

The Development of SPBE Implementation and Its Implications in the Quality of Public Services in Serang City

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ABSTRACT: This study aims to analyze the development of SPBE implementation in Serang City and its implications for the quality of public services in Serang City. The method used is descriptive qualitative. Data were collected through a literature review including official data from Serang City government agencies. The results of the study indicate that the results of the SPBE evaluation in Serang City in 2024 showed an index value of 2.61 with a good predicate. Although there are weaknesses in the aspects of SPBE internal policies, SPBE strategic planning, information and communication technology governance, weaknesses in the implementation of SPBE management and in information and communication technology audits, Serang City has advantages in aspects of PBE administration services, and electronic-based public services. The 120 information systems developed have helped improve effectiveness, efficiency, transparency and accountability in public services.

KEYWORDS: EBGs, Implications, SPBE, Public Services

I. INTRODUCTION

The development of increasingly advanced technology encourages all parties including regional authorities to also continue to innovate and improve the quality of public services for the community. One of the efforts made by the government to adapt to the rapid development of technology to optimize government administration is the enactment of Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). The Indonesian government is carrying out bureaucratic reform through the implementation of SPBE, namely government administration by utilizing information and communication technology (Irfan & Anirwan, 2023). The Presidential Regulation on SPBE requires all government agencies to use SPBE as a form of e-government integration.

The main objective of implementing SPBE is to provide transparent, fast and effective public services. Therefore, the innovation policy made by the Indonesian government in the implementation of SPBE or e-government is a strategic step to improve the quality of public services and ensure that services to the community can be carried out properly and more responsive to public needs (Yulanda & Adnan, 2023).

In today's digital era, the need for integrated and information technology-based systems is increasing. The SPBE policy not only aims to modernize the field of government administration, but also to meet the expectations of a society that is increasingly concerned about the quality of public services carried out by the government (Utami et al., 2025). Policy innovation is very important for the government to be able to face any changes and challenges that may be faced in the future.

The implementation of SPBE is expected to increase transparency in government. Through an integrated system, information can be accessed by the public more easily, which will increase accountability and reduce opportunities for corruption. In addition, the implementation of SPBE can also make public services more responsive and adaptive to public needs. For example, administrative services that used to take a long time can be completed more quickly and efficiently using a digital platform. This can certainly save time and costs. In addition, it can also increase public satisfaction with public services.

SPBE implementation is a strategic step taken by the government in bureaucratic reform, by integrating information and communication technology in the implementation of government processes, the government can not only improve efficiency, but also the quality of public services. The implementation of SPBE implementation, which is carried out with full commitment and consistency, can bring significant positive changes in government management towards a more modern, transparent, and responsive bureaucracy to public needs, including in the management of local government, especially in this case the local government of Serang City. The implementation of SPBE in Serang City is a reference in the implementation of bureaucratic reform, especially in the area of governance. Structuring governance has the aim of increasing the effectiveness and efficiency of systems, processes and work procedures in each regional apparatus. One of the efforts that can be made is by implementing SPBE which is a benchmark in the integration of business processes, infrastructure, data, applications and security to realize national integration.

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Based on the PAN RB Ministerial Regulation which is an improvement of the PAN RB Ministerial Regulation Number 5 of 2018 which regulates the SPBE evaluation guidelines. Evaluation is an important part of the SPBE implementation process to ensure that every aspect of its implementation is in accordance with predetermined standards (Choirunnisa et al., 2023). Based on the results of the evaluation of SPBE implementation in 2024, the Serang City Government obtained an SPBE index score of 2.61 on a scale of 1-5, with a predicate of Good. The index value of Serang City is the second lowest after Cilegon City in Banten Province. Based on this index value, it means that there are still many aspects of SPBE implementation that still need to be improved, especially considering the status of Serang City as the Capital City of Banten Province, which in this case, means that the SPBE index value of Serang City is still below the index value of other regions which are located in agricultural areas and not urban areas.

Overall, the implementation of SPBE in the Serang City Government shows a strong commitment to improving public services. By focusing on innovation, productivity and inclusiveness, local governments will be able to create a more efficient and responsive environment. An analysis was conducted to identify aspects or domains low on the SPBE index, and recommendations were provided for improvements on these aspects.

