

Reinforcement of the State's Role and Professionalization of Public Service: An Analysis of Digital Transformation in Public Services Through the Innovation of the Online Administrative Services Information System (SIOLA) at the Ministry of Home Affairs

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Keywords	Abstract
Public Service Innovation; SIOLA; Ministry of Home Affairs; Reinforcement of the State's Role; Professionalization of Public Service.	Public service innovation through the Online Administrative Services Information System (SIOLA), developed by the Ministry of Home Affairs (Kemendagri), represents a strategic effort to modernize public administration by promoting efficiency, transparency, and accountability in service delivery. SIOLA is designed to integrate various administrative services into a unified digital platform, enabling online submission, monitoring, and evaluation of administrative processes while reducing bureaucratic complexity and service delays. This study aims to analyze the role of SIOLA in transforming public service governance within the Ministry of Home Affairs and to assess its alignment with contemporary public administration paradigms. The research employs a qualitative descriptive approach, utilizing secondary data obtained from academic articles, official government reports, policy documents, and relevant literature. The findings indicate that SIOLA has significantly improved administrative efficiency, enhanced transparency through traceable service processes, and strengthened accountability by providing measurable performance indicators. Moreover, SIOLA supports the broader agenda of digital bureaucracy transformation by reinforcing standardized procedures and professional work mechanisms within public institutions. From a theoretical perspective, the implementation of SIOLA reflects the principles of the Neo-Weberian State, particularly the strengthening of the state's coordinating role, the professionalization of public services, and the integration of managerial efficiency with legal-rational authority. Despite its positive impacts, the study also highlights challenges related to technological readiness and human resource capacity. Overall, SIOLA demonstrates substantial potential as a model of digital public service innovation for other government institutions.



INTRODUCTION

Digital transformation within development bureaucracy public moment is the mainstay of modern administrative reform in the Indonesian government. Through the policy System Government Electronic Based (SPBE) since 2010 and Competition Innovation Public Services (KIPP), coordinated by the Ministry of PANRB, all agencies are encouraged to present effective public services, efficient, and transparent (Damopoli et al., 2024; Maghfiroh et al., 2023; Rahany Aulia et al., 2025; Sudirman & Saidin, 2022; Suhendra & Santiko, 2023). One of

the innovations that emerged from this perspective is the *Sistem Online Informasi Layanan Administrasi (SIOLA)*, developed by the Bureau of Organization and Administration of the Ministry of Home Affairs (Ikhsan & Kasim, 2023; Oktarina, 2023; Widiyarta et al., 2020).

The Ministry of Home Affairs (*Kementerian Dalam Negeri* or *Kemendagri*) has implemented this innovation to enhance the public service process as part of the electronic-based government management system (Biro Organisasi Kemendagri, 2020). The System Online Information Services Administration (SIOLA) of the Ministry of Home Affairs serves as a platform or information system that provides service options for administrative services and online consultations to regional governments, communities, and related parties involved in governmental affairs at the local level (Agus Widiyarta et al., 2020; Cristiyanti et al., 2025; Muhidin et al., 2025).

Regional Government Governance Supervisors are required, for example, to provide real cases in the digital transformation of bureaucracy. This is contained in the letter from the Minister of Home Affairs dated February 10, 2020, No. 061/1249/SJ, regarding the Implementation and Utilization of Online Services in the SIOLA Application (Kementerian Dalam Negeri RI, 2021). Based on the launch letter, the state affirmed that all public services, administration, and consultations with the Ministry of Home Affairs are carried out through an online-based service to realize easy, fast, transparent, accountable, and precise service delivery times (Muhammad Ikhsan & Azhar Kasim, 2023).

Before, many SIOLA administrative services, both public and internal within the Ministry of Home Affairs (*Kemendagri*), were still manual, based on physical letters, and not integrated between units (Kementerian Dalam Negeri RI, 2022). Society or local governments had to handle services such as agreement nomenclature, area codes, population data, and recommendation letters, which had to be sent directly to Jakarta. As a result, many lengthy processes were required, spanning from local-level bureaucracy (District/City) to higher-level bureaucracy (Ministry/Center) (Nabila Septia Warman et al., 2022).

