

Analysis of Public Administration Ethics in the Implementation of the Electronic-Based Government System (SPBE) in the Regional Government of Gorontalo City

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ABSTRACT

This study aims to analyze public administration ethics in the implementation of the Electronic-Based Government System (SPBE) in the Regional Government of Gorontalo City. The research uses a qualitative method with a descriptive approach through data collection techniques in the form of literature studies by utilizing various reference sources, such as books, scientific journals, official documents, academic articles, as well as laws and regulations related to the Electronic-Based Government System (SPBE) and public administration ethics. The results showed that the implementation of SPBE in Gorontalo City has been supported by regional regulations and national policies, but its implementation still faces obstacles in aspects of system integration, human resource competence, public digital literacy, and the application of public service ethics. This study also found that the success of SPBE is not only influenced by technological readiness, but also by the quality of bureaucratic governance, transparency, accountability, and the professionalism of government officials in providing services to the community. Therefore, strengthening public administration ethics is an important factor in supporting the effectiveness of electronic-based government services.

INTRODUCTION

The development of information technology has driven major changes in the public service system in Indonesia. The government no longer only relies on manual administrative services, but has begun to develop digital-based services through the Electronic-Based Government System (SPBE). The presence of SPBE is an important part of bureaucratic reform because it aims to improve the effectiveness, efficiency, transparency, and quality of public services. Through Presidential Regulation Number 95 of 2018, the government stipulates that SPBE is a government implementation that utilizes information and communication technology to provide services to the community in an integrated manner. This policy is the basis for the central and regional governments to build more modern digital governance. However, the implementation of SPBE is not only related to the use of technology, but also concerns public administration ethics in the implementation of services to the community. Government officials are required to continue to uphold the principles of accountability, transparency, fairness, and

responsibility in the use of electronic systems so that public services continue to run professionally and oriented to the interests of the community (Republic of Indonesia, 2018).

The implementation of SPBE at the local government level continues to develop, including in the Gorontalo City Regional Government. The Gorontalo City Government has stipulated Gorontalo Mayor Regulation Number 18 of 2022 concerning the Implementation of SPBE as a guideline for the implementation of digital government in the region. The regulation regulates SPBE governance, information system management, information technology audits, evaluation, and development of electronic-based government services. However, the results of the 2023 SPBE evaluation show that the Gorontalo City Government's SPBE index is at 2.59 with the adequate category, while the Gorontalo Provincial Government obtained a score of 3.22 with the good category. The data shows that the implementation of SPBE in Gorontalo City still faces various obstacles, especially in the aspects of system integration, coordination between regional apparatus organizations, human resource competence, and the quality of digital-based public services. This condition shows that the success of SPBE does not only depend on technology, but also on organizational readiness and the quality of governance (Heeks, 2006).

The transformation of digital-based public services in Indonesia still faces various challenges in its implementation. These problems are not only related to the readiness of technological infrastructure, but also related to the quality of human resources, coordination between government agencies, and the ability of the community to access digital services. In some regions, the implementation of electronic-based services still experiences obstacles in internet access, information system integration, and low digital literacy of the community. This condition causes digital services to not be able to fully reach all levels of society equally. Therefore, the development of SPBE requires bureaucratic readiness and adaptive public service support so that the digital transformation of government can run effectively and oriented to the needs of the community (Heeks, 2006).

Public administration ethics are an important aspect in the implementation of SPBE because the use of technology in the bureaucracy must remain based on moral values and responsibilities of public services. Digitization of services can indeed speed up the administrative process and facilitate public access to government services. However, the use of electronic systems also has the potential to create new problems if it is not balanced with good bureaucratic ethics. Government officials must be able to maintain the security of public data, avoid abuse of authority, and ensure that services are provided fairly and non-discriminatory. In addition, information transparency and service accountability are also important parts in the implementation of SPBE. Research on SPBE in local government governance shows that the success of digital government is greatly influenced by the commitment of the apparatus in implementing the principles of good governance and public service ethics in every administrative service process (Dewi, 2025).

