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Implementation of digitalization of police record certificate or *Surat Keterangan Catatan Kepolisian (SKCK)* services at the Polresta Mamuju

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ABSTRACT

This study aims to analyze the implementation of digitization of SKCK services at the Polresta Mamuju. This study uses a qualitative method with a descriptive approach to provide a comprehensive overview of the implementation of digitization of SKCK services in the Polresta Mamuju. Data were collected through observation, interviews, and documentation to obtain in-depth and comprehensive information about the process of implementing the digitization of SKCK services at the Polresta Mamuju. The results of the study show that the implementation of digitization of SKCK services at the Polresta Mamuju has been quite effective and structured can be seen in the communication aspect, in its implementation, officers actively provide gradual explanations in simple language regarding the flow of online registration, verification, fingerprinting, and SKCK printing, as well as providing assistance for applicants who experience difficulties. In terms of resources, despite situational technical obstacles, the available resources are able to support the effectiveness of digitizing SKCK services and have a positive impact on time efficiency and service quality compared to manual systems. The aspect of the disposition, SKCK service officers, and the community, towards the implementation of digitization of SKCK services at the Polresta Mamuju shows a positive and supportive trend. The aspect of bureaucratic structure, in the implementation of digitization of SKCK services at the Polresta Mamuju has been prepared clearly, systematically, and runs in accordance with the applicable Standard Operating Procedures (SOP). Although there are still administrative obstacles such as data input errors, completeness of documents, and suggestions related to a more detailed notification system, overall the bureaucratic structure implemented has supported the orderliness, effectiveness, and improvement of the quality of digital-based SKCK services at the Polresta Mamuju.

Keywords: digitization of services; implementation; SKCK

1. INTRODUCTION

Digital transformation has become the main agenda in the implementation of modern government. The development of information and communication technology has prompted a paradigm shift in public administration from conventional systems to electronic-based systems that are more adaptive, efficient, and transparent (Budijaya, 2025). The United Nations in the United Nations E-Government Survey emphasized that the digitalization of the public sector plays an important role in improving the quality of services, expanding public access, and strengthening government accountability (Anas, 2024). This transformation is not merely the use of technological devices but a complete change in work processes, interaction patterns, and organizational culture in providing services to the community.

In Indonesia, the commitment to digital transformation of government is realized through the implementation of the Electronic-Based Government System or *Sistem Pemerintahan Berbasis Elektronik (SPBE)*, as regulated in Presidential Regulation of the Republic of Indonesia Number 95 of 2018 (Presiden Republik Indonesia, 2018). The policy aims to realize clean, effective, transparent, and accountable governance through optimizing the use of information and communication technology. From the perspective of public administration, policy implementation is a stage that greatly determines the success of a program (Zulfa et al., 2023). The success of implementation is influenced by the substance of the policy and the context of its implementation, including resource capacity, organizational structure, and characteristics of the social environment (Kristian, 2023). Thus, digital transformation does not depend only on regulations but also on the readiness of institutions to implement these policies.

One form of public service that has undergone digital transformation is the SKCK service. SKCK is an official document issued by the National Police of the Republic of Indonesia and is one of the administrative requirements that many people need, both for work, education, and other interests (Wardana, 2020). The high public need for SKCK services demands a fast, precise, and easily accessible service system (Sari, 2019). The quality of public services is reflected in the responsiveness, efficiency, and ability of the bureaucracy to optimally meet the community's needs. The digitization of SKCK services is expected to simplify procedures, reduce queues, and increase service effectiveness.

In the context of policy implementation, Edward III (1980) stated that there are four main factors that affect the success of policy implementation: communication, resources, implementing disposition, and bureaucratic structure. These four factors are highly relevant to the implementation of the digitization of public services, including SKCK services. In addition, Achdiat (2025) stated that the implementation of e-government in Indonesia still faces challenges in the form of limited technological infrastructure, human resource readiness, and uneven digital literacy of the community. This shows that the success of digitizing public services requires integrated system support and adaptation from all elements of implementation and service users.

The Polresta Mamuju, as a police institution at the regional level, has implemented digital-based SKCK services as part of the modernization of public services. Through this system, the public can register online before the verification process and issuance of documents are carried out at the police station. The implementation of the digital system is expected to increase the efficiency of service time and make it easier for the public to access. However, in practice, the implementation of service digitalization at the regional level is inseparable from various dynamics, such as the readiness of the apparatus in operating the system, the stability of the Internet network, the availability of facilities and infrastructure, and public understanding of digital-based service mechanisms.

