ARTICLE

THE ROLE OF THE ADMINISTRATIVE SERVICE SYSTEM INTEGRATED BUREAUCRACY (SADASBOR) IN REALIZING GOOD GOVERNANCE IN TASIKMALAYA REGENCY

Ade Setiadi[1)*], Mulyaningsih[1)], Ikeu kania[1)]
Universitas Garut, Indonesia[1)]
Email: 24094124001@pasca.uniga.ac.id [*]

Article History
Received: 3 February 2025
Accepted: 17 February 2025
Published: 30 April 2025

Abstract

The use of digital technology in public administration is an important strategy in improving the quality of governance. Tasikmalaya Regency has implemented the Integrated Bureaucratic Administration Service System (SADASBOR) as a solution to speed up the administrative process and increase transparency and accountability in the bureaucracy. This system is designed to support the implementation of good governance by ensuring efficiency, effectiveness, and openness in administrative services. However, in its implementation, there are still a number of challenges, such as the resistance of the State Civil Apparatus (ASN) to digitalization, limited technological infrastructure, and the risk of data leakage. This study aims to examine the role of SADASBOR in realizing good governance in Tasikmalaya Regency and identify the obstacles faced in its implementation. This study uses a qualitative approach with a descriptive case study method. Data was collected through in-depth interviews with ASN, direct observation of the implementation of the system, and studies related to policies and regulations governing the implementation of SADASBOR. Furthermore, the stages of data reduction, data presentation, and conclusion drawn, guided by the principles of good governance. The results of the study reveal that SADASBOR has played a role in improving administrative efficiency, transparency, and bureaucratic accountability. However, there are several obstacles that still need to be overcome, such as the lack of readiness of ASN in adapting to the digital system, limited server capacity. Therefore, strategic steps are needed, such as strengthening technological infrastructure, increasing digital literacy for civil servants.

Keywords: Digital Administration, SADASBOR, State Civil Apparatus, Good Governance

A. INTRODUCTION

The application of digital technology in public administration has become one of the strategic efforts to improve the efficiency and effectiveness of the bureaucracy in Indonesia. Local governments are continuously developing various technology-based innovations to create a more transparent and accountable government system (Safitri & Wahidahwati, 2024). One of the innovations that has been implemented is the Integrated Bureaucratic Administration Service System (SADASBOR) in Tasikmalaya Regency. This system is designed to overcome various obstacles in administration that are still manual-based, which often causes delays in service and affects the low accountability of the performance of the State Civil Apparatus (Prayitno, 2024). Several previous studies have discussed the impact of digitalization on governance. Prasetyo & Nugroho (2020) revealed that digitization of public administration can speed up the bureaucratic process and increase transparency.

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

However, its implementation still faces various challenges, especially related to the readiness of human resources and the limitations of technological infrastructure. In addition, Rumbayan's research (2023) highlights that transparency in smart governance has an important role in increasing efficiency and encouraging community involvement in the government process. Lestari & Handayani (2018) also stated that the success of the implementation of e-government in various regions is highly dependent on the readiness of technology and the ability of employees to adapt to digital systems. This study has advantages in analyzing the implementation of SADASBOR in Tasikmalaya Regency, especially in the context of applying the principles of good governance. In addition, this study aims to identify various obstacles that arise in the implementation of SADASBOR, including ASN's resistance to the digital system and technical obstacles in its operation. The urgency of this research lies in the need to evaluate bureaucratic digitalization policies at the regional level to ensure that technological innovations can be applied sustainably and have a positive impact on public administration services. With the increasing public demand for faster and more transparent services, local governments need to continue to optimize the systems that have been implemented so that they can run effectively (Azhari, 2019).

Based on this background, this study aims to:

1. Analyze the role of SADASBOR in supporting the implementation of good governance principles in Tasikmalaya Regency.
2. Identify the challenges faced in the implementation of the SADASHBOARD system.
3. Formulate a strategy of recommendations to increase the effectiveness of the system in supporting more transparent, accountable, and efficient governance.

This research is expected to gain a more comprehensive understanding of the effectiveness of digitalization in public administration and contribute to the development of more adaptive policies in dealing with technological developments in the government sector.

