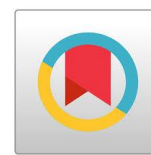


**Digital Transformation of Regional Government: An Analysis of SPBE Implementation in Regional Secretariats Based on a Good Governance Approach**

**Transformasi Digital Pemerintahan Daerah: Analisis Implementasi SPBE di Kantor Sekretariat Daerah Berbasis Pendekatan Tata Kelola yang Baik**



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**ARTICLE INFORMATION**

<p><b>Keywords</b>                  Digital Transformation;                  SPBE;                  Good Governance;</p>	<p><b>ABSTRACT</b>                  Transformations Digital is one of the strategic agendas in improving the performance of bureaucracy and public services in the digital era. The Electronic-Based Government System (SPBE) is present as the main instrument in realizing more effective, efficient, and accountable governance. This study aims to analyze the implementation of SPBE at the Sumedang Regency Regional Secretariat using the good governance approach as an evaluation framework. The research method used is a descriptive qualitative approach with data collection techniques through in-depth interviews, observations, and documentation studies. The results of the study show that the implementation of SPBE at the Sumedang Regency Regional Secretariat has made significant progress, especially in terms of transparency, service efficiency, and increased access to public information. However, there are several challenges in terms of coordination between regional devices, limited digital infrastructure, and uneven human resource capacity. The good governance approach that includes the principles of participation, accountability, transparency, effectiveness, and responsiveness is an important foundation in evaluating the extent to which SPBE can support bureaucratic reform at the regional level. This study recommends increasing digital training for civil servants, optimizing system integration, and strengthening cross-sector collaboration as an effort to strengthen the sustainability of digital transformation in local government environments. This finding is expected to be a reference for other regions in developing SPBE policies that are in line with the principles of good governance.</p>
<p><b>Kata Kunci</b>                  Transformasi Digital;                  SPBE;                  Tata Kelola yang Baik,</p>	<p><b>ABSTRAK</b>                  Transformasi Digital merupakan salah satu agenda strategis dalam meningkatkan kinerja birokrasi dan pelayanan publik di era digital. Sistem Pemerintahan Berbasis Elektronik (SPBE) hadir sebagai instrumen utama dalam mewujudkan tata kelola yang lebih efektif, efisien, dan akuntabel. Penelitian ini bertujuan untuk menganalisis implementasi SPBE di Sekretariat Daerah Kabupaten Sumedang menggunakan pendekatan tata kelola yang baik sebagai kerangka evaluasi. Metode penelitian yang digunakan adalah pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa implementasi SPBE di Sekretariat Daerah Kabupaten Sumedang telah mencapai kemajuan yang signifikan, terutama dalam hal transparansi, efisiensi layanan, dan peningkatan akses terhadap informasi publik. Namun, terdapat beberapa tantangan, seperti koordinasi antarinstansi daerah yang kurang optimal, infrastruktur digital yang terbatas, dan kapasitas sumber daya manusia yang tidak merata. Pendekatan tata kelola yang baik yang mencakup prinsip partisipasi, akuntabilitas, transparansi, efektivitas, dan responsivitas merupakan landasan penting dalam mengevaluasi sejauh mana SPBE dapat mendukung reformasi birokrasi di tingkat daerah. Studi ini merekomendasikan peningkatan pelatihan digital bagi pegawai negeri sipil, optimalisasi integrasi sistem, dan penguatan kolaborasi lintas sektor sebagai upaya untuk memperkuat keberlanjutan transformasi digital di lingkungan pemerintahan daerah. Temuan ini diharapkan menjadi acuan bagi daerah lain dalam mengembangkan kebijakan SPBE yang sejalan dengan prinsip-prinsip tata kelola yang baik.</p>
<p><b>Article History</b>                  Send 11<sup>th</sup> December 2025                  Review 22<sup>th</sup> December 2025                  Accepted 4<sup>th</sup> January 2026</p>	<p>Copyright ©2026 <a href="#">Jurnal Aristo (Social, Politic, Humaniora)</a>                  This is an open access article under the <a href="#">CC-BY-NC-SA</a> license.                  Akses artikel terbuka dengan model <a href="#">CC-BY-NC-SA</a> sebagai lisensinya.</p>



