

Implementation of Electronic-Based Government System Through the Permen Manis Service at the Department of Population and Civil Registration of Bandar Lampung City

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Digital transformation through the implementation of the Electronic-Based Government System (SPBE) serves as a strategic instrument for realizing effective, transparent, and accountable public service governance. However, in practice at the regional level, technology adoption is often carried out partially and inconsistently. The Population and Civil Registration Office of Bandar Lampung City has developed an online service innovation known as *Permen Manis Service*, which, in its implementation, continues to face operational challenges and issues related to public readiness. This study employs the Policy Implementation Theory of Van Meter and Van Horn, which consists of six dimensions: Policy Standards and Objectives, Resources, Characteristics of Implementing Organizations, Interorganizational Communication, Implementers' Attitudes (Disposition), and the Economic, Social, and Political Environment. The research uses a descriptive method with a qualitative approach. The results indicate that the implementation of SPBE through the Permen Manis Service has generally been carried out well in terms of the internal readiness of the bureaucracy, although it has not yet achieved optimal outcomes. From the dimension of Policy Standards and Objectives, implementation has been supported by clear regulations; however, the achievement of policy targets has not been fully successful due to the high number of rejected application documents. The Characteristics of the Implementing Organization, which are functionally structured, along with effective Interorganizational Communication, have contributed to the development of positive and highly committed Implementers' Attitudes (Disposition). Despite the establishment of internal readiness, implementation still faces obstacles in the Resources dimension, particularly the limited number of personnel with specialized IT competencies and insufficient budget allocation. Finally, within the Economic, Social, and Political Environment dimension, the digital literacy gap among citizens has emerged as a significant barrier affecting the public's ability to access services.

Keywords: Implementation, Electronic-Based Government System (SPBE), Bandar Lampung.

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1. Introduction

The Electronic-Based Government System (SPBE) is a national policy aimed at realizing effective, efficient, transparent, and accountable governance through the utilization of information and communication technology. This policy serves as the primary foundation for government digital transformation in Indonesia, as mandated by Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System. The implementation of SPBE is not merely interpreted as the provision of technological infrastructure but is also reflected in how the policy is translated into public service practices that are directly experienced by citizens.

The implementation of e-government within government agencies and institutions is expected to accelerate and streamline administrative processes while improving the quality of public services. However, in practice, e-government implementation is often carried out partially, remains insufficiently integrated, and is highly dependent on the readiness of government personnel and the policies governing it. This condition indicates

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that the success of digital transformation is determined not only by technology but also by the comprehensive implementation of SPBE policies.

To assess the extent to which SPBE policies have been implemented, the government regularly conducts evaluations through the measurement of the national SPBE Index. This index serves as an important indicator for describing the maturity level of SPBE implementation within central and regional government institutions, while also reflecting various implementation challenges and issues encountered in the field. Based on the evaluation conducted by the Ministry of Administrative and Bureaucratic Reform (PANRB) on 621 government institutions in 2024, the national SPBE Index reached 3.12, representing a significant increase from the 2023 achievement of 2.79 and earning the classification of "Good."

The Government of Bandar Lampung City has enacted Mayor Regulation Number 42 of 2023 concerning the Acceleration of Electronic-Based Government System Implementation and Supervision of Government Digital Transformation, amending Mayor Regulation Number 44 of 2022 concerning the implementation of SPBE in Bandar Lampung City. This regulation demonstrates the city government's commitment to accelerating digital transformation through the establishment of an SPBE coordination team, strengthening the role of the Government Internal Supervisory Apparatus (APIP), and optimizing supervision of SPBE implementation across all regional government agencies. Nevertheless, the existence of this policy has not been fully accompanied by optimal implementation. This condition indicates a gap between policy formulation and policy execution, as reflected in the SPBE performance achievements at the regional level.

In the field of public services, the Government of Bandar Lampung City has developed and utilized various digital service applications and websites, including the Population Administration Service Portal, the Licensing Management System, and the Public Complaint System. The Population Administration Service Portal is an electronic service system administered by relevant government agencies to facilitate citizens in managing population administration documents in a more integrated, transparent, and efficient manner through online services or a combination of online and limited face-to-face services.

However, the implementation of SPBE through the Permen Manis Service still faces various challenges, including limited public understanding of digital services, inadequate socialization efforts, and technical system constraints that affect service quality. These conditions indicate a gap between the objectives of the SPBE policy and the realities of its implementation at the service delivery level.