These conditions also brought challenges such as potential delays in administrative management, duplication, and multiple bureaucratic layers. To address these issues, the Bureau of Organization and Administration of the Ministry of Home Affairs (*Kemendagri*) designed SIOLA in 2022–2023 as a digital solution to help organizations realize public administration that is fast, accurate, transparent, and measurable.

Basically, the SIOLA Public Service Innovation is included in the "Top Innovation Finalists" panel, which consists of finalists who passed the initial selection round of the Public Service Innovation Competition (KIPP) in 2025 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi RI, 2025). From hundreds of innovations in various categories, SIOLA successfully advanced. The innovation is still being assessed for its benefits and replication potential, with the objective of showcasing the best innovations from each category for community assessment and review by an independent panel.

Although SIOLA's public service innovation has not yet reached the status of "Outstanding Public Service Innovations," as indicated in Announcement Letter No. B/277/PP.00.05/2025, it has advanced to the "Top Innovation Finalist" stage, as stated in Announcement Letter No. B/242/PP.00.05/2025. This letter confirms that SIOLA has met the

standards of feasibility and public benefit and is now listed among innovations that can be accessed, studied, and replicated by other agencies through the official SINOVIK portal (<https://sinovik.menpan.go.id>). Many innovations may not be "Outstanding" but still serve as valuable examples or best practices due to their relevance to agency needs.

The shift in thinking and the implementation of existing innovations is not only technological but also reflects a paradigm shift in modern public administration (Ongaro, 2009). Previously, bureaucracy was dominated by the Classical Weberian model, which emphasized hierarchy, procedures, and compliance with rules. This shifted to the era of New Public Management (NPM), which focused on efficiency akin to the private sector. Now, there is a newer, more balanced paradigm: the Neo-Weberian State (NWS). The SIOLA Public Service Innovation by the Ministry of Home Affairs represents the real implementation of the Neo-Weberian State (NWS) paradigm, combining the rationality of Weberian bureaucracy with modern values such as digitalization, ASN professionalism, and a service-oriented approach.

The Neo-Weberian State (NWS) emphasizes the importance of traditional bureaucracy, aiming to combine the best elements of traditional bureaucracy with the need for government modernization (Pratama, Wardiyanto, & Setijaningrum, 2025). The Neo-Weberian State paradigm emphasizes the state's role as the primary public service provider but in a more modern, adaptive, and citizen-oriented manner. The Neo-Weberian State (Margetts & Dunleavy, 2013) also stresses professionalism in bureaucracy, the use of digital technology, public accountability, and citizen participation within service organizations.

This study focuses on two principles from the Neo-Weberian State paradigm: the Reinforcement of the State's Role and the Professionalization of Public Service (Drechsler, 2005). Thus, bureaucracy becomes not just an implementer of regulations but also a producer of public value through responsive and data-driven services (Symes, 1999). In the context of SIOLA, the innovation represents the implementation of these Neo-Weberian State principles in public service practice: Reinforcement of the State's Role and Professionalization of Public Service.

SIOLA provides digital integration for administrative services, transforming previous manual processes within the Ministry of Home Affairs into faster, more transparent, and accountable procedures. This research aims to analyze how the SIOLA public service innovation is implemented and whether it aligns with and reflects the two principles of the Neo-Weberian State paradigm: Reinforcement of the State's Role and Professionalization of Public Service. Furthermore, it seeks to explore to what extent SIOLA supports the digital transformation of bureaucracy in Indonesia, characterized by a modern bureaucracy that is efficient, professional, and citizen-oriented.

RESEARCH METHOD

This study used a qualitative approach with a descriptive analytical method to analyze the implementation of principles from the Neo-Weberian State (NWS) paradigm, namely Reinforcement of the State's Role and Professionalization of Public Service, in the innovation of public services implemented by the Ministry of Home Affairs through the System Online

Information Services Administration (SIOLA). In addition, the approach was selected by the researchers because the study focused on understanding the phenomenon of public service innovation in-depth through theoretical and empirical perspectives.

Data were collected through secondary data mechanisms, including literature studies covering policy documents, government reports, and relevant academic publications related to the topic or the paradigm used. The main data sources were official documents, such as the Bureaucratic Reform e-book issued by the Ministry of Empowerment of State Apparatus and Bureaucratic Reform (PAN-RB), internal reports from the Ministry of Home Affairs, as well as other scientific publications related to the Neo-Weberian State paradigm, particularly Reinforcement of the State's Role and Professionalization of Public Service. Findings from the analysis in this research were then interpreted and contextualized, considering the social, economic, and political conditions in Indonesia.