## **Introduction**

The development of digital technology has prompted governments around the world to transform public administration governance. In Indonesia, the Electronic-Based Government System (SPBE) initiative is part of the national strategy to realize an adaptive and modern bureaucracy. Sumedang Regency is one of the regions that is active in implementing SPBE as part of its commitment to digitizing public services. The Sumedang Regency Government is even known as a national pilot area in the implementation of smart cities and digital innovation. In this context, the Sumedang Regency Regional Secretariat has an important role as a coordination center for the implementation of SPBE across Regional Apparatus Organizations (OPD). However, in previous research, the success of this digital transformation was not only measured by the existence of the system, but also by the effectiveness and governance of its implementation (Bhattacharya et al., 2025; Deepu & Ravi, 2023).

Although Sumedang Regency has received recognition in the implementation of SPBE, the management of the SPBE management index still shows some shortcomings. Based on the evaluation of the Ministry of PANRB, there are certain indicators that are not optimal, such as strengthening governance, system integration, and change management. This shows that digital transformation has not fully impacted the improvement of internal performance and sustainable public services. One of the main challenges is how to ensure that each work unit understands and applies the principles of SPBE consistently. As well as the findings in several studies that an imbalance in human resource capacity and infrastructure limitations are still obstacles to achieving the ideal index (Bashir et al., 2023; Su & Xu, 2023). Therefore, an in-depth evaluation of the implementation of SPBE within the scope of the Regional Secretariat is needed.

The implementation of the Electronic-Based Government System (SPBE) at the Sumedang Regency Regional Secretariat faces a number of significant challenges, especially in terms of coordination across work units, user participation, and the sustainability of digital innovation. One of the main problems is the lack of integration between the systems built by each unit, which leads to duplication of data and overlapping policies.

This condition is exacerbated by the low digital competence among the state civil servants, so that many information systems are not managed and utilized optimally. In addition, user participation in the SPBE planning and evaluation process is still limited, which causes the developed system to not fully respond to real needs in the field.

Bureaucratic processes that are still conventional are also the main obstacles in accelerating digital transformation (Ricard et al., 2017, 2017).

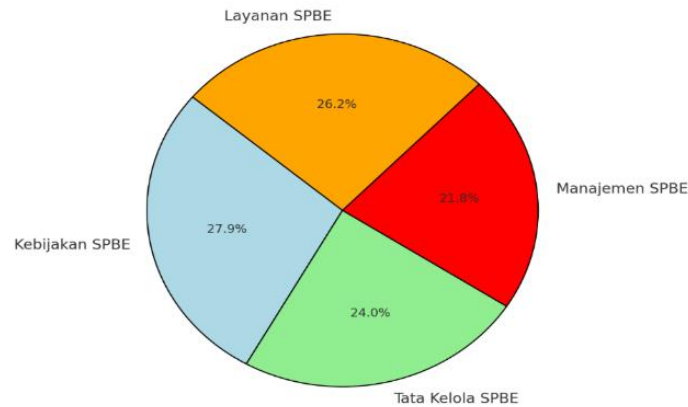
This indicates that the existence of information technology alone is not enough to improve government performance without the support of effective governance, policies, and management. Based on the evaluation of the indicators of the success of the implementation of the SPBE policy in 2019–2024 in Sumedang Regency, the SPBE Policy aspect obtained the highest portion (27.9%), followed by SPBE Services (26.2%), SPBE Governance (24.0%), and SPBE Management (21.8%). One of the aspects that is a priority for acceleration is governance, which is realized through the implementation of the Electronic-Based Government System (SPBE) or *e-Government* to create a more effective, efficient, and transparent bureaucracy. This is shown by the data in table 1.2. The following :