II. RESEARCH METHODS

This research used a qualitative descriptive methodology, with the aim of understanding complex phenomena in depth (Rifa'i, 2023). Data was collected through a literature review such as journal articles, news articles and statistical data. The data collected came from various official sources, such as from the Ministry of Administrative Reform and Bureaucratic Reform, and performance documents of government agencies in Serang City. The data analysis technique used is the interactive data analysis model developed by Miles Huberman, in Sugiyono, which states that the steps are data collection, data reduction, data presentation and conclusion drawing / verification to analyze and interpret data in depth, allowing exploration of relationships between variables so as to obtain comprehensive understanding of the phenomenon under study.

III. RESEARCH RESULTS AND DISCUSSION

The framework in this research is built using the concept of Edward III policy implementation, Garter's E-Government concept, Parasuraman's public service concept, and Willian N. Dunn's policy evaluation concept, as well as the concept of SPBE in Indonesia.

The use of the Edward III policy implementation concept can be used to explain why the policy has been determined as the implementation of the SPBE policy based on Presidential Regulation Number 95 of 2018, and can explain why its implementation has not been optimal, as the problem studied in this study that the SPBE index value in Serang City is still low. Edward III's theory mentions 4 main variables that determine the success of policy implementation, including (Roeslie & Bachtiar, 2018):

1. Communication, related to policies that have been clearly socialized to all implementers.
2. Resources, related to human resources, budget, facilities and supporting infrastructure
3. Disposition or attitude of implementers, related to the commitment, motivation, and willingness of the apparatus to implement policies
4. Bureaucratic structure, related to technical rules, organizations have SOPs, and a supportive work structure.

The concept of public service according to Parasuraman that the dimensions of service quality are tangibles, reliability, responsiveness, assurance and empathy (Meilyta & Suryani, 2021). The concept of policy evaluation according to William N. Dunn is the process of assessing the outcomes of public policies, to determine the extent to which these policies are effective in achieving predetermined goals (Winarta et al., 2020). The dimensions of evaluation relevant to this research are effectiveness, efficiency, responsiveness, and accuracy.

The concept of SPBE in Indonesia is based on Presidential Regulation Number 96 of 2018, the regulation is the official SPBE framework. The Perpres explains that SPBE is a government administration that utilizes information and communication technology to provide services to SPBE users. Presidential Regulation No. 95/2018 explains that SPBE has the main objectives, namely:

1. Realizing clean, effective, transparent, and accountable governance.
2. Improving the quality and reach of public services
3. Supporting the integration of government business processes
4. Support policies based on accurate data and information

The SPBE framework according to Presidential Regulation No. 95/2018 includes the SPBE Internal Policy domain, SPBE Governance domain, SPBE Management domain and SPBE Services domain. These four domains are used in the SPBE evaluation with a score of 1-5 in all regions of Indonesia.

The implementation of SPBE or e-Government in the government of Serang City was initiated based on the Regional Regulation of Serang City Number 7 of 2016 concerning the Establishment and Structure of the Regional Apparatus of Serang City, especially in Article 12 to Article 15, which based on these regulations, the authority for E-Government services in the Communication and Information Service. Another legal basis is the Banten Provincial Government implementing the SPBE policy with the issuance of Banten Governor Regulation Number 19 of 2021 concerning the Implementation of Electronic-Based

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Government Systems in the government area of Banten Province. Until now, the Serang City Government has developed 120 information systems that are operated intranet or online or internet for regional apparatus data processing services within the scope of the Serang City Government. The information systems that have been developed in Serang City are as follows:

Table 1: Information System Applications in Serang City

No	Application Name	Manager	Form Service
1	RABEG	Diskominfo	Public Service
2	E-Report	Diskominfo	Internal Service
3	Si Maya	Diskominfo	Internal Service
4	ESA	Diskominfo	Public Service
5	Serang City Government Website	Diskominfo	Public Service
6	Diskominfo Website	Diskominfo	Public Service
7	PPID Website	Diskominfo	Public Service
8	Sikondang	Diskominfo	Public Service
9	Sintal	Diskominfo	Public Service
10	SIKADAL	Diskominfo	Internal Service
11	KataKita	Diskominfo	Internal Service
12	Email	Diskominfo	Internal Service
13	Cyber	Diskominfo	Internal Service
14	Voip	Diskominfo	Internal Service
15	Vidcon	Diskominfo	Internal Service
16	Jedor	Diskominfo	Internal Service
17	Kim	Diskominfo	Internal Service
18	Arep Lungau	Diskominfo	Internal Service
19	Corona Info	Diskominfo	Internal Service
20	Gelati	Diskominfo	Internal Service
21	Website	DP3AKB	public service
22	Fakotas.serangkota.go.id	DP3AKB	public service
23	Smartdukcapil	Disdukcapil	public service
24	SIPERA (Temporary Resident Information System)	Disdukcapil	internal service
25	SIDOK (Documentation Information System)	Disdukcapil	internal services
26	SIK (Population Administration Information System)	Disdukcapil	public service
27	Disdukcapil website	Disdukcapil	public service
28	E-LAMPID	Disdukcapil	privacy service
29	Madanisisatur	Bappeda	public service
30	SINANGKIS (Poverty Reduction Information System)	Bappeda	public service
31	Madani Plan (e-Musrenbang, eMonev, e-Hibsos)	Bappeda	internal service
32	SISKA (Information System for Studies and Research)	Bappeda	internal service
33	BAPPEDA website	Bappeda	public service
34	Simgaji	BPKAD	internal service
35	SIMRAL	BPKAD	internal service
36	SISMIOP (Tax Object Information System)	BPKAD	internal service
37	ATISIBADA (Regional Goods Cycle Information Technology Application)	BPKAD	internal service
38	SIMPATDA (Regional Revenue System)	BPKAD	internal service
39	BPKAD website	BPKAD	public service
40	SETDA Website	SETDA	public service
41	E-Grant Bansos	SETDA	public service
42	Budget Control Application	SETDA	internal service

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43	JDIH	SETDA	public service
44	Tapestry	DPMPTSP	public service
45	Sikm	DPMPTSP	public service
46	Simple	DPMPTSP	internal service
47	EDF (E Data File)	DPMPTSP	internal service
48	MAP Licensing GIS	DPMPTSP	internal service
49	DPMPTSP website	DPMPTSP	public service
50	Sicantik Cloud	DPMPTSP	public service
51	Online Single Submission (OSS)	DPMPTSP	public service
52	Sembako	Disperindagkop	public service
53	dtoko.net:81	Disperindagkop	public service
54	Disdaginkukm website	Disperindagkop	public service
55	Online Leave	BKPSDM	internal service
56	Online absence	BKPSDM	internal service
57	BKPSMD website	BKPSDM	public service
58	Online Leave	BKPSDM	internal service
59	SIPBARJAS	BLPBJ	internal service
60	SPPD ONLINE	BLPBJ	public service
61	bppbj2.serangkota.go.id web	BLPBJ	internal service
62	SIKS-NG (NEXT GENERATION SOCIAL WELFARE INFORMATION SYSTEM)	Social Affairs Office	public service
63	web dinsos.serangkota.go.id	Dinsos	public service
64	web satpolpp2.serangkota.go.id	SATPOLPP	public service
65	online ppdb ready	Dindikbud	public service
66	dindikbud2.serangkota.go.id web	Dindikbud	public service
67	Sipaten	Kec. Taktakan	public service
68	web taktakan.serangkota.go.id	Kec. Taktakan	public service
69	SIMHAPE	Inspectorate	internal service
70	web inspectorate.serangkota.go.id	Inspectorate	public service
71	dlh.serangkota.go.id	DLH	public service
72	Siherang	DLH	public service
73	disperkim.serangkota.go.id	Dinas Perkim	public service
74	curug.serangkota.go.id	Kec. Curug	public service
75	serang.serangkota.go.id	Kec. Serang	public service
76	kasemen.serangkota.go.id	Kasemen sub-district	public service
77	walantaka.serangkota.go.id	Walantaka sub-district	public service
78	Early Vigilance System & Response	Health Office	public service
79	SISKOHATKES (Hajj Information System)	DHO	public service
80	Local Area Monitoring (PWS) Immunization	DHO	public services
81	Sigizi	Health Office	internal service
82	E-SISMAL	DHO	internal service
83	TSPA	DHO	internal service
84	PWS - MCH	DHO	internal service
85	HSP E-Monev	DHO	internal service
86	STBM Indonesia	DHO	internal service
87	SIKDA	DHO	internal service
88	SIKNAS	DHO	internal service
89	SIPNAP	DHO	internal service
90	dinkes2.serangkota.go.id	DHO	public service
91	Kiakesga	Dinkes	internal service
92	SITB	DHO	recording and reporting
93	SIRS ONLINE	Health Office	public service
94	ASPAK	Health Office	public service