B. LITERATURE REVIEW

This literature review reviews various theories and regulations related to the role of the Integrated Bureaucratic Administrative Service System (SADASBOR) in realizing good governance in Tasikmalaya Regency.

The Concept of Good Governance

Good governance is a principle in governance that emphasizes efficiency, transparency, accountability, participation, and compliance with the law in public administration (UNDP, 2020). This principle is a guideline in bureaucratic reform in Indonesia, as regulated in various recent regulations, including:

- Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (SPBE), which aims to improve bureaucratic efficiency and accelerate public services through administrative digitalization.
- Ministerial Regulation of PAN-RB No. 59 of 2020 concerning Monitoring and Evaluation of SPBE, which emphasizes the importance of evaluating digital systems to ensure the effectiveness of technology application in government administration.
- Permendagri No. 7 of 2021 concerning SPBE Governance in the Regional Government Environment, which requires the implementation of an integrated, secure, and easily accessible digital system for civil servants and the public.

In Tasikmalaya Regency, SADASBOR is part of the implementation of good governance which aims to increase efficiency, effectiveness, and transparency in bureaucratic administrative services.

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

Digitization of Public Administration

The digitization of public administration is designed to improve service efficiency and reduce bureaucratic obstacles. According to Ramadhani & Suryana (2022), the implementation of digital systems can reduce manual processes, improve data accuracy, and speed up information processing.

The latest regulations that support the digitalization of public administration in Indonesia include:

- Ministerial Regulation of PAN-RB No. 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Roadmap, which emphasizes that the use of technology must accelerate bureaucratic performance and improve the quality of public services.
- Ministerial Regulation of PAN-RB No. 3 of 2023 concerning the ASN Employee Performance Information System, which regulates that the digitization of personnel administration aims to improve the accuracy of ASN data and accelerate employee performance evaluation.

In its implementation, SADASBOR contributes to the digitization of public administration by providing faster and more efficient data-driven services. However, there are still challenges, such as the lack of digital literacy of civil servants, limited technological infrastructure, and threats to data security (Prasetyo & Nugroho, 2020).

Bureaucratic Efficiency and Effectiveness

Efficiency and effectiveness are important indicators in assessing the performance of government administration (Lestari & Handayani, 2021). Efficiency refers to the ability of the system to optimize resources to accelerate administrative services, while effectiveness measures the extent to which the system achieves the goals that have been set (Kurniawan, 2019).

The latest regulations, such as Minister of Finance Regulation No. 150 of 2022 concerning Personnel Administration Governance, emphasize that the use of digital systems in ASN management must improve the accuracy of employee data, speed up document processing, and reduce the potential for administrative errors. The implementation of SADASBOR in Tasikmalaya Regency has contributed to improving administrative efficiency, especially in reducing the time for the preparation of Employee Performance Targets (SKP) and evaluating the performance of ASN. However, technical obstacles are still found, such as limited server capacity and uneven internet access (Rumbayan, 2023).

Transparency and Accountability in Public Services

Transparency and accountability are the main elements in realizing a clean, open, and responsible bureaucracy (Ministry of PAN-RB, 2021). The digital system allows for real-time monitoring of ASN performance, which increases accuracy in employee evaluations and reduces the potential for abuse of authority (Zahra & Pratama, 2022). Regulations that regulate the transparency and security of digital systems in the government are:

- Regulation of the State Cyber and Cryptography Agency (BSSN) No. 8 of 2020 concerning SPBE Security, which mandates the improvement of data security systems to prevent information leaks.
- Ministerial Regulation of PAN-RB No. 1 of 2023 concerning Digital-Based ASN Management System, which emphasizes that the personnel administration system must be based on accurate and accountable data.

One of the main challenges in the implementation of SADASBOR is the risk of ASN data leakage and the absence of regulations that specifically regulate the protection of

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

employee information (Prasetyo & Nugroho, 2021). Therefore, it is necessary to strengthen regulations and a stricter security system to ensure data protection in public administration.

C. RESEARCH METHODOLOGY

This study uses a qualitative approach with a descriptive method to examine the implementation of the Integrated Bureaucratic Administrative Service System (SADASBOR) in Tasikmalaya Regency within the framework of good governance. The main focus of this study is to evaluate the role of SADASBOR in improving efficiency, effectiveness, transparency, and accountability of bureaucracy, as well as identifying the challenges faced during its implementation (Colorafi & Evans, 2016).