In practice, the implementation of SPBE in the regions often faces obstacles related to the readiness of the community and government apparatus. Not all people have adequate digital literacy skills to access electronic-based services. Some people still experience difficulties in using service applications, internet access, and understanding digital procedures. This condition can cause service inequality if the government does not provide assistance and alternative services that are easily accessible. On the other hand, government apparatus are also required to be able to adapt to changes in the digital work system and maintain professionalism in the use of information technology. Studies on public service ethics in the era of digital governance show that a weak understanding of ethics in digital services can lead to a decrease in the quality of service interactions, low bureaucratic empathy, and the emergence of abuse of electronic systems in public services (Halim et al., 2025).

Gorontalo City is a relevant location to study because this area has implemented the SPBE policy, but it still shows various challenges in its implementation. The implementation of SPBE in Gorontalo City needs to be seen not only from the technical aspect, but also from the application of ethical values of public administration in government services. The presence of technology should be able to strengthen the quality of public services, increase bureaucratic transparency, and make it easier for people to obtain government services. However, if it is not accompanied by the integrity and responsibility of the apparatus, the use of technology can actually cause new problems in public services. Therefore, it is important to see the extent to which ethical values such as honesty, responsibility, discipline, openness, and community service orientation are applied in the implementation of SPBE in the Gorontalo City Regional Government. Strengthening public administration ethics is considered to be one of the important factors in supporting the success of the digital transformation of local governments (Hanasi, 2024).

A number of previous studies have generally discussed the Electronic-Based Government System (SPBE) in terms of the effectiveness of public services, strengthening digital governance, and efforts to improve bureaucratic performance. The discussion on SPBE is also more directed at aspects of technology utilization, information system integration, and the application of good governance principles in the local government environment. Meanwhile, studies that highlight public administration ethics in the implementation of SPBE are still not widely found, especially in local governments. In addition, research examining the application of public administration ethics in the implementation of SPBE in the Gorontalo City Regional Government is also still limited. Based on these conditions, this study was conducted to examine the application of public administration ethics in supporting the implementation of electronic-based government services in Gorontalo City.

Based on this description, this study aims to analyze the ethics of public administration in the implementation of the Electronic-Based Government System in the Gorontalo City Regional Government. This

research is focused on the application of ethical principles in SPBE governance, the implementation of digital-based public services, and the obstacles that affect the application of public administration ethical values in the electronic government system. In addition, this study also aims to identify the relationship between the use of government technology and the quality of public services provided to the community. The results of the research are expected to make an academic contribution to the development of digital public administration studies and become evaluation materials for local governments in strengthening the implementation of SPBE that is effective, transparent, accountable, and oriented to the interests of the community.

RESEARCH METHODS

This study uses a qualitative research method with a descriptive approach to analyze public administration ethics in the implementation of the Electronic-Based Government System (SPBE) in the Gorontalo City Regional Government. This approach was chosen because the research focuses on an in-depth understanding of the application of ethical values in digital-based public services. Data collection in this study was carried out through a literature study approach by utilizing various reference sources, such as books, scientific journals, official documents, academic articles, as well as laws and regulations related to the Electronic-Based Government System (SPBE) and public administration ethics. The data obtained is then analyzed to understand various concepts, policies, and problems related to the implementation of digital-based government services. In addition, this study uses literature studies from books, accredited national journals, laws and regulations, and relevant scientific articles published in the last ten years. The data obtained was analyzed using thematic analysis through the process of data reduction, data presentation, and conclusion drawing in a systematic manner.

RESULTS AND DISCUSSION

SPBE Governance in the Gorontalo City Regional Government

The results of the study show that the Gorontalo City Regional Government already has a policy foundation in the implementation of the Electronic-Based Government System through Gorontalo Mayor Regulation Number 18 of 2022 concerning the Implementation of SPBE. The regulation regulates SPBE governance, information technology management, electronic system audits, digital service management, and evaluation of the implementation of electronic-based government. The presence of this regulation shows that there are efforts by local governments to adapt the bureaucratic system to the development of digital technology and the demands of modern public services. In addition, the implementation of SPBE is also part of the implementation of Presidential Regulation Number 95 of 2018 which emphasizes the importance of the integration of electronic-based government services in creating effective and efficient public services. However, in its implementation, there are still several obstacles in the aspect of coordination between regional apparatus organizations and the consistency of the implementation of digital service policies within local governments (Republic of Indonesia, 2018).