RESULTS AND DISCUSSION

Technology information has been recognized as one of the potential means for changing the method of government work, one of them being through e-government (Reyes & Gil-Garcia, 2014). The presence of e-government in the Indonesian government has become a real commitment in efforts to develop and implement a more electronic-oriented government system with the objective of realizing good governance.

SIOLA (System Online Information Services Administration) is the implementation of e-government that integrates the Ministry of Home Affairs as the central government with regional governments regarding administrative services, which can be directly accessed via the website portal <https://ula.kemendagri.go.id/>

This system offers various public administrative services online, including issuing travel permits for important international trips for Regional Heads/Deputy Regional Heads and Provincial/Regency/City DPRD members, recommendations for overseas business travel for Regional Government ASN, as well as issuing notification letters for foreign researchers. Additionally, SIOLA provides services for issuing compliance certificates, gratification control unit services, and other administrative services that support efficient government management.

SIOLA also includes issuing various important recommendations, such as recommendations for the formation of the Regional Inspector Selection Committee, the replacement of high-level regional leaders at the provincial and district/city levels, and the issuance of the Minister of Home Affairs Decree regarding the dismissal and appointment of regents/mayors or deputy regents/deputy mayors. Additionally, SIOLA facilitates the evaluation of draft regional regulations concerning the regional budget, as well as the development of regional legal products in electronic form (e-Perda). This system aims to improve the efficiency, transparency, and accountability of public administration services and reduce the time required for administrative processes that were previously done manually.

Through digital integration in SIOLA, various administrative services that were previously manual can now be processed more quickly, transparently, and measurably. SIOLA also provides ease of supervision and service evaluation by utilizing a data-based system, enabling real-time monitoring and more accurate reporting. Thus, SIOLA not only brings

change in the way the government serves the public but also plays a crucial role in the digital bureaucracy transformation, supporting the simplification of processes, improving coordination between the central and regional governments, and enhancing the overall quality of public services.

Draft Public Service Innovation in SIOLA e-government innovation (System Online Information Services Administration)

Public service innovation is the core of modern administrative reform, where the government is called to create breakthroughs in providing services that are more efficient, responsive, and accountable (Benoît Desmarchelier, 2019). Public service innovation is not only the implementation of new technology but also a transformation that changes the paradigm of the country's way of providing service to the public, both from the process and structure aspects of the organization, as well as the resulting value (public value) (Bloch & M. Bugge, 2013). In the context of public service innovation discussed in this research, SIOLA is seen as a concrete form of e-government-based public service innovation. SIOLA is designed to integrate various service administration processes in a fast, efficient, and transparent way. According to Osborne (2013); Osborne and Brown (2011), public service innovation can be classified into four main types: products, processes, positions, and paradigms. The SIOLA innovation can be categorized into four aspects:

Tabel 1. SIOLA innovation

Types of Innovation	Relatedness with Public Service Innovation "SIOLA"
Innovation Product	Development SIOLA application as product new digital services within the Ministry of Home Affairs
Process Innovation	Transformation channel service administration from manual to online and automated
Innovation Position	Change the position of the Ministry of Home Affairs from the initial bureaucracy administrative somewhat closed difficult accessible public become institution open and transparent digital services.
Innovation Paradigm	Shift mark bureaucracy from "rule driven" to "service oriented" which is in line with the principles of the Neo Weberian State, namely Reinforcement of the State's Role and Professionalization of Public Service.

Due to that, SIOLA does not only bring procedural change but also forms a new paradigm of digital bureaucracy that emphasizes public accountability, service quality, and citizen orientation. Innovation, as SIOLA reflects, the stages of maturity in the digitalization of public services as outlined in the UN E-Government Development Index (EGDI), namely the stage of information sharing going to transactional service. SIOLA does not only provide information but also allows for the existence of online administrative transactions. The features developed by SIOLA include integrated digital administration services, where society and the government can submit service applications without geographical boundaries. Then, there is service status tracking in real time, which increases transparency and reduces uncertainty, as well as integration between previously separated work units in the conventional service

process, now accessible comfortably on one platform. This shows that SIOLA is not just a technological innovation but a transformation method in bureaucracy towards an efficient and measurable digital governance model.