The gap between the objectives of the SPBE policy and implementation realities is clearly reflected in the implementation of the Permen Manis Program at the Population and Civil Registration Office of Bandar Lampung City. Various operational problems are still encountered during its implementation. Digital platforms in Bandar Lampung City have not been managed optimally, preventing citizens from fully benefiting from electronic government services in terms of accessibility, service speed, and trust in the digital systems provided. One indicator of this weak management is the limited number of socialization activities conducted by the Population and Civil Registration Office (Disdukcapil) of Bandar Lampung City regarding the use of digital public service platforms.

As the agency responsible for population administration services, the Population and Civil Registration Office is required to effectively implement SPBE policies to improve the quality and effectiveness of public services. The implementation of these policies is determined not only by the existence of electronic service systems but also by the capacity of the implementing organization to execute standard operating procedures, the readiness of government personnel as policy implementers, and the understanding of citizens as the target group of the policy. Nevertheless, various issues are still encountered in the implementation of SPBE within the Population and Civil Registration Office of Bandar Lampung City. These issues are evident in the suboptimal readiness of human resources, both among implementing personnel and citizens as service users.

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These problems indicate that the implementation of the SPBE policy through the Permen Manis Service continues to face obstacles during the policy implementation stage. Therefore, an in-depth study is necessary to examine how the SPBE policy is implemented. Based on the foregoing discussion, the researcher is interested in conducting a study entitled: *"The Implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City."* In relation to the research problem stated above, the objectives of this study are: To describe and analyze the implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City. To describe and analyze the supporting and inhibiting factors affecting the implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City.

2. Methods

This study employed a qualitative research method using a descriptive approach. The method was designed to explore the research problem in depth and comprehensively through the collection of information aimed at describing the phenomenon and understanding the implementation of the Electronic-Based Government System (SPBE) through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City. Furthermore, the findings were developed exploratively to address the research questions concerning the factors influencing the implementation of SPBE through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City. This study required information obtained from various data sources. The data utilized in this research consisted of two types:

1. Primary Data

Primary data are raw, unprocessed data obtained directly from informants or relevant officials through interviews and direct observations of the research object.

2. Secondary Data

Secondary data are indirect sources obtained through documents and written materials. In this study, secondary data were collected through the review of literature and other relevant references related to the research focus, including reports, regulations, books, and official documents concerning the implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City.

In research concerning the implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City, the informants included various stakeholders involved in the planning, implementation, and utilization of the service. These informants were selected based on their relevance to the research objectives and their involvement in the implementation process.

The data analysis technique employed in this study was the interactive model developed by Miles and Huberman, which consists of data reduction, data display, conclusion drawing, and verification. According to Miles and Huberman, as cited in Simangunsong, qualitative data analysis is conducted interactively and continuously until the data reach saturation, meaning that no new information emerges from the data collection process.

3. Results and Discussion

Implementation of the Electronic-Based Government System through the Permen Manis Service at the Population and Civil Registration Office of Bandar Lampung City

The *Online Service for Citizens to Sit Comfortably (Permen Manis)* in Bandar Lampung City is a

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technological innovation in population administration services introduced by the Population and Civil Registration Office (Disdukcapil) to facilitate public access to various population document services online. This service is designed to enable citizens to submit applications for population administration documents without having to visit the Disdukcapil office directly. The implementation of the Permen Manis service aims to improve the efficiency and effectiveness of public services, as well as to reduce queues and waiting times at the Disdukcapil office.

The implementation of the Permen Manis program in Bandar Lampung City has had a positive impact on improving the quality of population administration services. Citizens feel greatly assisted by the program, which simplifies the process of obtaining population documents. However, several challenges still exist, such as the high number of application files rejected by the system due to incomplete requirements or non-compliance with procedures, delays in administrative processing, slow responses from Disdukcapil officers, and limited public outreach regarding the use of the system.

According to Van Meter and Van Horn's policy implementation theory, the success of policy implementation depends on several factors, namely policy standards and objectives, resources, inter-organizational communication, characteristics of implementing agents, socio-economic and political conditions, and implementers' disposition.

1. Policy Standards and Objectives

Policy standards, objectives, and targets are used to measure the success of policy implementation performance. Implementation outcomes can be assessed based on whether policy objectives at the implementation level are realistic and aligned with socio-cultural conditions. If policy standards and targets are overly idealistic (utopian), they will be difficult to achieve in practice.

