

## **The Future of Digital Bureaucracy: Building an Organizational Culture for Sustainable SPBE**

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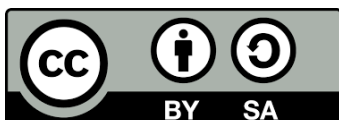
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### **Abstract**

Bureaucratic digitization through an Electronic-Based Government System is a strategic step in increasing the efficiency, transparency, and accountability of public services. This study aims to analyze the implementation in Gorontalo with a focus on organizational culture, human resource readiness, and the effectiveness of supporting policies. Using a qualitative approach, this study collected data through in-depth interviews, observations, and studies of relevant documents. The results of the study indicate that success depends not only on technological infrastructure, but also on the readiness of an adaptive organizational culture to change. A work culture that supports innovation and digitalization is an important factor in accelerating implementation. In addition, limited technological competence among State Civil Apparatus is still a major obstacle that needs to be overcome through continuous training and capacity building. In terms of policy, although related regulations are available, challenges in implementation at the regional level are still faced, especially in terms of coordination and understanding of policies. In conclusion, sustainability and effectiveness in Gorontalo require a holistic approach that includes strengthening organizational culture, improving apparatus skills, and more concrete policy synergy. With good collaboration between various stakeholders, bureaucratic digitization can run optimally in realizing more efficient governance that is responsive to community needs.

**Keywords:** organizational culture, digital transformation, bureaucracy, public policy



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**INTRODUCTION**

Digital transformation in bureaucracy has become a strategic issue that continues to grow along with public demands for faster, more effective, and more transparent public services. The Indonesian government has established an Electronic-Based Government System (SPBE) policy as the main foundation in realizing more modern governance. It is expected to be able to increase service efficiency, accelerate administrative processes, and strengthen transparency in decision-making. However, in its implementation, the success depends not only on the technological and infrastructure aspects, but also on the readiness of the organizational culture that is rooted in the government bureaucracy. Without a supportive organizational culture, digital transformation will only be a procedural change without a significant impact on improving government performance (Tahir et al., 2020). Organizational culture in the public sector plays a crucial role in determining the success of digital policy implementation. This culture includes values, norms, and mindsets that shape the attitudes and behavior of the apparatus in carrying out their duties. In the context of SPBE, an organizational culture that supports innovation, collaboration, and adaptation to technology is the main key to accelerating the digitalization of the bureaucracy (Tahir et al., 2020). Unfortunately, there are still many bureaucracies in Indonesia, including in Gorontalo, that face various obstacles in adopting digital technology due to conventional mindsets, resistance to change, and limited digital competence of the apparatus.

Gorontalo as one of the provinces that is developing a digital-based government system faces its own challenges in implementing SPBE. Uneven technological infrastructure, human resource readiness that still needs to be improved, and a work culture that tends to be bureaucratic are the main obstacles in accelerating the digitalization of public services. Several government agencies in Gorontalo have begun to adopt digital technology in services, such as e-Government and digitization of administrative documents. However, these efforts have not been fully integrated and often still face technical and non-technical obstacles (Tahir, Abdussamad, & Darman, 2020). In this context, an organizational culture that is adaptive to digitalization is an important factor in determining the sustainability of SPBE. An organizational culture that encourages innovation and openness to technology can create a more flexible and responsive work environment to change. Conversely, a work culture that is still oriented towards manual procedures and rigid hierarchies will slow down the digital transformation process. Therefore, an appropriate strategy is needed to build an organizational culture that supports the sustainability of SPBE in Gorontalo, either through strengthening policies, increasing the digital competence of the apparatus, or changing the paradigm in governance (Tahir et al., 2020).

This study aims to analyze how organizational culture can be a determining factor in the success of SPBE in Gorontalo. By understanding the relationship between organizational culture and digital transformation, it is hoped that the right strategy can be found in building a more modern, innovative, and sustainable bureaucracy. This study will also explore factors that can accelerate or inhibit the adoption of technology in government, as well as provide policy recommendations that can be implemented by local governments in increasing the effectiveness of SPBE (Managing Workforce Agility, 2020). Through an approach based on empirical analysis and case studies in Gorontalo, this study is expected to contribute to the development of bureaucratic digitalization policies in Indonesia. By building an organizational culture that supports innovation and technology, SPBE can become the main instrument in creating more effective public services that are oriented towards community needs. The sustainability of SPBE does not only depend on the existence of sophisticated technology, but also on the readiness of human resources and changes in a more progressive work culture. Therefore, the synergy between digital policies, organizational culture, and apparatus capacity is the main

factor in determining the future of digital bureaucracy in Gorontalo (Managing Workforce Agility, 2020).