**Table 1 2019-2024 Census Results**

Year	SPBE Index	National Ranking (Regional Category)	Predicate	Domain
2019	2,51	-	Enough	-
2020	3,81	1 (best national)	Excellent	1. SPBE Policy (3.88) 2. SPBE Governance (3.57) 3. SPBE Services (3.91)
2021	3,52	3 (best national)	Excellent	4. SPBE Policy (3.20) 5. SPBE Governance (3.60) 6. SPBE Management (2.45) 7. SPBE Services (3.95)
2022	3,84	1 (best national)	Excellent	8. SPBE Policy (4.70) 9. SPBE Governance (2.60) 10. SPBE Management (3.55) 11. SPBE Services (4.38)
2023	4,14	17 (best national)	Excellent	12. SPBE Policy (5.00) 13. SPBE Governance (3.60) 14. SPBE Management (2.55) 15. SPBE Services (4.76)
2024	4,51	6 (best national)	Satisfying	16. SPBE Policy (5.00) 17. SPBE Governance (4.30) 18. SPBE Management (3.91) 19. SPBE Services (4.69)

Source: S.E. County Jail 2025

Based on table 1.2. explained that the Sumedang Regency Electronic-Based Government System Index (SPBE) has shown a significant positive trend in recent years. Although in 2021, this index fluctuated with increases and decreases, local governments did not stay silent. Through careful and continuous evaluation,



Graph 1. Average Evaluation Score of Indicators of Success in SPBE Policy Implementation 2019–2024 Sumedang Regency  
(Source: Research Data, 2025)

Various previous studies have highlighted more technical aspects of SPBE implementation, such as data security, system interoperability, and document digitization. However, there is still little research that examines in depth the relationship between SPBE and *good governance* principles in the context of local government. Existing research has not fully explained how SPBE impacts local government transparency, accountability, participation, and responsiveness comprehensively (Lomotey et al., 2022; Sugiana et al., 2024). This gap shows the need for a study that links governance approaches with emerging digital implementation. In addition, local contexts such as Sumedang Regency, which has become a national reference area, have not been widely used as scientific case studies. Therefore, this research is important to fill this gap.

*Good governance* is an approach that emphasizes the principles of participatory, transparent, accountable, responsive, and effective governance. In the context of digitalization, this approach becomes an important evaluation framework to assess the extent to which technology supports bureaucratic reform (García-Sánchez et al., 2023; Kapoor et al., 2021a). The implementation of SPBE must be in line with these principles in order to have a real impact on society. Without a good governance approach, SPBE will only become a symbol of digitalization without functional value. Therefore, integrating the principles of good governance in the evaluation of SPBE is a strategic step in the formulation of public policy. This is also a benchmark for the success of service-based digital transformation and accountability.

As an administrative and coordination center, the Regional Secretariat has a strategic role in overseeing the implementation of SPBE. This unit is a bridge between regional

leadership policies and technical implementation in other OPDs. However, the complexity of this role also presents challenges in managing digital change. Sometimes there is a gap in understanding and priorities between leaders and technical implementers. This results in the implementation of SPBE not integrated with the overall work plan. Therefore, a special evaluation of the Regional Secretariat is needed to see its role in the success of digital transformation.

Based on this background, the formulation of the problem in this study is: *How is the implementation of SPBE in the Sumedang Regency Regional Secretariat if analyzed through a good governance approach?* This question is reduced to several sub-issues such as: to what extent are the principles of transparency, accountability, and participation applied in SPBE? What are the internal and external challenges faced in the implementation of SPBE? What is the contribution of SPBE in improving the performance of public services in the Regional Secretariat? And what are the policy recommendations to increase the effectiveness of SPBE in the future? These questions are the basis for the systematic implementation of research.

This study aims to analyze the implementation of the Electronic-Based Government System (SPBE) at the Regional Secretariat of Sumedang Regency based on the principles of good governance. In particular, this study aims to identify the strengths and weaknesses of SPBE implementation in terms of transparency, accountability, participation, effectiveness, and responsiveness. In addition, this study aims to describe the role of the Regional Secretariat in coordination across work units in the implementation of SPBE. This research also aims to formulate strategies and recommendations for good governance-based policies. It is hoped that the results of this research can make a practical contribution to improving the implementation of SPBE. On the other hand, the results are also expected to enrich the scientific literature in the field of e-government and good governance.