According to Van Meter and Van Horn (1975:463), every public policy must have clear standards and objectives so that implementers understand the direction to be achieved and can work consistently toward established goals. Clarity of objectives includes an understanding of what is to be achieved, who the target group is, and how the objectives will be achieved. Therefore, clear objectives facilitate coordination, implementation, and evaluation among policy actors, and also function as a benchmark for measuring policy effectiveness.

a. Clarity of Policy Objectives

Based on field observations, the clarity of policy objectives has been implemented quite well; however, further improvement is still needed to ensure alignment with the expected outcomes of SPBE implementation at the Disdukcapil of Bandar Lampung City. The objectives of the Permen Manis policy have been clearly formulated as follows:

1. Improving the efficiency and speed of population administration services.
2. Realizing transparent, accessible, and free-of-charge services.
3. Reducing queues and face-to-face interaction between citizens and officers in order to minimize errors and illegal levies.
4. Promoting the sustainable utilization of information technology in public service governance.
5. Increasing public satisfaction and trust in the performance of Disdukcapil.

Furthermore, these objectives have been systematically communicated through internal policies and socialization to all employees. As a result, every staff member shares a unified direction in implementing the Permen Manis service. For example, officers in the population registration division understand that their responsibilities are not only to process documents but also to ensure that the online system operates properly, that data are accurately verified, and that service outputs can be downloaded by citizens without obstacles.

This clarity makes policy implementation more directed, as each employee understands the main objective (facilitating online services), the target group (citizens using population administration services), and the mechanism for achieving it (through the Permen Manis program integrated with the SPBE system). In addition, these objectives are aligned with the local government's vision of creating public services that are adaptive to technological developments and public needs.

Overall, the clarity of policy objectives has been internalized by all implementers, resulting in improved service effectiveness, as every implementation step is oriented toward achieving fast, accurate, transparent, and technology-based population services. Disdukcapil of Bandar Lampung City demonstrates a shared perception regarding SPBE objectives, namely providing convenience and effectiveness in technology-based public services. This indicates that policy objectives are not only formally stated in regulatory documents but are also substantively understood by implementing officers at the field level.

Furthermore, SPBE policy objectives have strategic implications for improving governance quality. Clear policy direction encourages each organizational unit within Disdukcapil to align its functions and programs with digital service principles, such as the implementation of the Permen Manis program, which enables citizens to submit population document applications online. Through this policy, services become faster, more transparent, and reduce bureaucratic complexity.

b. Clarity of Implementation Standards

Based on interviews with informants, the applicable regulation within Disdukcapil of Bandar Lampung City is stipulated in the Decree of the Head of the Population and Civil Registration Office Number 05 of 2025 concerning Population Administration Service Standards, which provides detailed service standards as guidelines for SPBE-based service implementation.

Based on observations, the clarity of implementation standards has been fully and systematically applied across all divisions. The existence of Standard Operating Procedures (SOPs) in each division serves as the main guideline for employees in carrying out their duties, ensuring that every stage of service is conducted systematically and in an orderly manner. In addition, a shared understanding of roles and responsibilities reflects strong alignment in SPBE implementation. Thus, public services through the Permen Manis program can be delivered efficiently, consistently, and in accordance with applicable regulations.

The Data Utilization and Service Innovation Division has established SOPs covering data security, information system maintenance, and technical coordination with other divisions. These SOPs are essential as they provide clear operational guidance and help prevent overlapping responsibilities across divisions, which is a common issue in cross-unit digital systems.

Through these standards, data integration and utilization become more efficient and support good governance through transparent and accountable service systems. The Permen Manis program is a digital service innovation that enables citizens to process civil registration documents online from submission to issuance in a fast and transparent manner, supported by comprehensive SOPs fully integrated into the system.

With integrated service standards, service delivery becomes uniform, legally certain, and more efficient. Overall, the implementation of service standards demonstrates that the system has been well-structured and effectively executed, contributing to a modern, efficient, and technology-based bureaucratic work culture.

c. Achievement of Targets

Based on interviews, the Permen Manis program has been implemented in accordance with its targets. A minimum target of 70% of citizens accessing digital services has been set, and this target has been achieved. Service processes are now faster, more accurate, and more transparent compared

to the previous system.

However, based on observations, the program has been implemented quite well but has not yet reached optimal performance, as evidenced by field documentation and direct observation. The Permen Manis program not only accelerates service delivery but also reduces data entry errors because all processes are integrated digitally. Citizens can monitor the status of their applications in real time, increasing transparency and reducing complaints regarding service delays.

Furthermore, the implementation of this digital service has increased public trust in the performance of local government, particularly Disdukcapil of Bandar Lampung City. Clear service procedures, certainty of completion time, and ease of access are key indicators of success in achieving program objectives. Thus, Permen Manis is not merely an administrative innovation, but also a concrete step in supporting digital-based public service transformation in line with national SPBE policy.