Principle of Reinforcement of the State's Role and Professionalization of Public Service in the Implementation of Innovation SIOLA Public Service by the Ministry of Home Affairs

In the Neo-Weberian State (NWS) paradigm, the foremost principle is the Reinforcement of the State's Role, defined as the country being repositioned as the main actor in public service organization, determining standards, holding legal legitimacy, regulating access, and guaranteeing public rights (Pollit & Bouckaert, 2017). There are several methods to assess and judge operationally whether this principle is being applied in the innovation. These include ownership and institutional control, the policy or regulatory foundations used, the standards and procedures applied nationally, service legitimacy, public data management by the state, and public accessibility guaranteed by the state.

The implementation of SIOLA innovation shows that the digitalization of administration does not reduce the function and role of the state. On the contrary, its presence emphasizes and strengthens the role of the state as the main organizer of public services. The principle of Reinforcement of the State's Role is visible from how the Ministry of Home Affairs built SIOLA as a centralized, standardized, and controlled service platform fully managed by the government. Through SIOLA, the service flow of previous administrations, distributed across various bureaucratic tables, is now integrated into one uniform system. This centralization is not an excessive form of control but rather an effort by the state to affirm its authority in providing accountable services.

At the same time, SIOLA is driving the process of professionalizing ASN (State Civil Apparatus) in a significant manner. Professionalization of Public Service is defined as an ASN who acts based on skills and professional standards (merit), not patronage or discretionary practices that are not measurable. Professionalization covers continuous training, standard ethics, performance evaluation systems, and the use of supporting tools to make rational decisions.

Several methods can be used to assess and judge whether this principle is being applied in innovation, such as the need for competency and training, standard SOPs (Standard Operating Procedures), audit trails & documentation, data-driven performance evaluation systems, reduction of discretionary power, as well as ethics and data protection. In this case, SIOLA provides important technical mechanisms such as audit trails and workflow standards that form the foundation for objectivity and professionalism. The existence of potential recording and dashboards supports performance evaluation based on evidence.

Digital systems force bureaucracy to work based on objective standards and standardized procedures, not on manual habits that often create inconsistency. ASN is now required to control new technical competencies such as digital verification, electronic audit trails, online document management, and service data mastery. This professionalization is not just a technical capacity improvement but also the formation of more disciplined, transparent,

and accountable bureaucratic behavior. Thus, the application of SIOLA becomes a medium for the transformation of bureaucracy into state apparatus with competencies and work ethics in line with modern bureaucratic characteristics.

Reinforcement of the State's Role and Professionalization of Public Service are inseparable. Strengthening state ownership of the platform provides legal runway and legitimacy. Meanwhile, ASN professionalization ensures that the services provided by the state are reliable, ethical, and consistent. SIOLA is at the heart of these two strategic principles, upholding public service (institutional) and facilitating professionalization of the apparatus' capabilities. SIOLA's documentation shows that both of these principles have already started to be implemented. However, for the utilization of SIOLA to approach the ideal NWS, advanced policy changes are needed, such as data management, KPI integration, and capacity building.

Success of Innovation in SIOLA Public Services to Improve the Quality of Public Services

The success of public service innovation can be analyzed through several factors, such as improvement in service effectiveness, efficiency in bureaucratic processes, accessibility and equity in services, transparency and accountability, standardization and consistency in services, inter-unit and government governance coordination, creation of public value, and contribution to bureaucratic reform and national digital transformation (Bryson & Crosby, 2014). SIOLA has particularly succeeded in simplifying governance services that were previously complicated, unstructured, and time-consuming. By combining all services into one digital portal, SIOLA eliminates geographical barriers, speeds up administrative processes, and provides certainty in service completion times (Damanpour & Schneider, 2009). Applicants' digital accounts can be accessed directly throughout the process, so those from remote areas no longer need to travel to Jakarta to submit documents, inquire about status, or seek clarifications—all of which can now be monitored through their digital accounts.

Service quality has improved because SIOLA creates a better and more consistent service mechanism. Every submission is processed through the same system and follows identical SOPs in order to reduce variation between units. Additionally, the real-time tracking feature helps minimize uncertainty and increase applicant satisfaction. For leadership, SIOLA's success is visible from the improvement in monitoring capabilities. The performance dashboard allows leadership to see service bottlenecks and assess which work units need intervention. The success shows that SIOLA not only provides technical convenience but also creates added value through more reliable and accountable services.