Research Model

This study applies a descriptive case study, which aims to gain a deeper understanding of the implementation of SADASBOR in government administration. This model is used to analyze SADASBOR's contribution in improving the quality of bureaucratic services as well as identify various technical and non-technical obstacles that arise during the implementation process (George et al., 2023).

Data Collection Techniques

In-depth interviews with State Civil Apparatus (ASN) users of SADASBOR, direct observation of the implementation of SADASBOR in government administration to assess the effectiveness of the system and obstacles that arise in its implementation as well as analysis studies of policies and regulations related to the implementation of SADASBOR in Tasikmalaya Regency (Taherdoost, 2021).

Variable Operational Definition

This study focuses on several main variables related to the implementation of SADASBOR in the context of good governance, as explained in the following table:

Variable	Operational Definition
Efficiency	The extent to which the SADASBOR System is able to speed up the administrative process and reduce errors in recording data of the State Civil Apparatus.
Effectiveness	The success rate of the system in increasing the productivity and performance of the State Civil Apparatus.
Transparency	Information disclosure in the system, including digital monitoring of ASN performance.
Accountability	Ensure that every policy and decision is data-driven and accountable.
Participation	The level of ASN involvement in the use of the system and the readiness of employees in using SADASHBOARD.
Technical Barriers	Obstacles or problems faced in the implementation of SADASBOR.

Data Analysis Methods

The data collected in tis study was analyzed using a qualitative descriptive method, with the stages of data reduction, data presentation and conclusion drawn.

D. RESULTS AND DISCUSSION

This study shows that the implementation of the Integrated Bureaucratic Administration Service System (SADASBOR) in Tasikmalaya Regency has brought significant changes in increasing the efficiency, effectiveness, transparency, and accountability of public administration. Some of the key findings of this study include:

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

Increased Administrative Efficiency., so SADASBOR has reduced reliance on manual procedures in government administration, which contributes to the acceleration of bureaucratic services. With this system, the State Civil Apparatus (ASN) can input data, prepare performance reports, and submit online administrations, replacing the conventional process that takes longer.

ASN Performance Effectiveness, so the implementation of SADASBAR provides clear indicators in assessing ASN performance. Each employee is required to input Employee Performance Targets (SKP) both annually and monthly and periodically fill in a work diary (BHK). This step encourages increased productivity and ensures that employee duties and responsibilities are carried out systematically.

Transparency and Accountability of Bureaucracy, so one of the main advantages of SADASBOR is increased transparency in employee performance evaluation. Before this system was implemented, additional employee income was given equally without considering discipline and work productivity. With SADASBOR, data-driven evaluations allow for more objective performance assessments, so that the provision of benefits is based on individual achievements, creating a more transparent and accountable work environment.Although SADASBOR provides various benefits, there are a number of obstacles or problems in its implementation, including:

1. Human resource readiness, so some civil servants still experience difficulties in adapting to the digital system, especially due to low digital literacy, which is the main challenge in optimizing SADASBOR.
2. Limited Technology Infrastructure, so server capacity that has not been maximized and uneven distribution of internet access throughout Tasikmalaya Regency are technical obstacles in the implementation of this system.
3. Data Security, so the protection of ASN data in the digital system is the main concern, because the risk of data leakage can have an impact on employee information security.

The implementation of SADASBOR in Tasikmalaya Regency is a manifestation of the local government's efforts in implementing the principles of good governance which include efficiency, effectiveness, transparency, accountability, and participation. However, to ensure that this system runs more optimally, several aspects need to be improved, namely increasing the capacity of civil servants, strengthening technological infrastructure**,** strengthening data security regulations, and continuous evaluation and development.

E. CONCLUSION

The results of this study show that the implementation of the Integrated Bureaucratic Administrative Service System (SADASBOR) in Tasikmalaya Regency has a positive impact on increasing the efficiency, effectiveness, transparency, and accountability of the bureaucracy. This system contributes to speeding up the administrative process, reducing data recording errors, and improving the accuracy of personnel information. In addition, SADASBOR also supports increased transparency, by enabling digital monitoring of ASN performance, so that the evaluation process can be carried out more objectively and data-based. However, the implementation of this system still faces several obstacles that need to be resolved. ASN's resistance to digitalization, limited technological infrastructure, suboptimal server capacity, and potential data leaks are factors that can hinder the effectiveness of the system. Therefore, a more comprehensive strategy is needed to ensure that SADASBOR can be optimized as a tool in realizing more transparent, efficient, and accountable governance. In order for SADASBOR to run more optimally and provide greater benefits in supporting good governance, several strategic steps that can be implemented

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

include improving technology infrastructure, strengthening data security regulations, and continuous evaluation and development.