The existence of the Permen Manis digital system has improved service effectiveness in civil registration. System integration enables automatic data verification, reducing administrative errors and accelerating document processing. In addition, transparency strengthens institutional accountability in the eyes of the public.

The service also strengthens the integrated population database system. Data accuracy and synchronization are essential elements in achieving efficient and accountable public services. Moreover, this innovation has strong potential to support more adaptive and responsive population services. The success of Permen Manis is also supported by strong technical aspects, particularly infrastructure management and data security. System reliability serves as a fundamental foundation for maintaining the continuity of electronic-based public services. Through regular monitoring and system maintenance, Disdukcapil is able to sustain service quality and stability.

Overall, the achievement of the Permen Manis program has been successful and shows significant results, although several aspects still require improvement. The program has accelerated service delivery, improved data accuracy, and expanded service accessibility. The integrated online system has made administrative processes more efficient, transparent, and accessible, in line with the objectives of SPBE to realize effective, transparent, and accountable governance. From a performance perspective, significant progress is reflected in the increasing number of services and the rising level of public satisfaction and trust in Disdukcapil services driven by the speed and convenience of digital service delivery.

2. Resources

The success of policy implementation depends on the ability to utilize available resources. Van Meter and Van Horn (1975), as cited in Subarsono (2011:100), state that policy implementation requires support from both human resources (HR) and non-human resources.

a. Availability of Human Resources

Based on field observations conducted by the researcher, the availability of human resources is still insufficient, particularly in terms of the number of staff. There is a need to increase the number of personnel as well as improve their competencies through training and capacity-building programs. This is necessary to maximize performance in delivering the best possible public services, especially for the citizens of Bandar Lampung City.

Human resources play a crucial role in creating an efficient, measurable, and non-duplicative service system, as clear task distribution ensures that each administrator understands their position within the digital service chain. Team coordination also strengthens supervision to maintain data security and public accountability. Overall, the implementation of the Permen Manis service can be considered relatively good, where adequate staffing, proportional role distribution, and effective coordination serve as key factors for program success. Competent and committed human resources form the

foundation for high-quality digital public services.

b. Budget Availability

Based on interviews with two informants, it is stated that service innovations developed by Disdukcapil are essentially aimed at simplifying local government administration. However, limited regional financial capacity remains an obstacle, preventing full optimization of digital service transformation.

Based on these findings, the implementation of digitalization programs at the Disdukcapil of Bandar Lampung City is highly dependent on the availability of the regional budget. Although funding has been allocated in the 2025 Regional Budget (APBD), the sustainability of funding for subsequent years is still uncertain. The Mayor's directive regarding budget efficiency requires digital system development to be carried out gradually, while maintaining cost-effectiveness without reducing service quality.

Budget plays a vital role in the success of the Permen Manis program. Without adequate funding, the program risks becoming merely symbolic without tangible impact for the public. In public service delivery, the budget is not only a financial figure but a fundamental element that determines service quality and sustainability. With proper allocation, Disdukcapil can provide adequate infrastructure, strengthen human resource capacity, and develop digital innovations that make services faster, more responsive, and transparent.

A well-planned budget also enables effective socialization so that the public understands the benefits of the program and is encouraged to use it. Furthermore, a structured budget allows continuous evaluation and development, ensuring that the program does not stop at implementation but continues to improve through ongoing monitoring. Ultimately, the budget serves as a strategic instrument ensuring that the Permen Manis program is not only "sweet in name," but also "sweet in results," delivering better, faster, and more satisfying services for the citizens of Bandar Lampung.

c. Facilities and Infrastructure

Based on interviews, Disdukcapil of Bandar Lampung City has made concrete efforts to provide supporting facilities for public services at both the office and sub-district levels. The provision of four computers dedicated to the Permen Manis service at the Disdukcapil office and twenty computers distributed across all sub-districts reflects the local government's commitment to facilitating public access to population services.

The availability of these devices also helps accelerate service delivery and ensures that service innovations can operate more effectively across the city. However, these efforts must be supported by adequate network quality to ensure optimal performance of digital services.

At present, the focus of digital service implementation is no longer solely on hardware provision but has shifted toward internet quality and stability, as these are key factors for system performance. In addition, technical maintenance also plays an important role in ensuring the smooth operation of digital services.

Based on field observations, the facilities and infrastructure in the Disdukcapil of Bandar Lampung City are considered sufficient. The availability of computers at both the central office and sub-districts has helped expand public access to services. Routine maintenance of equipment is also an important step in maintaining system stability and ensuring the continuity of digital services.