This research has strategic value because it can be the basis for evaluation and decision-making in strengthening the digital transformation of local governments. In the midst of a national push towards bureaucratic digitalization, this study provides insight into the challenges and potentials faced by local governments empirically. The findings of this study can be used by the Sumedang Regency Government to prepare an action plan to strengthen SPBE based on good governance evaluation. In addition, the results are also relevant for other local governments that want to emulate good practices while avoiding similar challenges. This research also adds references in the fields of public management, state administration, and public sector digital transformation studies. With a contextual

qualitative approach, this study provides an in-depth picture that is difficult to obtain from a quantitative approach alone.

The novelty of this research lies in the integration between the evaluation of SPBE implementation and the principles of good governance at the Regional Secretariat level, which have rarely been specifically researched. This research also offers an analysis model based on the principles of participation, transparency, accountability, and effectiveness as a tool for evaluating local government digital policies. In addition, this research provides an empirical case study from the area that has been used as a role model for SPBE, namely Sumedang Regency. With this approach, research is not only normative, but also practical and applicative. The findings of this study are expected to be a reference for the urgency of developing national policies in the implementation of SPBE that is more equitable and based on good governance. This is the original contribution of this research to the field of e-government and public administration studies in Indonesia. Digital transformation is a fundamental change in the way organizations use technology, processes, and human resources to improve the performance and value of public services (Hung et al., 2023; Liu et al., 2023). In the context of local government, digital transformation involves the integration of information technology to accelerate public services, transparency, and bureaucratic efficiency (Hung et al., 2023). Local governments are required to adapt to the digital era through the modernization of ICT-based administrative and public service systems.

SPBE is a government administration system that utilizes information and communication technology to provide services to the community in an integrated manner. SPBE aims to create a clean, effective, efficient, and accountable bureaucracy through the digitization of administrative processes (Presidential Decree No. 95 of 2018). The implementation of SPBE in local government requires coordination across regional apparatus as well as infrastructure and human resource readiness (Ministry of PAN-RB, 2021). *Good Governance* are the principles of good governance, including participation, accountability, transparency, effectiveness, efficiency, and the rule of law (UNDP, 1997). In the context of SPBE, these principles are the basis for directing the implementation of digitalization to remain in line with democratic values and public interests. *Good Governance* ensuring that digital transformation is not only technologically efficient, but also upholds people's rights and fair governance (Kapoor et al., 2021b).

Sumedang Regency is known as one of the pioneers in the implementation of SPBE and *Smart City* in Indonesia. Through the program *Sumedang Smart City* and *Command Center*, local governments have integrated digital-based public services with data-driven

decision-making systems (Trengereid et al., 2022). This digitalization model is considered effective in accelerating services, increasing public participation, and strengthening transparency. From the literature review above, it can be concluded that digital transformation in local government through SPBE is a strategic step in improving the quality of governance. The implementation of SPBE based on the principles of *Good Governance* provides normative and practical direction so that digital transformation is not only administrative, but also substantive in realizing a government that serves, is transparent, and accountable. Sumedang Regency is a relevant empirical example to examine the success of the implementation of SPBE based on *Good Governance*.

## **Method**

This study uses a descriptive qualitative approach with the aim of understanding in depth the implementation of SPBE within the Regional Secretariat of Sumedang Regency. This approach was chosen because it is able to describe the phenomenon contextually, especially in examining the dynamics of the implementation of the digital government system from various aspects of good governance such as transparency, participation, accountability, and policy effectiveness.