REFERENCE

Azhari, A. (2019). Implementation of the Principle of Good Governance in Public Services in Indonesia. *Journal of Public Administration*, 6(2), 78–92.

Colorafi, K. J., & Evans, B. (2016). Qualitative descriptive methods in health science research. HERD: Health Environments Research & Design Journal, 9(4), 16-25.

Kurniawan, A. (2019). *Bureaucracy and governance: Dynamics and challenges in public services.* Malang: Intrans Publishing.

Lestari, S., & Handayani, T. (2018). Challenges of E-Government Implementation in Realizing Good Governance in Indonesia. *Journal of Government Management*, 5(2), 87–99.

Prayitno, A. (2024). Performance Optimization: Plans and Progress of Bureaucratic Reform of the Ministry of Transportation. *Journal of Academia Praja*, 7(1), 28–42.

Prasetyo, H., & Nugroho, R. (2020). Bureaucratic Reform and the Effectiveness of Public Services in the Digital Era. *Journal of Public Policy*, 9(1), 45–59.

Ramadhani, R., & Suryana, B. (2022). Digital transformation in local governance: An implementation study in the public service sector. *Journal of Technology and Public Policy, 9*(3), 45–61.

Rumbayan, D. (2023). Implementation of digital-based administrative services: A case study in Tasikmalaya Regency. *Journal of Public Policy and Digitalization, 11*(1), 30–50.

Safitri, A. M., & Wahidahwati. (2024). The Effectiveness of the Implementation of Good Governance Principles in Public Services at the Buduran District Office. *Journal of Accounting Science and Research*, 13(9), 1–16.

Sutrisno, A., & Fadillah, H. (2022). Analysis of the effectiveness of the implementation of digital service systems in bureaucratic reform. *Journal of Public Policy and Administration, 15*(3), 55–72.

United Nations Development Programme. (2020). *Good governance principles and their application in public administration*. New York, NY: UNDP.

Wibowo, S., & Kartika, R. (2023). Evaluation of ASN's readiness to adopt a digital administration system in local government. *Journal of Digital Transformation, 8*(1), 99–118.

Zahra, M., & Pratama, I. (2022). Data security in e-based government systems: Challenges and mitigation strategies. *Journal of Public Information Systems, 7*(4), 120–138.

President of the Republic of Indonesia. (2018). *Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (SPBE).* Jakarta, Indonesia: State Secretariat of the Republic of Indonesia.

Ministry of State Apparatus Empowerment and Bureaucratic Reform. (2023). *PAN-RB Ministerial Regulation No. 1 of 2023 concerning Digital-Based ASN Management System*. Jakarta, Indonesia: Ministry of PAN-RB.

Ministry of State Apparatus Empowerment and Bureaucratic Reform. (2023). *PAN-RB Ministerial Regulation No. 3 of 2023 concerning ASN Employee Performance Information System*. Jakarta, Indonesia: Ministry of PAN-RB.

State Cyber and Cryptography Agency. (2020). *State Cyber and Cryptography Agency Regulation No. 8 of 2020 concerning Electronic-Based Government System Security (SPBE).* Jakarta, Indonesia: BSSN.

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X

Ministry of Finance. (2022). *Regulation of the Minister of Finance No. 150 of 2022 concerning Personnel Administration Governance*. Jakarta, Indonesia: Ministry of Finance.

George, J., Gerhart, N., & Torres, R. (2023). Uncovering the truth about fake news: A research model grounded in multi-disciplinary literature. Fake News on the Internet, 175-202.

Taherdoost, H. (2021). Data collection methods and tools for research; a step-by-step guide to choose data collection technique for academic and business research projects. International Journal of Academic Research in Management (IJARM), 10(1), 10-38.

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia
P-ISSN: 1412 –9736
E-ISSN: 2828-545X