3. Characteristics of the Implementing Organization

According to Van Meter and Van Horn (1975), as cited in Fauziah (2021), successful policy implementation requires identification of the characteristics of the implementing organization, including organizational structure, division of tasks and functions, and bureaucratic capacity in handling conflicts. In accordance with Bandar Lampung Mayor Regulation Number 51 of 2021 concerning Organizational Structure, Duties,

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Functions, and Work Procedures of the Population and Civil Registration Office, the Data Utilization and Service Innovation Division is assigned to continuously improve public service innovation at Disdukcapil.

a. Organizational Structure

In the implementation of SPBE through the Permen Manis online service, the organizational structure at Disdukcapil of Bandar Lampung City demonstrates a clear division of roles that supports service delivery. The service is coordinated by the Population Administration Information Management Division (PIAK), which is responsible for digital systems and infrastructure. Meanwhile, the Population Registration and Civil Registration Service Divisions are responsible for verifying and processing public applications submitted through the system. This coordination is supervised directly by the Head of the Office, supported by the Head of Innovation for system development.

This structure shows a well-defined division of roles that mutually supports the implementation of SPBE. Based on research findings, the organizational structure is formally and functionally arranged in accordance with regulations. Clear task distribution supports inter-unit coordination, ensuring that policy implementation follows an effective bureaucratic path. However, improvements in cross-unit communication are still needed to enhance responsiveness and efficiency.

b. Division of Tasks and Functions

Based on observations, the implementation of task and function distribution is clearly reflected in daily operational activities. The researcher observed that the workflow of staff is structured and linear according to established functional roles. Database administrators continuously monitor the system interface for verification, validation, and processing of incoming applications.

It can be concluded that all organizational elements have complementary roles in the implementation of the Permen Manis program. The Head of the Office acts as the policy director and decision-maker, the Head of the Data Utilization and Innovation Division is responsible for digital data management and system development, while database administrators serve as technical implementers ensuring system performance.

This synergy enables the SPBE implementation at Disdukcapil of Bandar Lampung City to run effectively and sustainably. This is in line with Bandar Lampung Mayor Decree Number 541/III.11/HK/2021 concerning the Establishment of the Permen Manis Service Team and Head of Office Decree Number 05 of 2025 concerning Population Administration Service Standards. These legal frameworks confirm that the distribution of authority and responsibilities is formally established, legally valid, and accountable in accordance with government bureaucracy regulations.

4. Inter-Organizational Communication of Implementing Agencies

According to Van Meter and Van Horn (1975), the success of policy implementation largely depends on the clarity, consistency, and uniformity in establishing policy standards and objectives. The absence of these elements may result in suboptimal policy outcomes. One of the key elements of effective policy implementation is accurate and consistent communication to policy implementers. In the context of communication indicators, effective implementation requires clarity regarding the responsibilities and actions that must be carried out by each actor. Therefore, policymakers must have a deep understanding of the impact of each policy implemented in society.

a. Clarity of Policy Information

Through formal information dissemination mechanisms, such as meetings and written documents, each division within Disdukcapil obtains a uniform understanding of their roles and responsibilities in implementing the Permen Manis program. This clear information flow also ensures that policies are effectively transmitted to the technical implementation level.

At the divisional level, the Head of the Data Utilization and Service Innovation Division understands the directives from leadership and translates them into technological development and appropriate

standard operating procedures (SOPs), ensuring that SPBE implementation is aligned with policy objectives.

b. Consistency of Information

Based on interviews with informants, Disdukcapil has established a coordinated information dissemination mechanism to ensure that there are no discrepancies between offline and online service information. The simultaneous dissemination of information through various media channels helps maintain message accuracy and prevent public misunderstanding. Based on field observations, the consistency of information delivery to the public has been implemented fairly well, although it has not yet reached an optimal level. Nevertheless, continuous efforts are being made, and it is expected that consistency will continue to improve.

Disdukcapil of Bandar Lampung City consistently maintains uniform information across all channels, including the Permen Manis program, the official website, and direct services at the office. The Head of the Office stated that every policy change is communicated simultaneously through official announcements and digital media. Meanwhile, the Head of the Innovation Division added that the team routinely updates content and service guidelines within the Permen Manis system to ensure that information received by the public remains accurate and up to date. This demonstrates strong inter-division coordination in maintaining information alignment.

c. Inter-Agency Communication

Based on field observations, communication between agencies has been implemented fairly well, particularly through monthly coordination meetings and cross-sectoral discussions. This coordination is essential to ensure data synchronization and policy alignment, especially with the Communication and Informatics Office and the Regional Development Planning Agency (Bappeda).