SPBE evaluation data in 2023 shows that the Gorontalo City Government obtained an SPBE index of 2.59 in the adequate category, while the Gorontalo Provincial Government obtained an index of 3.22 in the good category. The difference in values shows that the implementation of SPBE in Gorontalo City still needs to be strengthened in various aspects, especially the integration of service systems, the quality of digital governance, and the readiness of local government organizations. This condition shows that the success of SPBE is not only determined by the availability of technology, but also influenced by institutional readiness, bureaucratic coordination patterns, and the ability of apparatus to manage electronic-based services. This view is in accordance with the e-government theory which explains that the failure of digital government implementation often occurs due to the mismatch between technology, organizations, and the needs of the community as users of public services (Heeks, 2006).

From the perspective of public administration, the implementation of SPBE should not only be understood as a modernization of the service system, but also as part of bureaucratic reform oriented towards improving the quality of community services. SPBE can strengthen transparency, speed up administrative processes, and increase the effectiveness of the work of the apparatus if supported by good governance. Research on the implementation of SPBE in the Batam City Government shows that the success of the digital government system is greatly influenced by policy consistency, organizational support, and the government's ability to adapt to changes in the digital work system. Therefore, the achievement of the Gorontalo City SPBE index, which is still in the sufficient category, needs to be the basis for evaluation for the local government so that the implementation of SPBE is not only administrative, but really able to support professional public services and oriented to the needs of the community (Adinata et al., 2024).

Public Administration Ethics in Digital Services

The results of the discussion show that public administration ethics have an important position in the implementation of SPBE because digital services are still related to the moral responsibility of government apparatus to the community. Electronic-based services not only aim to speed up the administrative process, but must also be able to guarantee the principles of justice, openness, certainty of service, and protection of people's rights. In practice, the use of information technology in public services requires government officials to work

honestly, professionally, and responsibly. SPBEs that are carried out without paying attention to service ethics have the potential to cause services that are rigid, unresponsive, and difficult to access by certain communities. Therefore, the ethical value of public administration is an important part of maintaining the quality of digital services so that it remains in accordance with the principles of good governance (Wijaya & Saleh, 2025).

The implementation of SPBE also requires government officials to maintain the security of public data and avoid abuse of authority in the use of electronic systems. Every digital service leaves a traces of data that can be accounted for so that apparatus is required to be more transparent and accountable in carrying out their duties. In addition, the use of digital services must still pay attention to the aspect of ease of access for the public. The government cannot only focus on application development, but must also ensure that the system built is easy to understand and use by people from various backgrounds. In this context, public administration ethics function as a moral guideline for the apparatus so that the use of technology remains oriented to the public interest, not just the fulfillment of local government administrative targets (Hanasi, 2024).

This discussion shows that good digital services require a balance between the use of technology and the application of human values in the bureaucracy. A service system that is too complicated can create new obstacles for the community, especially those who have limited digital literacy. Research on SPBE and good governance explains that digital governance must support transparency, community participation, service effectiveness, and bureaucratic accountability. Thus, the implementation of SPBE in Gorontalo City needs to be directed at the development of digital services that are simple, easily accessible, safe, and able to increase public trust in local governments. Strengthening service ethics is also needed so that the apparatus continues to prioritize the interests of the community in every electronic-based service process (Wijaya & Saleh, 2025).

Obstacles to SPBE Implementation and Human Resource Readiness

The results of the study show that one of the main obstacles in the implementation of SPBE in the regions is the readiness of human resources. Government officials are required to have technical skills in operating digital systems, understand electronic service regulations, and have ethical awareness in the use of information technology. However, in practice, there are still apparatus that are not fully able to adapt to changes in the digital work system. This condition causes electronic-based services to not run optimally and still rely on manual administrative processes. Research on the digitalization of public services in Jatinangor District shows that the quality of public services is greatly influenced by the competence of apparatus and the ability of human resources to manage digital services effectively (Putri & Yuliyana, 2023).

In addition to the apparatus factor, obstacles to SPBE implementation also arise from the low digital literacy of the community. Not all people have stable internet access, adequate technological devices, or the ability to use application-based services. This condition can cause inequality in public services because some people still have difficulties in accessing government digital services. In the context of Gorontalo City, these conditions show that the development of SPBE needs to be accompanied by efforts to educate the public, provide clear service information, and assistance in the use of electronic services for people in need. Local governments also need to provide alternative direct services so that people who are not familiar with the digital system can still get proper public services (Pitono & Kartiwi, 2021).