This research was carried out within the Regional Secretariat of Sumedang Regency, West Java Province, with a implementation time between February and June 2025. The location selection was carried out purposively because Sumedang Regency is known as one of the pioneer areas of digital transformation through SPBE, but still faces obstacles in the integration of digital management. Research informants are determined by purposive sampling, which is to select informants who are considered to have competence, experience, and direct involvement in the implementation of SPBE. The informant consists of:

**Table 2. List of Research Informants**

Job Name/Position	Related Units/Agencies	Role in SPBE	Reasons for Choosing Informants
Head of Organization Section	Regional Secretariat of the Sumedang Regency	Person in charge of SPBE policy formulation	Key policymakers
Head of SPBE Management Subdivision	Regional Secretariat of the Sumedang Regency	SPBE technical implementer	Direct manager of SPBE implementation
Head of the Communication and Information Service	Department of Communications and Information Services	Technical coordination and infrastructure of SPBE	Strategic partner in digital transformation
IT Technical Staff	Regional Secretariat of the Sumedang Regency	Digital systems and infrastructure managers	Daily SPBE technical operator
Public Policy Analyst	Regional Secretariat of the Sumedang Regency	SPBE policy evaluator	Policy evaluators and reviewers
ASN Representative of Service Users	Various sections in the Regional Secretariat	Users of the SPBE system	End-users who feel the impact of SPBE
Regional Secretary	Regional Secretariat of the Sumedang Regency	Person in charge of cross-unit coordination	Top policy-making leaders

Source: Research Data, 2025.

Data Collection Techniques, Data is collected through three main techniques, namely:

1. In-depth interview: conducted in a semi-structured manner so that researchers can dig up more flexible and in-depth information.
2. Participatory observation: carried out on activities to use the SPBE system, coordination flows between sections, and participation in SPBE evaluation forums.
3. Documentation study: examining SPBE policy documents, evaluation reports, SPBE organizational structure, and SPBE index data for 2019–2024.

Data Analysis Technique, Data analysis is carried out using thematic analysis, which is the process of collecting data through interviews and documents classified based on the main themes: policies, governance, management, and SPBE services. Data reduction is carried out by sorting out data relevant to the purpose and formulation of the problem. Presentation of data in the form of narratives, matrices, and graphs to facilitate the extraction of meaning. Conclusions are drawn through the interpretation of meaning, the relationship between SPBE components, and meaning based on the principles of good governance. Data Validity Test, To ensure the validity and reliability of the data, triangulation techniques are used, namely:

1. Source triangulation: comparing data from different informants.
2. Triangulation technique: comparing the results of interviews, observations, and documents.
3. Time triangulation: conducting a re-interview to see the consistency of the information provided.

Research Ethics, this research is carried out while still paying attention to research ethics, such as:

1. Maintaining the confidentiality of the identity of the informant,
2. Apply for interview consent voluntarily,
3. Avoid manipulation of data and results,
4. Convey research results objectively and transparently.



Figure 1. Qualitative research workflow

Based on figure 1. The Qualitative Research Workflow describes the systematic stages carried out in the qualitative research process. This flow starts from problem formulation, data collection through observation, interviews, and documentation, then continues with an in-depth data analysis process using techniques such as coding and categorization. Furthermore, the results of the analysis are interpreted to find meanings and patterns that are relevant to the focus of the research. Finally, the findings are presented in the form of a narrative that describes the phenomenon that is studied comprehensively and contextually. This workflow emphasizes flexibility and openness in understanding complex and dynamic data according to the characteristics of qualitative research.

## Results and Discussion

### Results

Implementation of the Electronic-Based Government System (SPBE) at the Regional Secretariat of Sumedang Regency during the period 2019 to 2024. The data obtained was analyzed based on the average value of various SPBE indicators which are the main parameters in assessing the progress of SPBE implementation in the agency. Table 4.1 shows an overview of SPBE performance that reflects achievements and developments from year to year, and provides a basis for discussion related to supporting factors and obstacles encountered in the implementation of SPBE. Thus, the results of this evaluation are an important reference in identifying areas that need improvement and strategies that can be applied to improve the quality of electronic-based government services in Sumedang Regency.

**Table 3. Average Evaluation Value of SPBE Indicators of Sumedang Regency (2019–2024)**

SPBE Evaluation Dimensions	Average Score (%)	Category
SPBE Policy	27.9%	Pretty Good
SPBE Services	26.2%	Pretty Good
SPBE Governance	24.0%	Not Good
SPBE Management	21.8%	Not Good
Total Average	25.0%	Pretty Good

Source: Research Data, 2025.