The frequency and intensity of inter-agency communication in supporting the Permen Manis service have been consistently maintained. Regular coordination meetings, cross-sectoral discussions, and online communication through SPBE working groups serve as the main mechanisms to ensure policy alignment and data synchronization with related agencies.

In addition, technical coordination at the divisional level is conducted promptly through leadership directives, which are directly translated into system updates and SOP development. This sustained communication intensity has proven to support the smooth implementation of digital services and minimize potential operational obstacles.

5. Implementers' Disposition (Attitude of Implementers)

One of the factors influencing the effectiveness of policy implementation is the attitude of implementers. If implementers agree with the policy content, they tend to implement it willingly; however, if there are differences in perception, implementation may encounter various obstacles.

As stated by Van Meter and Van Horn, as cited in Widodo (2010:104), strong disposition significantly influences the success of policy implementation. Disposition is understood as the tendency, willingness, and agreement of implementers to carry out a policy. Therefore, successful implementation of the Permen Manis program requires attention to the attitudes of implementers, which are influenced by their perceptions and responses toward the policy. These responses include cognition or understanding of the policy and acceptance or rejection of its implementation.

a. Understanding of the Policy

Field officers (operators and administrators) demonstrate a positive disposition. Their willingness to perform duties is not merely routine-based but is grounded in a deep understanding of their respective roles and competencies in accordance with technical guidelines. Periodic evaluations based on public complaints and technical issues also indicate that implementers' understanding of the policy

is dynamic and responsive to service improvements within Disdukcapil of Bandar Lampung City. Based on field observations, the implementation of SPBE through the Permen Manis service shows strong commitment and disposition from implementers. Operational functions are well organized, where each actor from supervisors to operators works according to technical guidelines and their respective competencies. The researcher observed routine brief coordination sessions among service officers before starting daily operations. These sessions discuss pending application files and public complaints from the previous day before proceeding with verification tasks.

The commitment of implementers is continuously maintained through regular evaluation mechanisms. Monitoring of public complaints and technical issues in document issuance is used as input for periodic evaluation to ensure that service implementation remains controlled and compliant with standards. This structured and disciplined supervision not only maintains service effectiveness but also fosters an adaptive implementer disposition capable of responding to operational dynamics in the field.

b. Willingness to Implement the Policy

Based on field observations, staff willingness to implement the policy is not limited to procedural understanding but is reflected in their responsiveness to issues faced by target groups. Despite challenges such as system disruptions and low digital literacy among some citizens, implementers continue to provide optimal services in accordance with standard operating procedures. Support from regulations, leadership directives, and clear procedures are important factors that strengthen their readiness to implement the digital policy. The willingness of staff to implement this digitalization policy can be measured through their responsiveness to public complaints.

In line with the logic of the Van Meter and Van Horn model, field findings demonstrate that the implementers' disposition at Disdukcapil of Bandar Lampung City represents the culmination of previous dimensions. The clarity of SPBE policy standards, structured organizational roles, and intensive internal communication have successfully formed a positive, responsive, and highly committed implementer disposition.

However, the effectiveness of the Permen Manis implementation is not solely determined by this positive disposition. It is also constrained by limited resource capacity (such as IT personnel and budget) and low digital literacy in society, which ultimately reduce the effectiveness of implementation at the field level.

6. Economic, Social, and Political Environment

a. Economic Conditions and Local Economic Impact

Based on field observations, the economic conditions of the people in Bandar Lampung City are generally adequate to support the use of digital services, and the implementation of the Permen Manis service also provides cost and time efficiency, which positively impacts productivity. This condition serves as one of the supporting factors for the successful implementation of the program. The Permen Manis service provides direct economic benefits to users in the form of time and cost efficiency. Adequate economic conditions enable the public to access digital services smoothly, while savings in time and cost contribute to increased productivity and household welfare.

In addition, mobile phone ownership in Lampung Province is relatively high. The percentage of mobile phone ownership is 70.48% in urban areas, 61.45% in rural areas, and 64.52% overall (urban-rural combined). This indicates that most of the population already has access to mobile devices, meaning that socio-economic conditions are generally supportive of the implementation of digital services such as Permen Manis.

b. Public Support or Resistance (Social Environment)

Based on interviews with informants, the implementation of the Permen Manis program shows

varying dynamics within society. Substantively, the program has successfully provided efficiency benefits, particularly for users with sufficient digital literacy to independently access services from home.