## **RESEARCH METHODS**

This study uses a qualitative approach with a case study method to analyze the role of organizational culture in supporting the sustainability of the implementation of the Electronic-Based Government System (SPBE) in Gorontalo. The qualitative approach was chosen because it is able to provide a deep understanding of social phenomena and policies related to bureaucratic digitalization. Case studies as a research method allow for a comprehensive exploration of the dynamics of organizational culture in government agencies that have implemented SPBE, so that it can reveal various factors that support or hinder the digital transformation process. This research was conducted in several government agencies in Gorontalo Province that have implemented the SPBE policy. The research subjects included state civil servants (ASN), structural officials, and parties involved in the management and implementation of SPBE. The selection of subjects was carried out by purposive sampling, namely selecting individuals or groups who have experience and direct involvement in the implementation of the digital government system. This approach allows for the collection of more relevant and specific data on how organizational culture influences the success of digital transformation in government bureaucracy.

Data collection was carried out through three main techniques, namely in-depth interviews, direct observation, and documentation studies. In-depth interviews were conducted with government officials, heads of departments, and ASN involved in the implementation of SPBE to gain information on challenges, opportunities, and strategies in building an organizational culture that supports digitalization. Direct observation was conducted by observing work practices and interactions within the government environment to understand the extent to which technology has been adopted and how ASN work culture adapts to digital change. In addition, a documentation study was conducted by reviewing regulations, policies, and reports related to the implementation of SPBE and organizational culture in the Gorontalo regional government. The data obtained were analyzed using the thematic analysis method, where the main patterns and themes that emerged from the data were categorized and reviewed in depth. The analysis was carried out through several stages, starting from data reduction to filter relevant information, then categorization was carried out based on main themes such as resistance to change, digital readiness, and strategies for strengthening organizational culture. After that, the data was further analyzed to find the relationship between organizational culture and the implementation of SPBE, and how these factors affect the sustainability of bureaucratic digitalization.

To ensure the validity of the data, this study applied the triangulation technique of sources and methods. Source triangulation is done by comparing information from various sources to obtain a more objective and valid picture, while method triangulation is done by combining the results of interviews, observations, and documentation studies to obtain a more comprehensive understanding. By using this method, it is hoped that the research can provide a significant contribution in understanding how organizational culture can be a key factor in the successful implementation of SPBE, as well as formulating effective strategies in building a sustainable digital bureaucracy in Gorontalo.

## **RESULT AND DISCUSSION**

Digital transformation in government is an inevitability that cannot be avoided in the modern era. The Indonesian government has adopted the Electronic-Based Government System (EBS) as an effort to improve efficiency, transparency, and accountability in the provision of public services. In Gorontalo, the implementation of EBS presents its own challenges and

opportunities, especially in terms of technological readiness which is the main foundation in digital bureaucratic transformation. Information and communication technology (ICT) plays a central role in the implementation of EBS, both in terms of infrastructure, application systems, and data security. The Gorontalo regional government has made efforts to build digital infrastructure that supports the integration of electronic-based services, such as the procurement of central servers, strengthening internet networks in government offices, and adopting cloud computing systems for more efficient data management. However, this study found that limited infrastructure is still a major obstacle in accelerating the implementation of EBS. There is still a gap in internet access in several areas, especially in areas far from the city center, making it difficult to evenly digitize public services.

One important aspect in the implementation of EBS is the development of digital-based public service applications. The Gorontalo regional government has developed various electronic platforms to support government administration, such as e-Government, e-Planning, e-Budgeting, and integrated service information systems. These applications aim to simplify bureaucratic processes, reduce face-to-face interactions that have the potential to lead to corrupt practices, and increase the efficiency of government data management. However, this study found that the adoption of these applications is still not optimal due to the low level of digital literacy among state civil servants and the community. Many of them are still accustomed to manual processes and are less accustomed to using digital technology in their work. This shows that in addition to building infrastructure, increasing human resource capacity is also an equally important factor in the success of SPBE implementation. Data security is another challenge in implementing SPBE in Gorontalo. With the increasing use of digital technology in government, the risk of cyber attacks is also increasing. This study found that although the local government has implemented a data security system based on encryption and firewalls, there are still security gaps that have the potential to be exploited by irresponsible parties. In addition, the limited number of experts in the field of cybersecurity in the local government is a factor that slows down the improvement of the data security system as a whole. Therefore, a stronger policy is needed in building a reliable digital security system, including by collaborating with external parties such as educational institutions and the private sector to strengthen cybersecurity capacity in the government environment.

Interoperability of systems between government agencies is also an important issue in the implementation of SPBE. Ideally, digital systems implemented in various government agencies can be integrated with each other to facilitate the exchange of data and information. However, this study found that there are still many agencies in Gorontalo that use different information systems that are not fully integrated. This causes data duplication and inefficiency in managing government information. One of the main causes of this lack of interoperability is the lack of system standards that are applied comprehensively, as well as resistance to change from parties who are accustomed to the old system. Therefore, there needs to be stricter regulations in the standardization of government information systems and increased coordination between agencies in realizing better data integration. In addition to technical factors, this study also highlights how their perceptions and readiness for digital technology affect the success of implementation. Based on interviews conducted, it was found that many of them feel burdened by the use of technology in their work due to the lack of training and assistance in operating the new digital system. Some of them even consider that digitalization actually increases their workload because the system used is not completely user-friendly and still experiences various technical obstacles. Therefore, a more intensive and sustainable training program is needed to improve ASN digital competence and ensure that they can use technology effectively in carrying out government duties.