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95	SISRUTE	Health Office	public service/
96	EPPGBM	DHO	Program
97	SIMDA	DHO	Program
98	E-DESK	Dinkes	Program
99	SISDMK	DHO	facility services health facility services
100	RENBUT	DHO	facility services Health
101	e-Puskesmas	DHO	public service
102	JKN Dashboard	DHO	public service
103	disparpora.serangkota.go.id	DISPORA	Public service
104	bpbd2.serangkota.go.id	BPBD	Public service
105	setkorpri.serangkota.go.id	Secretariat KORPRI	Public service
106	cipocokjaya.serangkota.go.id	Kec.Cipocok Jaya	Public service
107	disperpusda.serangkota.go.id	DPK	Public service
108	SIMPAKER	Disnakertrans	Public service
109	disnakertrans.serangkota.go.id	Disnakertrans	Public service
110	distan.serangkota.go.id	Department of Agriculture	Public service
111	dishub.serangkota.go.id	DISHUB	Public service
112	faskeskite.serangkota.go.id	DISHUB	Internal service
113	SIMTARU	DPUPR	Public service
114	dpupr.serangkota.go.id	DPUPR	Public service
115	SIDARA	Secretariat DPRD	Internal service
116	e-inventory	DPRD secretariat	Internal service
117	SPPD application	DPRD secretariat	Internal service
118	setdprd.serangkota.go.id	DPRD secretariat	Public service
119	kesbangpol.serangkota.go.id	kesbangpol	Public service
120	Siormas	kesbanngpol	Public service

Source: Diskominfo Serang City

All applications developed in the Serang City government, a fiber optic network has been built covering all regional apparatus organizations / offices / offices and sub-districts as well as several village offices to be connected to the Serang City Government network via wireless. All applications that have been developed are a tangible form of the Serang City government's efforts to realize good SPBE.

The assessment of SPBE implementation in Serang City in 2024 was carried out based on the Minister of PAN RB Regulation Number 23 of 2023. The regulation regulates the road map and evaluation framework to be able to measure the extent of SPBE implementation, both at the central and regional government levels. The SPBE implementation assessment structure consists of detailed domains, indicators and aspects, aiming to provide clear and measurable guidelines for assessing SPBE performance. The 2024 SPBE assessment covers four main domains including internal policies, SPBE governance, SPBE management and SPBE services (Yustisiawandana & Aji, 2024). Each domain has a different weighted percentage value that indicates the importance of each domain in the overall SPBE implementation. The first domain, namely internal policies, includes aspects such as regulations and policies made by the government to support SPBE and leadership commitment in implementing SPBE (Nugroho & Purbokusumo, 2020). This domain is the most basic domain because it provides a legal and administrative foundation to support and ensure that all initiatives in SPBE implementation run according to a clear legal framework.

The second domain is SPBE governance. This domain focuses on the structures, processes, and mechanisms applied in managing and organizing SPBE effectively (Hidayatullah et al., 2024). This domain includes aspects of strategic planning, risk management, supervision and periodic evaluation. The third domain is SPBE management, aspects of this domain are aspects of implementing management and information and communication technology audits that aim to ensure that information and communication technology management has been carried out in a structured and professional manner (Afdhani & Soewito, 2024). The management aspect includes planning, implementing, and controlling information and communication technology projects, and the audit aspect focuses on evaluating performance and the level of compliance with applicable standards and regulations. The fourth domain is SPBE services, which include all public services provided through digital platforms created and developed (Hidayat & Kurniati, 2024). This domain includes aspects of accessibility, quality of services provided, and user satisfaction (Sabila et al., 2025). In the Serang City Government, SPBE services cover a variety of sectors including the health, education, administration,

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population and licensing sectors. With efforts to improve the quality of SPBE services, the Serang City government seeks to improve the quality of public services and increase public satisfaction.

The overall SPBE implementation assessment is based on 45 indicators covering the four main domains (Nangameka & Amir, 2023) previously described. The indicators set out clearly and in detail how to measure SPBE performance in each aspect. For example, indicators in the internal policy domain include the number of regulations that support SPBE implementation. In the SPBE service domain, including the level of user satisfaction or the number of services available online (Dewi et al., 2022). By using these indicators, the Serang City government can identify parts or areas that need improvement and can determine the efforts needed to improve SPBE implementation. This comprehensive evaluation can ensure that the government can continue to improve the quality of SPBE implementation and effectiveness (Pratiwi et al., 2020).