However, some citizens still face technical difficulties and adaptation challenges in using online-based services. Many users, especially elderly individuals, experience obstacles in registration, data entry, and document uploading processes. This indicates the urgent need for continuous assistance and socialization so that all segments of society can adapt to the digital system.

Field observations show that the social environment remains a determining factor in the implementation of the Permen Manis digital service. Public understanding of digital technology varies significantly. Younger generations are generally able to use the service independently, while some citizens still struggle with procedural aspects such as uploading documents and filling out forms.

Some citizens were observed requesting assistance from officers regarding login procedures, data entry, and document submission. This indicates that digital literacy is not yet evenly distributed, particularly among first-time users of online services. The presence of officers providing assistance reflects Disdukcapil's effort to ensure service accessibility. However, it also highlights the need for stronger and continuous public education and socialization.

The suboptimal implementation of Permen Manis in the social environment dimension is also influenced by the geographical and demographic characteristics of Bandar Lampung City, which is administratively divided into 20 districts and 126 sub-districts. Based on field observations and complaint records, the researcher identified a digital literacy gap that correlates with the spatial distance of communities from the city center.

Residents in peripheral areas face double-burden constraints, including limited internet infrastructure (blank spots) and restricted access to direct information. This condition is further exacerbated by the limited updating of educational visual content on official Disdukcapil social media platforms (YouTube, Instagram, and TikTok) regarding the Permen Manis service flow.

As a result, policy information tends to be concentrated at the central level and is not evenly distributed to all citizens. Communities in remote areas, facing technical confusion, tend to resist the digital application or are forced to incur transportation costs to access conventional services at the Disdukcapil office.

c. Political and Bureaucratic Support

Overall, the social, economic, and political environment has different influences on the implementation of SPBE through the Permen Manis service. From an economic perspective, most citizens are sufficiently capable of supporting the implementation of this policy.

From a social perspective, although many citizens support digital services due to their convenience, some still experience difficulties in understanding service procedures and have not fully accepted the changes introduced by SPBE. This indicates that digital literacy and social acceptance are important determinants of program success.

From a political perspective, support from the local government and internal bureaucracy of Disdukcapil demonstrates strong commitment to SPBE implementation. However, differences in attitudes still exist within society, particularly between younger generations who are more technologically adaptive and older generations who prefer conventional services. This condition emphasizes the importance of consistent political support and regulation to ensure program sustainability.

Factors Supporting and Inhibiting the Implementation of SPBE through the Permen Manis Service at Disdukcapil of Bandar Lampung City

Policy implementation is not merely about translating policy statements into action. In implementation

activities, various factors influence whether a policy is successfully carried out, both supporting and inhibiting factors, each playing a significant role (Shabbir et al. in Subarsono, 2017).

The implementation of the Electronic-Based Government System (SPBE) through the Permen Manis service at the Disdukcapil of Bandar Lampung City is influenced by various supporting and inhibiting factors. These factors are closely related to the implementation process as analyzed using Van Meter and Van Horn's policy implementation model, which emphasizes that policy success is determined by the interaction of policy standards, resources, implementing organizations, communication, implementers' disposition, and the socio-economic-political environment.

1. Supporting Factors

a. Policy Standards and Objectives

Based on interviews, SPBE regulations at Disdukcapil of Bandar Lampung City are generally well implemented and supported by clear regulations. Informants stated that the existence of regulations helps implementers carry out services because they provide direction, boundaries, and objectives for policy implementation. Based on field observations, the existence of clear regulations is a major supporting factor in SPBE implementation. These regulations assist officers in performing their duties in accordance with applicable rules and contribute to a more structured and directed service system. In addition, strong policy commitment from the local government further supports implementation. The City Government of Bandar Lampung has positioned SPBE as a strategic platform integrating various aspects of digital services, including internal governance, strategic planning, and electronic-based public services. This provides a formal foundation and operational direction for Disdukcapil in developing integrated digital population services.

As part of service standard implementation, Disdukcapil has published service requirements transparently through its official website (disdukcapil.bandarlampungkota.go.id). This demonstrates efforts to provide clarity of procedures to the public as the target group of the policy. However, despite the availability of clear service standards, high rejection rates of application files are still found due to incomplete documents or incorrect uploads. This indicates that while policy standards are clear at the implementer level, they are not fully understood by the public. Thus, policy standards can be considered a supporting factor from a regulatory perspective, although challenges remain in public comprehension.

b. Characteristics of the Implementing Organization

The characteristics of the implementing organization are strengthened by the issuance of an official assignment letter establishing the Information Technology Team for Application and Website Management within Disdukcapil. This team is responsible for managing Population Administration Information System (PIAK) services.