Impact of the Implementation of SIOLA on the Public

From an impact perspective, SIOLA's service innovation can be seen in three main dimensions: accessibility, transparency, and central-regional relationships. In terms of accessibility, SIOLA expands the range of government services. Both the community and local governments can access services wherever they are, as long as they have an internet connection. This reduces disparities in services between large regions and previously isolated areas, which depended on geographical proximity to the central government. The second dimension is

transparency, where SIOLA brings about a significant change. Previously, information could only be obtained through direct communication with specific officials. Now, every process is recorded and its status is visible.

This transparency directly impacts public perception, as they can monitor the process independently, which increases their confidence in the bureaucracy. Services are now perceived as more honest, open, and consistent. The third dimension relates to the central-regional connection, where SIOLA improves coordination patterns that were previously hindered by manual and bureaucratic processes. With digital systems, requests for recommendations, approvals, or verifications from regions can be processed more quickly and well-documented. This supports better governance and more harmonious, efficient, and responsive connections between central and regional units (Sekretariat Daerah Kota Malang, 2019).

Challenges in SIOLA Implementation

Despite the many advances, the implementation of SIOLA not only brings changes in the method of public service delivery but also faces a number of structural, technical, and cultural challenges that need to be addressed by the bureaucracy. While SIOLA has shown positive performance in improving the quality of public services, the implementation process still faces several obstacles that affect the effectiveness of the innovation. These challenges reflect the general conditions of digital transformation in the public sector, which involve technology, human factors, organizational culture, and policy changes.

Challenge in ASN Digital Capacity

One of the main challenges in SIOLA implementation is the existing gap in digital competence among Civil Servants (ASN). Digital-based public service transformation requires new technical skills such as digital data management, electronic verification, understanding information security, and the ability to operate service management applications. However, not all ASNs have the same level of digital proficiency. Some ASNs are accustomed to working through manual mechanisms that have been ingrained for years, so the adaptation to SIOLA is not always smooth. These variations in skill levels impact the quality of service across units, cause delays in processes, and create dependencies on certain employees who better understand the technology. This shows that digital innovation implementation requires not only providing applications but also a strengthening strategy for human resource capacity in a systematic and sustainable manner.

Challenge in Technology Infrastructure and Connectivity

Aside from HR factors, the success of SIOLA is greatly influenced by the availability and stability of technology infrastructure. Digital-based services require strong internet networks, adequate hardware devices, and capable servers to accommodate the increasing volume of data. Challenges arise when some work units or regional governments have limited internet access, outdated devices, or unstable network quality. In remote areas, local governments often face telecommunications infrastructure constraints, which affect their ability to access SIOLA optimally. These infrastructure gaps can create inequality in service

quality and reduce the national impact of the innovation. Therefore, strengthening infrastructure is a crucial condition for SIOLA's sustainability.

Challenge in Digital Divide

Even though SIOLA increases public service access overall, the digital divide remains a relevant challenge. Not all applicants have the same level of digital literacy, especially in areas with limited infrastructure or resource limitations. This inequality creates obstacles for some members of the public or local governments in utilizing SIOLA's services. This digital access gap has the potential to create a new gap in service, namely between parties who can effectively utilize SIOLA and those who cannot. In the context of public services aiming to provide universal service, this challenge must be overcome through training, access facilitation, and strengthening digital literacy for both the community and ASNs.

CONCLUSION

Innovation in the SIOLA public service (System Online Information Services Administration) represents a significant digital transformation by the Ministry of Home Affairs, marking a fundamental shift in Indonesian public service governance. By digitalizing administration, standardizing procedures, and integrating diverse services into a government-managed online portal, SIOLA offers a modern service model that enhances efficiency, transparency, and responsiveness to the needs of communities and local governments. From the Neo-Weberian State (NWS) paradigm perspective, SIOLA exemplifies the principles of Reinforcement of the State's Role—strengthening the state's authority through legal legitimacy, national standards, and direct government control—and Professionalization of Public Service—updating the bureaucracy not only through digitization but also by enhancing the state's capacity to deliver more responsive and measurable services. Future research could explore the long-term impacts of SIOLA on public trust, service quality, and the adaptability of local governments to this digital innovation, as well as comparative analyses with similar initiatives in other sectors or countries.

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