Evaluation and assessment of the implementation of SPBE in local government can not only show a clear picture of the extent of SPBE implementation, but can also help the government in determining efforts that can be made for future improvements (Zulfitra & Ayuningtyas, 2023). With the results of the evaluation, it can make the government understand the potential and weaknesses in the implementation of SPBE, the Serang City Government can determine the decisions that will be made to optimize the use of information and communication technology in government, which in turn can realize the main purpose of its implementation, namely to ensure that the government can provide public services that are more effective, efficient, responsive and transparent so that they can provide greater benefits to the people of Serang City.

The SPBE evaluation is carried out using an evaluation framework to be able to measure the level of SPBE maturity, the evaluation involves internal and external evaluators and with detailed assessment methods (Saputra et al., 2020). The following are the results of the evaluation of SPBE implementation in Serang City in the last four years:

Table 2: SPBE Index Value of Serang City in 2021-2024

No.	Year	Index Value and Predicate				Index	Predicate
		D1	D2	D3	D4		
1	2021	2,70	2,80	2,09	3,46	2,97	Good
2	2022	2,20	1,90	1,00	3,44	2,49	Enough
3	2023	2,20	1,80	1,09	3,70	2,60	Good
4	2024	1,80	1,90	1,00	3,82	2,61	Good

Source: Data processed by the author of SPBE Kota Serang

The data above shows that based on the evaluation results, the development of SPBE implementation in Serang City is in good condition, but requires a lot of improvement and efforts to improve the quality of SPBE in all its domains, especially considering that Serang City has the status of the Capital of Banten Province. Then it should be able to get a much higher score. Moreover, the development of the index value in the last four years has not shown a significant improvement. The following is the SPBE index value, domain and aspect in 2024 in Serang City.



Figure 1 : SPBE Index Value, Domains and Aspects in 2024 in Serang City

Source: SPBE Serang City

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The evaluation results show that the index value of Serang City in 2024 is 2.61 with a Good predicate. The lowest domain is SPBE management with a score of only 1.00 in the aspects of implementing SPBE management and information and communication technology audits. The Serang City Government still has many shortcomings in SPBE management and adequate audits and also proof of indicators that have been met, especially in information and communication technology infrastructure. Based on work report data at the Diskominfo of Serang City, it shows that the infrastructure parameter survey has several weaknesses, including the lack of backup links between the central and regional offices. In addition to the SPBE Management domain, Serang City is also low in two other domains, namely the SPBE policy domain and the SPBE governance domain. In the SPBE policy domain, namely the internal policy aspect of SPBE governance, a score of 1.80 was obtained, the Serang City Government does not yet have specific rules governing SPBE, and the efforts made to date have only reached the stage of making a draft regional regulation (Raperda) on SPBE within the Serang City government which was drafted since 2022 and has not been enforced to date. This is one of the factors for the low score in the SPBE policy domain. The enactment of this SPBE local regulation is important to be enacted immediately because with the existence of the local regulation, there is legal certainty in the implementation of SPBE. In addition, with the SPBE Perda, the Serang City Government is required to develop SPBE infrastructure facilities and prepare human resources in charge of operating SPBE applications, realizing clear boundaries and relationships regarding the rights, responsibilities, obligations and authorities of all parties involved with SPBE. In addition, it is also the realization of a proper SPBE in accordance with the general principles of government administration.

In the SPBE governance domain, Serang City obtained a score of 1.90. In the SPBE governance domain, the strategic planning aspect has a value of 1.75, the risk management aspect has a value of 1.50, and the aspect with the highest value in this domain is the aspect of organizing SPBE with a value of 3.00. The only domain that has a high score and is quite far from the previous three domains is the SPBE service domain with a score of 3.82 with aspects of PBE administrative services with a score of 3.70 and aspects of electronic-based public services are the aspects with the highest score of 4.00. This means that Serang City has a very good score in the aspect of public services provided through digital platforms. As shown in Table 1, the Serang City Government has developed 120 information systems that can be operated intranet and internet.

