



Policy Implementation of Government Electronic System at the Regional Secretariat of Tojo Una-Una Regency

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi kebijakan sistem pemerintahan berbasis elektronik (SPBE) di Sekretariat Daerah Kabupaten Tojo Una-Una. Pendekatan penelitian yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Model implementasi kebijakan yang digunakan merujuk pada teori Van Meter dan Van Horn, yang meliputi variabel standar dan tujuan kebijakan, sumber daya, komunikasi, disposisi pelaksana, serta struktur birokrasi. Hasil penelitian menunjukkan bahwa pelaksanaan SPBE di lingkungan Sekretariat Daerah telah berjalan secara umum, namun masih terdapat beberapa hambatan. Hambatan tersebut antara lain keterbatasan infrastruktur digital, rendahnya kompetensi sumber daya manusia, serta belum optimalnya komunikasi antarunit pelaksana. Meskipun regulasi dan dukungan organisasi telah tersedia, kesiapan teknis dan budaya kerja pegawai masih belum merata. Penelitian ini merekomendasikan perlunya pelatihan yang berkelanjutan, peningkatan infrastruktur teknologi informasi, serta penguatan mekanisme koordinasi lintas unit untuk mendukung keberhasilan implementasi SPBE dan penerapan sistem SRIKANDI secara optimal.

ABSTRACT

This study aims to analyze the implementation of the government electronic system policy at the Regional Secretariat of Tojo Una-Una Regency. The research applies a qualitative descriptive approach using data collected through interviews, observations, and documentation. The analysis employs the Van Meter and Van Horn policy implementation model, focusing on variables such as policy standards and objectives, resources, communication, disposition of implementers, and bureaucratic structure. The findings show that the implementation of the electronic-based government system has been generally effective but still faces several obstacles. These include limited digital infrastructure, lack of human resource competence, and uneven communication between administrative units. Although regulations and organizational support exist, technical and cultural readiness among implementers varies. This study highlights the need for consistent training, improved infrastructure, and clear coordination mechanisms to strengthen the execution of digital governance initiatives. Strengthening these aspects is crucial to optimizing the SRIKANDI system and achieving transparency and efficiency in public administration.

1. INTRODUCTION

The advancement of information and communication technology has had a profound impact on public service delivery in the digital era. The use of computer-based systems has become increasingly integrated into government operations, including administration, data management, and personnel services. As public needs continue to grow more complex, government systems must adapt to support efficient and transparent service delivery. To

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achieve good governance, regional governments are encouraged to adopt electronic-based governance systems, or e-government, in line with the national SPBE framework ([Suharyono & Mule, 2021](#)).

Good governance, as defined by Mardiasmo in ([Suharyono & Mule, 2021](#)), is a system for managing economic and social resources that focuses on community development. Similarly, Agoes (2013) views good governance as the state's ability to organize relations between stakeholders through effective systems and institutions. In this context, e-government is a strategic tool to improve the speed, accessibility, and transparency of public services.

In Tojo Una-Una Regency, efforts to modernize public services are outlined in various regional regulations, including Regent Regulation Number 22 of 2019 and Number 23 of 2019, which define the organizational structure and the duties of the General Section of the Regional Secretariat. Among its responsibilities is the management of correspondence, which—based on preliminary interviews with the Head of the General Section—was still conducted manually until 2022. This manual process has caused delays in document signing, distribution, and archiving, thereby hindering public service efficiency.

To support the implementation of SPBE, the central government launched the SRIKANDI application (Integrated Dynamic Archival Information System), a digital archive platform mandated by Presidential Regulation Number 95 of 2018 and formalized through Ministerial Decree Number 679 of 2020. SRIKANDI aims to improve governance by enabling faster access to documents, minimizing paper usage, and promoting digital literacy among government employees. According to the Central Kalimantan Library and Archives Service, the application enhances archive management, but its implementation still faces challenges such as cybersecurity risks, uneven infrastructure, and limited human resource readiness.

SPBE, as a national digital governance framework, includes multiple layers such as Government-to-Government (G2G) and Government-to-Employee (G2E) interactions. It aims to establish transparent and accountable governance systems while improving internal efficiency and employee performance. According to Presidential Regulation No. 95 of 2018, SPBE must be implemented based on the principles of effectiveness, integration, sustainability, efficiency, accountability, interoperability, and security.

