to rapid changes.

Overall, the digital transformation efforts in Sukabumi District and Indonesia in general are a promising step forward to create a more connected, competitive and quality of life-orientated society. Through continued commitment and co-operation, Indonesia can play an active role in meeting global challenges and ensuring that all citizens benefit from these technological advancements.

2. Measures and Programs Implemented by the Local Government in Addressing the Challenges of Digitalisation in Sukabumi District Related to the Electronic-Based Government System (EBS)

The local government of Sukabumi district has taken strategic steps to implement an Electronic-Based Government System (EBMS) to address the challenges of digitalisation. Firstly, the local government is focusing on building a strong and equitable telecommunications infrastructure across the district. This includes developing internet networks, especially in remote areas that have struggled to access digital services. By expanding internet coverage, the local government seeks to ensure that the entire community, including those living in blank spot areas, can connect to government services online. This programme not only aims to improve accessibility, but also to reduce digital inequality in society. With greater access to digital services, citizens are expected to take advantage of the various programmes offered by the government, ranging from civil registration to education, thereby increasing community participation in government processes and public services. This is an important step towards a more transparent, accountable and responsive government.

Furthermore, the local government conducted training for civil servants to improve their skills and competence in the use of information technology and digital systems. The training covers various aspects, ranging from a basic understanding of software used in government to specific applications that support public services. With this programme, civil servants are expected to be able to perform their duties and functions more efficiently and be responsive to the evolving needs of society. In addition, as part of the digitalisation effort, local governments are also developing digital-based public service applications with user-friendly interfaces. This application allows the public to access various services more easily, such as permit applications, complaints, and information related to public services. With this ease of access, it is expected that the community can more actively participate in the government process and feel the direct benefits of digital transformation.

In an effort to improve transparency and accountability, the local government in Sukabumi District applies the principles of e-government by integrating data and information from various agencies into one integrated platform. This integration allows all information required by the public to be accessed in one place, reducing confusion that may arise due to information scattered across various sources. With an integrated system, the public can easily find and access public services, such as permit applications, information on health, education, and other social services. It also contributes to improved coordination between agencies, allowing them to share information and collaborate in providing more effective and efficient

services. Good coordination between agencies is expected to reduce waiting times for documents or services, as well as minimise potential errors due to unclear communication.

The Sukabumi district government realises that successful implementation of Electronic-Based Government System (EBS) cannot be achieved independently. Therefore, they are working closely with various agencies and ministries to obtain the necessary technical support and resources. This cooperation involves cross-sector collaboration, including ministries that have experience and expertise in information and communication technology. Through this synergy, local governments can access training programmes, human resources and the latest technology needed to accelerate the digitisation process. For example, technical support from ministries may include the provision of software and infrastructure, as well as assistance in drafting policies that support the implementation of Electronic-Based Government System (EBS). With this collaboration, it is expected that the government system in Sukabumi District will become more effective and efficient, able to provide better public services, and answer the needs of the community more responsively.

The issuance of Presidential Regulation No. 95/2018 on SPBE is an important step to accelerate the achievement of clean, effective, transparent, and accountable governance, as well as to improve the quality and trust in public services. According to Article 1 paragraph (1) of this Presidential Regulation, SPBE is a government administration that utilises information and communication technology to provide services to users. SPBE users include central agencies, local governments, state civil apparatus employees, individuals, communities, businesses, and other parties that use Electronic-Based Government System (EBS) services.

Conceptually, this Presidential Regulation leads to digital transformation in the government sector by establishing an Electronic-Based Government System (EBS) architecture that applies at the national and institutional levels as a guide in technology development. This regulation has a significant impact on bureaucratic reform. The readiness of the state apparatus is essential to deal with the process of globalisation and democratisation, as well as to make fundamental changes to government systems, policy-making, development programs that involve community participation, and public services that meet aspects of transparency, accountability and high performance. The government is encouraged to adopt a new paradigm that encourages the transformation of government systems to achieve "Good Governance". The public's need for good governance is increasingly urgent to be implemented by the government apparatus.

The implementation of Electronic-Based Government System (EBS) in Sukabumi Regency aims to realise effective, efficient, transparent and accountable work processes. Electronic-Based Government System (EBS) implementation began in 2018 with efforts to complete supporting documents for assessment to support Electronic-Based Government System (EBS) maturity. Various steps and strategies have been implemented to support this initiative. Every year, the Central Government through the Ministry of Administrative Reform and Bureaucratic Reform (MENPAN RB) conducts an Electronic-Based Government System (EBS) maturity level assessment based on PerMenpan RB No. 59 of 2020 concerning Electronic-Based Government System (EBS) Monitoring and Evaluation. To achieve Good Governance, Electronic-Based Government System (EBS) must be implemented in accordance with its principles, including public participation, transparency, and accountability. Thus,

Electronic-Based Government System (EBS) is expected to function effectively, efficiently, cleanly, and responsibly, and improve the quality of public services and people's lives.

Electronic-Based Government System (EBS) is integrative between the central and local governments, with the principle of service alignment being very important. This system removes the "fragmented" stigma that has been attached to bureaucratic services in Indonesia. All agencies are required to report through one door vertically. This is due to the creation, management and maintenance of systems that are often "exclusive" to each agency, resulting in some systems being well-maintained, while others receive less attention. The impact is potentially huge, not only for the apparatus but also the public, as public services can be disrupted.

The government should immediately draft special regulations related to governance in the digital era. Currently, the existing regulations are only in the form of Presidential Regulations made without the support of academic papers, public studies, community participation, and without discussion in the legislature. Through structured steps and programs, Sukabumi District has demonstrated its commitment to meet the challenges of digitalisation, with the aim of creating a government that is more transparent, accountable, and responsive to the needs of the community in the digital era.

CONCLUSIONS AND SUGGESTIONS

The implementation of Electronic Based Government System (EBS) in Sukabumi District is a positive step towards a more effective and efficient government. The implementation of this policy has shown significant results in improving transparency and accessibility of public services. However, the negative impacts of this transformation are still being felt, especially in the areas of telecommunication infrastructure improvement and human resource capacity building. Continued support from the central government and coordination with various stakeholders is needed to accelerate the achievement of integrated and inclusive SPBE goals. There are several strategies that can be carried out to achieve success in the implementation of SPBE in Sukabumi District, including the need to improve and distribute internet networks in remote areas to achieve the goal of "zero blank spots" to ensure equal access for all communities. This will reduce digital inequality, which has been an obstacle to equitable distribution of digital-based government services. On the other hand, local governments effectively offer education programmes for students in the use of digital technology to improve their proficiency and effectiveness in public services. Thus, it is assumed that employees have the necessary skills to operate and utilise electronic systems in the best possible way. In addition, there should be more effective co-operation between the government and local communities to support the provision of the required technical and budgetary resources, especially for areas with the highest budget levels. This co-operation is essential to guide the SPBE to work effectively and efficiently. Finally, it is important to conduct a thorough evaluation and monitoring of the SPBE implementation. The purpose of this evaluation is to identify emerging trends and optimise implementation strategies so that the benefits of Electronic-Based Government System (EBS) can be felt by all levels of society.

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