The evaluation results above show that the development of SPBE in Serang City still requires more efforts to successfully implement SPBE more optimally. However, based on the data above, the implementation of SPBE in Serang City has had significant implications for improving public services in the Serang City Government as evidenced by the development of information systems by digitizing public services and as evidenced by the value of SPBE in the SPBE service domain, especially the aspect of electronic-based public services. Based on the concept of public services according to Parasuraman who proposed the SERVQUAL model, it is explained that the quality of public services can be measured based on 5 main dimensions including (Meilyta & Suryani, 2021): (1) Tangibles, namely physical facilities, equipment, appearance, and service facilities (2) Reliability, namely the ability to provide services reliably and as promised, (3) Responsiveness, namely the speed and willingness to help the community, (4) Assurance, namely the trust and competence of service providers and (5) Empathy, namely attention and concern for the individual needs of service users. The following is the implementation of SPBE in Serang City based on the SERVQUAL model:

1. Tangibles, the implementation of SPBE in Serang City has fulfilled most aspects of tangibles, but needs to improve the quality of infrastructure and system design, because Serang City has developed 120 electronic-based public service applications, OPD web interfaces and portals such as the Dukcapil Office, Health Office, Education Office, and DPMPSTP are online and can be accessed by the public, and fiber optic has been built between OPDs and several villages. In addition to these achievements, there are still obstacles or challenges faced, namely the appearance of the interface (UI/UX) is not entirely user-friendly, some internal applications are still not well integrated, and the infrastructure is not evenly distributed, there are constraints on the network and backup links.
2. Reliability, the reliability of SPBE services has not been fully achieved, because even though it already has services such as e-lampid, e-musrenbang, smartdukcapil, OSS has helped increase the speed and accuracy of services, there are still complaints of system disruptions or slow applications during peak hours, lack of periodic evaluations and audits of application performance, low SPBE management scores (1.00) indicating that there is no adequate system control.
3. Responsiveness, system responsiveness has improved, but the responsiveness of human resources and the public complaint system is still weak. SPBE has cut service time, such as population administration services or licensing, and there is an increase in service speed because it does not have to be done in person. However, not all SPBE employees/operators are responsive to user complaints, and there is no live chat service, e-complaint system, or chatbot in most applications.
4. Assurance, which is still low due to limited competence and lack of assurance of public data protection. Although the use of SPBE systems creates certainty of service processes and data records, HR competence is low, because not all operators understand information technology systems professionally and user data security has not been specifically discussed (no information on cybersecurity or data protection).
5. Empathy, which is still low, because although some digital public services can be accessed 24 hours, digital accessibility is uneven, especially for the elderly and people with disabilities, and not all services provide usage guides or interactive assistance.

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The SPBE implementation in Serang City not only focuses on government administration, but also covers other important sectors such as health, education, and population administration. Evaluation results show that electronic-based public services have had a positive impact in improving the quality of public services in Serang City. To maintain good achievements and to increase excellence and strive for improvement in all aspects of the SPBE domain, the Local Government of Serang City must carry out maintenance and development efforts for the SPBE system. Based on the findings at Diskominfo Kota Serang, it shows that the weaknesses and challenges in realizing SPBE are the limited competence of human resources, weak network infrastructure, and certainty of SPBE regulations. Therefore, the Serang City government must be able to improve human resource competencies through training in the field of information and communication technology, and information and communication technology development strategies are needed, including improving infrastructure, and can immediately enact regional regulations that specifically regulate SPBE.

As mentioned in the framework, the concept of e-government according to Gartner is the use of internet technology to provide public services, and SPBE is a form of e-government. Gartner explains 5 stages of e-government based on the maturity level of the system including Web Presence, namely basic information is available online, Interaction, namely users can download forms, conduct limited communication, Transaction, namely Users can make transactions (payment, application, registration), Transformation, namely service processes and data integrated across agencies and Digital Democracy, namely online public participation in policy formulation (Winarta et al., 2020). The current SPBE implementation in Serang City is in the 3rd and partly 4th stages, namely Transaction and partly Transformation, because there are already 120 electronic-based service applications, many public services can be accessed online (e-Musrenbang, e-Lampid, e-Puskesmas, OSS), and the SPBE service domain value reaches 3.82, indicating that the service system is digital and efficient. However, the transformation has not been comprehensive because the internal policy domain and SPBE management are still weak, there is no enterprise architecture or integration between applications as a whole, and the SPBE management score is only 1.00, indicating that there has been no systemic transformation. In addition, the implementation of SPBE in Serang City has also not yet reached the 5th stage (Digital Democracy) because there is no direct public participation system in SPBE policy formulation, and platforms such as e-aspiration or public polling are not yet available or not massively used.