Based on table 3. which describes the performance of SPBE implementation at the Sumedang Regency Regional Secretariat based on four main dimensions. The results showed that the SPBE Policy dimension obtained the highest score (27.9%), which indicates an effort to strengthen SPBE regulations and planning documents. SPBE services occupy the second position, indicating the beginning of the development of digital services, although it is not yet optimal. However, SPBE Governance and SPBE Management have a score below 25%, which shows that aspects of leadership, coordination, system management, and monitoring and evaluation are still weak. Overall, the average value of SPBE implementation is quite good, but it still requires significant improvements, especially in governance and management.

**Table 4. Key Problems of SPBE Implementation Based on Thematic Code**

Theme Code	Problem Description	Data Source	Frequency Appears
T1	Lack of coordination between units	Interview	6 out of 7 informants
T2	Low digital literacy of employees	Interview	5 out of 7 informants
T3	The system is not integrated between parts	Interview	4 out of 7 informants
Q4	Low participation in SPBE planning	Interview	4 out of 7 informants
Q5	There is no clear standard for digitization SOPs	Documents	Detected

Source: Research Data, 2025.

Based on table 4. It presents the findings of the main problems based on the results of interviews with informants and document analysis. The T1 problem (lack of coordination between units) was most often mentioned by informants, indicating that harmonization between departments was still low. T2 indicates that digital competencies are still an internal challenge, especially in the operation and development of applications. T3 and T4 show a lack of system integration and a lack of stakeholder involvement in the planning stage. This causes the system not to answer real needs in the field. Meanwhile, T5 was found from a document study that showed that there was no standard SOP, which caused irregularities in the digitization process at the operational level.

**Table 5. Conformity of SPBE Implementation with Good Governance Principles**

Principles of Good Governance	Implementation Suitability	Remarks
Transparency	Medium	The information system is starting to open, but it is not yet fully real-time
Accountability	Low	There has been no periodic evaluation of performance-based SPBE
Participation	Low	The user is not yet involved in the planning of the system
Effectiveness and Efficiency	Medium	SPBE helps work efficiency, but it has not reduced manual bureaucracy
Responsiveness	Medium	The system responds to internal needs, but is not yet adaptive to change
Justice	Height	All units have equal access to the SPBE system

Source: Research Data, 2025.

Based on table 5. assess the extent to which the implementation of SPBE has reflected the principles of *Good Governance*. The Justice dimension shows the highest score because the system provides equal access to all work units. However, as in previous findings, the dimensions of Accountability and Participation are very low, reflecting weak internal controls and lack of user involvement in the planning and evaluation process (Wang et al., 2022; Yin et al., 2023) . Transparency, Effectiveness, and Responsiveness are in the "medium" category. This indicates that although digitalization has begun, the benefits have not been fully felt and the system is still rigid to changing needs or the external environment. There is a need for more participatory internal policies and strengthening of system audits to improve accountability.

**Table 6. SWOT Analysis of SPBE Implementation in the Sumedang Regency Regional Secretariat**

Aspects	SWOT Elements	Explanation
Strength	Regional heads' commitment to SPBE	There is policy support from regional leaders in encouraging government digitalization
	Basic infrastructure is already in place	Internet networks and hardware have been installed in most parts
Disadvantages	Low digital literacy of employees	There are still many employees who have difficulty operating the SPBE application optimally
	The system is not integrated between parts	Data between fields is out of sync and there is duplication of work processes
Opportunities	SPBE national policy support	The existence of a Presidential Regulation on SPBE opens up opportunities to accelerate system integration
	Potential collaboration with academics	Local university involvement can improve innovation and system validity
Threats	Dependence on third parties	Some systems are managed by external vendors, risky in terms of sustainability
	Changes in organizational structure	Mutation and rotation of officials have an impact on the sustainability of the SPBE program

Source: Research Data, 2025.