Based on this background, it is clear that the correspondence system at the Tojo Una-Una Regional Secretariat requires digital transformation. This study aims to examine the extent of SPBE implementation, particularly the use of the SRIKANDI application, in improving the efficiency and responsiveness of correspondence processes at the regional government level. However, existing studies on SPBE implementation tend to focus on technical aspects or central government agencies. Empirical research on the implementation of SPBE and SRIKANDI at the local government level, particularly in the context of correspondence systems, remains limited. Therefore, this study is expected to fill that gap by providing a contextual analysis of SPBE execution at the Regional Secretariat of Tojo Una-Una Regency.

2. LITERTURE REVIEW

Previous Studies

Previous studies provide essential comparisons and support the originality of this research. One relevant study is by ([Juairiyah & Hendrixon, 2017](#); [Karunia et al., 2023](#)), which examined the application of an e-Office system for managing administrative correspondence in the Regional Development Research Agency (Balitbangda) of South Sumatra Province. Using the System Development Life Cycle (SDLC) method, the study found that online disposition systems improved the speed of correspondence handling, reduced the use of

stationery and physical storage, and facilitated easier document tracking through an integrated database. These findings highlight the role of e-government applications in improving efficiency and service responsiveness.

Another study by [\(Teku et al., 2024\)](#) focused on the digital transformation of archives through the SRIKANDI application in Sikka Regency. The research highlighted that while the application improved document management efficiency, challenges remained in terms of technological infrastructure and user adaptation.

Furthermore, [\(asmara siregar et al., 2024\)](#) examined the effectiveness of implementing office administration interconnection policies through the SRIKANDI application at the Tanjungpinang City Council Secretariat. The study found that the application enhanced administrative efficiency but emphasized the need for continuous training and infrastructure development to sustain its benefits.

These studies collectively underscore the importance of contextual factors in the successful implementation of e-government applications like SRIKANDI at the regional level.

Policy Implementation Theories

Policy implementation is a critical stage in the public policy process. According to Edwards III (1980), implementation refers to the phase between policy formulation—such as legislation or executive decisions—and the practical impact of those policies on target groups. Edwards emphasizes four key variables influencing implementation: communication, resources, disposition, and bureaucratic structure. These variables are interrelated and determine how well policy objectives are translated into action.

Grindle in [\(Subarsono et al., 2025\)](#) offers another perspective, arguing that policy implementation is shaped by both policy content and contextual factors. These include the interests of the target group, the type of benefits, institutional characteristics, resource availability, and the responsiveness of implementers. The Grindle model is particularly relevant when analyzing policies implemented at the local level, where contextual dynamics vary.

Van Meter and Van Horn in [\(Winarno, 2012\)](#) define policy implementation as actions taken to transform formal policy decisions into operational practices. Their model introduces six variables that influence implementation effectiveness: policy standards and objectives, resources, inter-organizational communication, disposition of implementers, bureaucratic structure, and socio-political environment. This framework is widely used in implementation studies and forms the analytical basis for this research.

Mazmanian and Sabatier in [\(Wulandari et al., 2024\)](#) add that successful implementation depends on the tractability of the problem, the capacity of statutes to structure implementation, and external environmental variables. Their approach reinforces the importance of identifying structural and contextual enablers and barriers to policy execution.

Hogwood and Gunn in [\(Nugroho, 2021\)](#) propose ideal preconditions for successful implementation, such as minimal external constraints, clear objectives, adequate resources, and strong inter-organizational support. Meanwhile, Weimer and Vining in [\(Subarsono et al., 2025\)](#) highlight the importance of logical policy design, contextual fit, and implementer competence.

Research Gap

Although various implementation theories have been applied in previous research, most studies focus on policy programs at the national or technical levels. Empirical studies that analyze the practical implementation of digital policy—especially in the form of SPBE and SRIKANDI systems—at the regional secretariat level are still limited. This study contributes

by using the Van Meter and Van Horn model to analyze the implementation of e-government policy in a regional context, with a focus on correspondence management.

3. RESEARCH METHOD

This study employs a qualitative approach with a descriptive method to generate in-depth data in the form of narratives and observations. The research focuses on the implementation of the SRIKANDI application at the Regional Secretariat of Tojo Una-Una Regency. Key informants include the Regional Secretary, Assistant for General Administration, Section Head, and archival staff involved in the correspondence process.