Based on the concept of policy implementation according to Edward III, the success of SPBE policy implementation is influenced by four main variables, namely communication, resources, implementing attitudes and bureaucratic structure (Roeslie & Bachtar, 2018). (1) Communication: As discussed earlier, the fact that Serang City does not yet have regulations specifically governing SPBE where the regulations have only reached the draft stage of the regional regulation, besides that the socialization and delivery of information about SPBE in Serang City has not been optimal. This shows that unclear communication is one of the causes of the low internal policy domain with a score of only 1.80, this results in implementation not running consistently in all OPDs. (2) Resources: as explained earlier, the information and communication technology infrastructure in Serang City still has weaknesses such as the lack of backup links between the central and regional offices, and the inadequate competence of human resources managing applications. Limited resources hinder the optimization of information system management and development. This is evident from the SPBE management domain which is very low with a score of only 1.00. Therefore, the system that has been developed has not been able to run efficiently and sustainably. (3) Disposition or attitude of implementers: The local government of Serang City shows commitment by developing 120 applications but is not yet fully consistent in the implementation of SPBE management. There is a partial commitment but not yet strong in all aspects of the policy, especially related to strengthening regulations and management. Therefore, the SPBE program only excels in the public service domain, not evenly distributed in the internal policy and management domains. (4) Bureaucratic Structure: As mentioned earlier, the SPBE structure and SOPs in Serang City are still incomplete, with no SPBE local regulation as a definitive legal basis. The incomplete bureaucratic structure causes unclear responsibilities between work units, so that coordination of SPBE implementation is not effective. This ultimately has an impact on the stagnation of the SPBE index in the last 4 years because implementation is not thoroughly integrated.

Based on William N. Dunn's policy evaluation concept, it is used to assess the results of SPBE on the quality of public services, as mentioned earlier that Policy Evaluation is the process of assessing the results (outcomes) of public policy, to determine the extent to which the policy is effective in achieving predetermined goals. The dimensions of policy evaluation according to William N. Dunn include effectiveness, efficiency, responsiveness and accuracy. (1) Effectiveness: the implementation of SPBE in Serang City has succeeded in increasing some public services to digital and is evidenced by the high value of the SPBE service domain, so that people can access services more quickly and transparently. but in its implementation, not all OPDs are ready so that effectiveness is still partial. (2) Efficiency: the use of digital applications can reduce administrative costs, but it is not yet fully efficient because SPBE management is weak and inadequate infrastructure hampers operational efficiency. (3) Responsiveness: The government is responsive in providing many public service applications. However, it is not yet fully responsive in improving supporting infrastructure and regulations. (4) Appropriateness: SPBE is the right solution for modernizing public services. However, the implementation of technical and supporting policies has not been thoroughly targeted.

CONCLUSIONS

The results of the evaluation of SPBE in Serang City in 2024 showed an index value of 2.61 with a Good predicate. Although there are weaknesses in the aspects of SPBE internal policies, SPBE strategic planning, information and communication technology governance, weaknesses in the implementation of SPBE management and in information and communication technology audits, Serang City has advantages in the aspects of PBE administrative services, and electronic-based public services as evidenced by the value of 3.82 in the domain. The 120 information systems developed have helped improve effectiveness, efficiency, transparency and accountability in public services. To maintain existing advantages, and to improve weaknesses and face existing challenges, efforts are needed to immediately ratify regional regulations on SPBE Kota Serang, it is necessary to prepare a comprehensive SPBE strategic plan such as making achievement targets for each domain, strengthening Information and Communication Technology Infrastructure such as making a priority budget allocation for the APBD to expand the fiber optic network, build a local data center or disaster recovery center and strengthen cyber security and automatic backup systems. increasing the capacity of SPBE implementing human resources such as requiring ICT certification training for officials and SPBE management staff. Optimizing SPBE Monitoring and Evaluation (Monev) on a regular basis. The government can also conduct socialization in the form of digital campaigns for the community so that the use of SPBE services is optimal, and publish SPBE progress regularly on the Serang City Government website so that the public can participate in monitoring.

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