The implementation of SPBE at the Sumedang Regency Regional Secretariat is supported by a strong commitment from regional heads as well as the availability of basic infrastructure such as internet networks and hardware. However, the low digital literacy of employees is a significant obstacle that hinders the optimization of the use of the SPBE application. In addition, the lack of system integration between departments leads to data inconsistency and duplication of work processes, which impacts operational efficiency. On the other hand, national policy support through Presidential Regulation provides strategic opportunities to accelerate system integration and development. The potential for collaboration with local academics can also increase the innovation and validity of SPBE implementation. Reporting from several previous studies, the threat of dependence on external vendors poses risks related to the sustainability of the system in the event of a disruption or contract change (Bandara et al., 2020; Xue et al., 2020; Zhang & Xu, 2023). Changes in organizational structure such as the mutation of officials also have the potential to hinder the continuity of the SPBE program in the future.

**Table 7. Interview Results Per Key Informant**

They report	Department/Unit	Key Findings
They report to	Head of Planning Section	Coordination across parts is weak, it is difficult to unite SPBE policies
B Reports	Head of Information Systems Subdivision	Infrastructure supports but HR competencies vary widely
C Reported	Application Management Staff	The systems are not interconnected, making it difficult to input and report
D Reported	ASN General Sector	Digital training is uneven, senior employees have difficulty adapting
Informan E	SPBE Internal Evaluator Team	Periodic evaluations have not been carried out; User participation in planning is very minimal
F reported	Head of Bappeda	Need collaboration with universities for digital innovation and monitoring
G Reported	IT Expert (External)	Need to standardize SOPs for database management and integration

Source: Research Data, 2025.

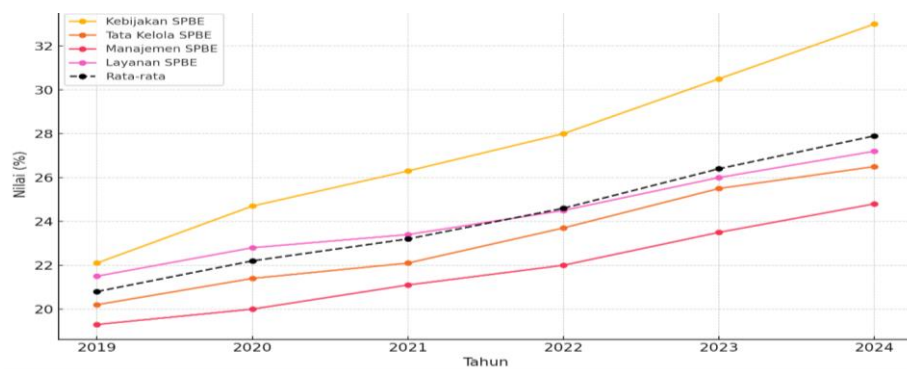
Based on table 6. The results of interviews with key informants show that cross-section coordination in the implementation of SPBE is still weak, making it difficult to unify policies at the organizational level. The available infrastructure is considered adequate, but the competence of human resources shows considerable variation, especially in the mastery of technology. The existing SPBE system is not well integrated, so the data input and reporting process becomes less efficient (Deepu & Ravi, 2023; Heyes et al., 2018; Miller, 2015; Vakulenko et al., 2019). Digital training is also uneven, where senior employees face difficulties in adapting to new technologies. Evaluation of the implementation of SPBE has not been carried out regularly, and user participation in system planning is still very minimal (Brink & Wamsler, 2019; Wamsler et al., 2022). Several informants highlighted the importance of collaboration with universities to encourage innovation and conduct more effective monitoring. In addition, IT experts emphasized the need to standardize operational procedures (SOPs) and database integration so that system management can run more structured and optimal.

**Table 7. Comparison Chart of SPBE Evaluation Value 2019–2024 (in %)**

Year	SPBE Policy	SPBE Governance	SPBE Management	SPBE Services	Average
2019	22.1	20.2	19.3	21.5	20.8
2020	24.7	21.4	20.0	22.8	22.2
2021	26.3	22.1	21.1	23.4	23.2
2022	28.0	23.7	22.0	24.5	24.6
2023	30.5	25.5	23.5	26.0	26.4
2024	33.0	26.5	24.8	27.2	27.9

Source: Research Data, 2025.