Although there are various challenges in implementing SPBE in Gorontalo, this study also found several initiatives that have shown positive results. One of them is the development

of a digital service center that aims to provide assistance to ASN in operating digital systems. In addition, several agencies have begun to implement a full digital-based work model, such as in managing correspondence, licensing, and electronic attendance systems. These initiatives show that with the right strategy, digital transformation in the bureaucracy can run more effectively and provide significant benefits for improving public services.

Based on the findings of this study, it can be concluded that technology plays a very crucial role in the success of SPBE implementation in Gorontalo. However, challenges such as limited infrastructure, low ASN digital literacy, data security, and lack of system interoperability are still obstacles that need to be overcome. Therefore, a holistic approach is needed which does not only focus on technology procurement, but also on increasing human resource capacity and strengthening regulations that support the integration of digital-based government systems. Thus, it is hoped that can provide a real impact in increasing efficiency, transparency, and quality of public services in Gorontalo.

The results of this study indicate that the implementation of the Electronic-Based Government System (SPBE) in Gorontalo still faces various challenges, especially in terms of infrastructure, human resource readiness, organizational culture, and policy effectiveness. This finding is in line with research conducted by Tahir et al. (2020), which emphasizes that the success of digital transformation in bureaucracy is highly dependent on the readiness of organizations and individuals to accept and adopt technology. In their study, it was stated that resistance to change and limited digital competence are the main obstacles in implementing digitalization in the public sector.

In addition, research conducted by Managing Workforce Agility (2020) also emphasized that an adaptive and flexible organizational culture is essential in supporting the sustainability of SPBE. The results of this study found that agencies that have a work culture that is more open to innovation find it easier to implement digital systems compared to organizations that still maintain rigid bureaucratic work patterns. This strengthens the findings of previous studies which stated that bureaucracies that are oriented towards strict hierarchies tend to have difficulty in making changes towards digitalization.

In the context of human resource readiness, this study revealed that there are still many ASN in Gorontalo who experience obstacles in adopting digital systems due to limited technological competence. This is relevant to a study conducted by Tahir, Abdussamad, and Darman (2020), which stated that technological competence is a crucial factor in supporting digital transformation in local government. Their study shows that human resource training and development must be carried out continuously so that ASN can adapt to changes in digital systems and policies.

In terms of policy, this study found that although local governments have issued various regulations related to SPBE, their implementation is still not optimal. Several policies have not been fully understood by ASN, resulting in a gap between the regulations issued and practices in the field. This is in line with the research by Managing Workforce Agility (2020), which emphasizes the importance of a strategic approach in implementing digitalization policies, including strengthening cross-sector coordination and increasing understanding of established regulations.

Taking into account the results of this study and previous studies, it can be concluded that effective SPBE implementation requires a holistic approach that includes improving infrastructure, strengthening organizational culture, improving human resource competence, and implementing more systematic policies. Without synergy between these factors, digital transformation in bureaucracy will only be a procedural change without a significant impact on improving the quality of public services. Therefore, more comprehensive reforms need to be carried out to ensure the sustainability of SPBE in Gorontalo and other areas in Indonesia. This study confirms that the success of the implementation of the Electronic-Based Government



## CONCLUSIONS

System in Gorontalo does not only depend on the procurement of technological infrastructure, but also on the readiness of the organizational culture, human resource competency, and the effectiveness of the policies implemented. An organizational culture that supports innovation and openness to change plays an important role in driving sustainable digital transformation. Without a change in mindset and a more adaptive work pattern, bureaucratic digitalization will only run formally without bringing significant improvements in public services. In addition, the readiness of human resources, especially in terms of technological competency, is a challenge that needs to be addressed immediately. ASN who are less skilled in utilizing technology tend to have difficulty adopting digital systems, which ultimately slows down the effectiveness of SPBE implementation. Therefore, a more focused strategy is needed to increase the capacity and skills of ASN through continuous training and mentoring.

In terms of policy, although regulations regarding SPBE have been issued, there is still a gap between existing policies and implementation in the field. Lack of understanding of policies and less than optimal coordination is inhibiting factors in the implementation of digital systems in local governments. Therefore, policy formulation must be followed by a more concrete implementation strategy and better cross-sector coordination to ensure the sustainability of SPBE in Gorontalo, a more holistic and integrated approach is needed. Collaboration between local governments, ASN, and other stakeholders must be strengthened in order to create a more modern, efficient, and responsive bureaucratic system to the needs of the community. Thus, SPBE can truly function as the main instrument in creating more transparent and accountable governance.

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