The existence of this team shows that SPBE implementation is not limited to the Permen Manis service but also includes other digital population services such as the Digital Identity Card (IKD).

This organizational arrangement reflects structured institutional support for digital service management, including application management, website services, and system maintenance. It demonstrates that organizational characteristics support SPBE implementation through clear division of authority and responsibilities.

2. Inhibiting Factors

a. Resources

The number of employees at Disdukcapil of Bandar Lampung City is 26 personnel, consisting of 3 high school graduates, 2 diploma holders, 13 bachelor's degree holders, and 8 master's degree holders. There are no doctoral-level staff. The presence of employees with only high school education indicates the need for further capacity development, as educational background is an important factor

influencing performance in public service delivery.

Another inhibiting factor is limited budget allocation. The government plays a crucial role in ensuring the continuity of governance, development, and public services. Therefore, adequate budget support is essential for program implementation.

Based on interviews, budget limitations remain a significant constraint for Disdukcapil in carrying out its duties. SPBE implementation can only run effectively if supported by sufficient funding aligned with system needs. Field observations confirm that limited budget allocation hinders optimal SPBE implementation, causing delays in program execution that should ideally be completed more efficiently.

b. Economic, Social, and Political Environment

Based on interviews, there is a significant digital literacy gap. Although the Permen Manis service provides efficiency and is welcomed by the public, social barriers still hinder independent system adoption. Citizen dependence on physical assistance from officers or third parties indicates that users are not yet fully independent in using the service. Therefore, low digital literacy is not merely an individual issue but a systemic challenge requiring inclusive and continuous educational strategies.

Field observations show that the social environment remains a key factor influencing the implementation of the Permen Manis service. Public understanding of digital technology varies, with younger citizens being more capable of using the service independently, while others still require assistance.

4. Conclusion

Based on the discussion of the implementation of the Electronic-Based Government System (SPBE) through the “Permen Manis” service at the Department of Population and Civil Registration of Bandar Lampung City, which serves as the specific object of this research as presented in Chapter IV, the author draws the following conclusions:

1. The implementation of the Electronic-Based Government System through the “Permen Manis” service at the Department of Population and Civil Registration of Bandar Lampung City has generally been running well and in a directed manner, particularly in terms of internal bureaucratic readiness. However, the implementation has not yet fully achieved optimal results. Based on the grand conclusion of Van Meter and Van Horn’s theory, policy implementation success is influenced by the interrelation between dimensions, which ultimately leads to the implementers’ disposition. In this study, internal bureaucratic interaction shows relatively good conditions, where the structured characteristics of the implementing organization and smooth inter-organizational communication have formed a positive implementer disposition and demonstrated strong commitment to digital service delivery.

In the dimension of policy standards and objectives, although regulatory guidelines are clearly stated in Bandar Lampung Mayor Regulation Number 42 of 2023, the achievement indicators have not been fully realized. This is evidenced by the still high number of rejected application files/documents due to upload errors or incomplete requirements submitted by the public. Furthermore, this internal bureaucratic readiness and positive implementer disposition are still constrained by the resource dimension and the economic, social, and political environmental dimension.

In terms of resources, there is still a limited number of personnel with competencies in information technology and a lack of budget allocation for system maintenance. Meanwhile, in the economic, social, and political environment, there remains a digital literacy gap among the community, particularly in suburban areas, which affects the ability of citizens to independently access digital services. These conditions cause the implementation of SPBE through the “Permen Manis” service to

not yet operate optimally.

2. Supporting and inhibiting factors of the implementation of the Electronic-Based Government System through the “Permen Manis” service at the Department of Population and Civil Registration of Bandar Lampung City are identified as follows:
 - a. Supporting factors for the implementation of the Electronic-Based Government System through the “Permen Manis” service rely on two main dimensions. First, in the policy standards and objectives dimension, implementation is supported by the existence of clear and legitimate regulations (Mayor Regulations and Head of Department Decrees) that provide direction and operational boundaries for civil servants. Second, in the dimension of implementing organizational characteristics, this success is supported by a well-coordinated organizational structure and the clear division of bureaucratic roles and functions, which is manifested through the establishment of an Information Technology Management Team.
 - b. Inhibiting factors in the implementation of the Electronic-Based Government System through the “Permen Manis” service are identified in two main dimensions. First, in the resource dimension, there is a limited number of human resources, particularly those with specific competencies in IT, as well as limited local government budget allocation for system maintenance and development. Second, in the socio-economic and political environment dimension, implementation is significantly hindered by social conditions in the form of low community digital literacy (digital literacy gap).

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