Data were collected through direct observation, semi-structured interviews, and documentation of relevant records. The data consist of both primary data—obtained directly from informants—and secondary data sourced from internal documents and official regulations related to SPBE and the SRIKANDI system.

The data analysis technique follows the interactive model proposed by Miles and Huberman, which includes data collection, data reduction, data display, and conclusion drawing or verification. This method allows researchers to interpret patterns and gain a comprehensive understanding of the implementation process in its natural context.

4. RESULT AND DISCUSSION

This study analyzes the implementation of e-Government policy at the Regional Secretariat of Tojo Una-Una Regency using the Van Meter and Van Horn model. This model identifies six interrelated variables: policy standards and objectives, resources, communication, characteristics of implementing agents, and environmental factors. The analysis is based on data obtained from interviews, observations, and supporting documents.

Policy Standards and Objectives

Policy standards and objectives must be clearly defined to avoid misinterpretation among implementing actors. Interview results show that although leadership has mandated the use of the SRIKANDI application, implementation remains suboptimal due to unstable internet access and unclear performance benchmarks. These conditions limit the achievement of policy goals and create implementation gaps. As Agus ([Agustino, 2017](#); [Apriyanti, 2022](#)) explains, performance indicators must be realistic and adapted to local capacities for effective implementation.

Resources

Resources—particularly in the form of infrastructure, human capital, and technical support—are critical to the success of policy implementation. Informants noted that SOPs and role assignments are in place, but many staff lack adequate training. Inconsistent internet connectivity and unstandardized workflows further hinder timely document processing. These challenges underscore the need for investment in capacity building and digital infrastructure.

Communication

Effective communication supports coordination between implementing units. While communication channels are established internally, follow-up on digital tasks often still requires manual intervention. Interviews revealed that document verification among staff, section heads, and leadership often depends on personal initiative rather than a systematized

digital process. Improved use of digital platforms and increased digital literacy are needed to streamline communication.

Characteristics of Implementing Agents

The success of policy implementation also depends on the characteristics of the implementing agents. Informants noted that while awareness of the SRIKANDI application exists, there is variation in adoption between units. Some units still prefer manual systems, and coordination across departments remains weak. Stronger leadership and inter-departmental synergy are necessary to ensure uniform policy application.

Economic, Social, and Political Environment

Economic conditions such as limited budgets and infrastructure directly affect the availability of technology and system maintenance. Social conditions—including digital literacy gaps and resistance to change—also constrain implementation. Meanwhile, political support from local leadership is present, but changes in policy direction or priorities can reduce consistency in implementation. Continuous support and clear strategic direction are essential to maintain momentum.

A summary of the implementation findings based on Van Meter and Van Horn’s six variables is presented in Table 1.

Table 1. Summary of Findings Based on Van Meter and Van Horn Implementation Model

Variable	Findings	Challenges
Policy Standards and Objectives	Mandated through SPBE and SRIKANDI regulations.	Unstable internet, unclear benchmarks, idealistic targets.
Resources	SOPs available, roles defined.	Lack of training, weak infrastructure, inconsistent performance.
Communication	Coordination mechanisms exist.	Still reliant on manual verification, low digital literacy.
Characteristics of Implementers	Staff aware of policy; adoption varies by unit.	Lack of synergy and leadership support in some departments.
Environmental Conditions	Political support exists; budget is limited.	Uneven internet, resistance to digital systems, inconsistent policy commitment

5. CONCLUSION

Based on the findings of this study, it can be concluded that the implementation of e-Government policy at the Regional Secretariat of Tojo Una-Una Regency, particularly through the SRIKANDI application, is progressing but has not yet reached optimal effectiveness. The implementation meets several policy requirements but continues to face practical constraints in the field.

In terms of policy standards and objectives, the directives are in place but remain difficult to achieve due to infrastructural and operational limitations. The availability of resources, including SOPs and human capital, supports implementation, although digital literacy and technical capacity still need improvement. Internal communication across departments is relatively functional, yet often still depends on manual processes. The characteristics of implementing agents indicate awareness and willingness to adopt digital systems, although consistency across units varies.

Furthermore, the economic, social, and political environment plays a significant role. Budget limitations, uneven internet connectivity, and varying levels of digital competence influence policy outcomes. Political support from local leadership is present but needs to be sustained with strategic commitment and interagency coordination.

To enhance implementation effectiveness, continuous infrastructure development, staff training, and improved coordination mechanisms are required to support the digital transformation agenda within the framework of SPBE.

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