The next obstacle is related to the integration of systems between regional apparatus organizations. In the implementation of SPBE, each regional apparatus should use an interconnected system so that the process of service and data management can run faster and more efficiently. However, it is still found that the use of different applications between agencies causes duplication of data and slow service processes. This condition shows that the implementation of SPBE requires strong coordination, support for technological infrastructure, and strengthening the governance of government information systems. Research on the implementation of e-government in public services shows that the success of digital services is greatly influenced by infrastructure readiness, information system integration, and the government's ability to build connected services effectively and sustainably (Pitono & Kartiwi, 2021).

Strengthening Ethics and Direction of Improvement of Gorontalo City SPBE

The discussion shows that the implementation of SPBE in Gorontalo City needs to be strengthened through strengthening public administration ethics and improving the quality of digital service governance. It is not enough for local governments to provide service applications, but also to ensure that the service system is truly able to meet the needs of the community. Strengthening ethics is needed so that government officials continue to work honestly, disciplined, responsible, and oriented towards the public interest in the use of information technology. In addition, local governments need to improve the quality of human resources through information technology training, strengthening public service competencies, and fostering bureaucratic ethics. Thus, SPBE is not only a tool for modernizing administration, but also a means to strengthen the quality of public services and increase public trust in local governments (Lukman et al., 2024).

The Gorontalo City Government also needs to make the results of the SPBE index evaluation the basis for gradual and measurable improvements. The SPBE index value of 2.59 with the category of sufficient indicates that there are still weaknesses in the aspects of governance, services, management, and integration of electronic systems.

Therefore, local governments need to strengthen coordination between regional apparatus organizations, increase the integration of digital services, and clarify the division of tasks in the management of SPBE. In addition, service evaluations need to be carried out periodically so that the government can find out the obstacles faced by the public in the use of digital services. These efforts are important so that the implementation of SPBE can run more effectively and in accordance with the goals of information technology-based bureaucratic reform (Heeks, 2006).

The results of the discussion show that public administration ethics have an important role in the successful implementation of SPBE in the Gorontalo City Regional Government. Electronic-based services must be able to provide services that are fast, transparent, safe, fair, and easily accessible to the public. The use of technology in government should not reduce the quality of public service interactions, but rather strengthen bureaucratic effectiveness and public satisfaction. Research on the use of e-government on employee productivity shows that technology can improve the quality of apparatus performance if supported by a clear work system, employee competence, and good governance. Therefore, the development of SPBE in Gorontalo City needs to be directed at the development of a digital government that is not only technically efficient, but also based on the ethical values of public administration and community service orientation (Lukman et al., 2024).

CONCLUSIONS AND SUGGESTIONS

The implementation of the Electronic-Based Government System (SPBE) in the Gorontalo City Regional Government shows that the local government has a commitment to developing digital-based governance through regulation and development of electronic services. However, the implementation of SPBE still faces various obstacles, especially in the aspects of system integration, human resource readiness, community digital literacy, and the application of public administration ethics in digital services. This study shows that the success of SPBE is not only determined by the use of technology, but also influenced by the quality of bureaucratic governance, professionalism of the apparatus, and the application of ethical values such as transparency, accountability, responsibility, and community service orientation.

The Gorontalo City Regional Government needs to strengthen the quality of SPBE implementation through improving the competence of apparatus, strengthening coordination between regional apparatus organizations, and developing a digital service system that is more integrated and accessible to the public. In addition, the government needs to increase supervision and evaluation of the implementation of electronic-based services so that each service runs in accordance with the principles of public administration ethics. It is also important to strengthen people's digital literacy so that the use of electronic services can reach all levels of society equally and do not cause gaps in public services.

The next research is expected to examine the implementation of SPBE in more depth through a field approach, especially related to the level of community satisfaction, the effectiveness of digital services, and the influence of SPBE on the quality of performance of local government apparatus. In addition, follow-up research can also discuss digital data security, protection of public privacy, and strategies to strengthen bureaucratic ethics in dealing with the development of digital transformation of government in Indonesia.

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