Based on table 7, it shows a positive trend in the implementation of SPBE from year to year in Sumedang Regency. The SPBE policy shows the most significant increase from 22.1% in 2019 to 33% in 2024, reflecting regulatory and institutional efforts that continue to be strengthened. SPBE Management and SPBE Governance still recorded the lowest scores consistently, despite a gradual increase. The average increase over six years shows a commitment to implementation, but the improvement is still relatively slow and requires acceleration through cross-field synergy and human resource capacity building. The following is a comparison chart of the evaluation value of the SPBE of Sumedang Regency in 2019–2024. This graph illustrates the trend of value improvement for each component of SPBE: Policy, Governance, Management, and Services, as well as the overall average.



**Figure 3. Comparison Chart of the 2019-2024 Evaluation Value of the Regency Government. Squirrel.**

Based on the results and discussion, this study focuses on the analysis of the implementation of the Electronic-Based Government System (SPBE) in the Regional Secretariat of Sumedang Regency with an approach to the principles of good governance. Through this research, it is hoped that it can be revealed how the implementation of SPBE runs in accordance with the values of transparency, accountability, participation, effectiveness, and responsiveness. This approach is the main framework to assess the extent to which SPBE supports good governance and provides optimal public services for the community.

## Discussion

In particular, this study answers efforts to identify strengths and weaknesses in the implementation of SPBE. Strengths such as leadership commitment and the availability of infrastructure will be analyzed side by side with existing constraints, such as low digital literacy and lack of system integration (Casalegno et al., 2023). Thus, a comprehensive overview of the internal and external aspects that affect the implementation of SPBE can be obtained in detail. In addition, this study also describes the strategic role of the Regional

Secretariat in coordinating across work units to support the implementation of SPBE. Effective coordination is expected to be able to overcome the problem of system fragmentation and strengthen synergy between units, so as to create an integrated and responsive government system. This is important so that SPBE policies and programs can run synergistically and sustainably.

Finally, the results of this research can formulate strategies and policy recommendations based on the principles of good governance. The recommendations are expected to make a practical contribution to decision-makers at the Sumedang Regency Regional Secretariat in improving the quality of SPBE implementation. On the other hand, the results of this research are also expected to enrich the treasures of scientific literature, especially in the field of e-government and digital governance, so that they become a reference for similar research and practices in the future.

## **Conclusion**

Based on the findings of this study, which answers the formulation of the problem and shows that the main novelty of this research lies in the integration of two important aspects that have rarely been studied at the same time, namely the evaluation of the implementation of the Electronic-Based Government System (SPBE) and the application of good governance principles, especially at the Regional Secretariat level. This focus on the organizational level is unique, because many previous studies have focused more on the evaluation of SPBE in general or at the national level without examining in depth the role of internal governance as the foundation of successful implementation. By combining the principles of participation, transparency, accountability, and effectiveness as an evaluation framework, this study offers a systematic and comprehensive analytical model to assess the quality of digital policy implementation in local governments. In addition, this research provides a strong empirical contribution through a case study in Sumedang Regency, which is known as the role model for the implementation of SPBE in Indonesia. The proximity of this case study adds practical and applicative value, so that the research findings not only enrich the theory but also provide concrete solutions that can be adopted by other local governments. Thus, this research is not just normative or conceptual, but produces policy recommendations that are realistic and can be applied to improve SPBE governance in real terms. The evaluation model developed is expected to be able to become a new measurement tool for local governments in identifying the strengths and weaknesses of SPBE implementation based on the principles of good governance. This encourages local

governments to be more responsive and accountable in managing the government's digital transformation. More broadly, the results of this study can accelerate the spread of quality and sustainable SPBE implementation in various regions, as well as assist national policymakers in designing evidence-based strategies and good governance.

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