Various studies on the digitalization of public services have been conducted, especially those that focus on system effectiveness, service innovation, and the level of community satisfaction. Pangaribuan (2025) conducted research entitled Digital Innovation in Public Services: A Case Study of SKCK Management at the Sidoarjo Police, which found that the implementation of the online SKCK system is a form of information technology-based public service innovation that aims to improve service efficiency, effectiveness, and transparency. Through this system, people can register and upload the

necessary documents before visiting the service office. However, the study also found obstacles in the form of limited digital community literacy and the need for assistance from officers in the service process. In addition, [Supriyanto and Indrawati \(2022\)](#) conducted research entitled Online SKCK Service Innovation on Community Satisfaction at the Gresik Police, which used a quantitative approach to analyze the influence of online SKCK service innovations on community satisfaction. The results of the study showed that the implementation of online SKCK services significantly influenced the increase in public satisfaction because services became faster, easier, and more transparent.

Although these studies provide an important overview of the benefits of digitizing SKCK services, previous research has primarily focused on service outcomes, such as the effectiveness of innovation and community satisfaction, rather than on how the implementation of digitalization policies occurs in the practice of public service organizations. In other words, there is still a research gap in the implementation aspect, especially regarding how communication factors, resources, executive disposition, and bureaucratic structure affect the implementation of the digitalization of SKCK services at the regional police level. Studies that specifically examine the process of implementing the digitization of SKCK services from the perspective of public administration in the regional context are also limited, particularly in Polresta Mamuju, which has its own institutional characteristics and service challenges.

This study addresses this gap by examining the implementation of digitization of SKCK services in the Polresta Mamuju from the perspective of policy implementation. In contrast to previous research that focused more on service output, this study highlights the dynamics of policy implementation at the institutional level, including the readiness of the apparatus, support for facilities and infrastructure, infrastructure conditions, and community response to digital-based services. Thus, this research is expected to make a theoretical contribution to the development of public administration studies, especially regarding the implementation of digital government at the level of regional service organizations, and provide practical contributions in the form of inputs to improve the quality of digital SKCK services in the police environment.

In addition, the selection of Polresta Mamuju as the location of the research provides important contextual insights because it shows how the policy of digitization of public services does not always run uniformly in each region. This case can show that the success of service digitization is not only determined by the existence of online systems but also by the ability of local institutions to translate policies into effective service practices. Therefore, this research is relevant to understanding the implementation of digital government more clearly at the regional level.

Based on this description, the implementation of digitization of SKCK services at the Polresta Mamuju should be studied further, especially to understand how the policy is implemented in the context of public administration at the regional level. Accordingly, the author is interested in conducting research with the title "Implementation of Digitalization of SKCK Services at the Polresta Mamuju".

2. RESEARCH METHOD

This study uses a qualitative approach with a descriptive type to gain a deep understanding of the implementation of digitization of SKCK services at the Polresta Mamuju. This approach was chosen because the research seeks to systematically describe the process of implementing policies based on realities in the field without conducting hypothesis testing or statistical analysis. The focus of the research is directed at policy implementation using the theoretical framework of George C. Edwards III which emphasizes four main aspects, namely communication, resources, disposition, and bureaucratic structure, so that the analysis can be carried out in a directed and in-depth manner.

The research was conducted at the Polresta Mamuju, which directly implements digital-based SKCK services. The research process is carried out through the orientation stage to obtain an initial picture and determine the informant, the exploration stage to collect data in depth through interviews, observations, and documentation, and the member check stage to ensure the accuracy and suitability of the data with the information provided by the informant.

The research data source consists of primary data obtained from five informants through interviews and observations of related officials, officers/operators, and the service user community, and secondary data derived from official documents, regulations such as Presidential Regulation Number 95 of 2018 concerning SPBE (Presiden Republik Indonesia, 2018), service SOPs, and relevant scientific literature. In its implementation, the researcher acts as the main instrument supported by interview guidelines, observation sheets, and documentation to support data collection.

Data were collected through direct observation, structured interviews, and document analysis. Direct observations were used to experience firsthand the digital-based SKCK service process, including service flows, the use of digital facilities, and interactions between officers and the community. Interviews were conducted in a structured manner to informants based on a list of questions that had been compiled based on the focus of the research. Documentation was used to complete field data through a review of regulations, standard operating procedures, service data, activity photos, and other supporting documents.

Data analysis was conducted using an interactive model (Miles, Huberman, & Saldaña, 2014), which includes the stages of data collection, data condensation, data presentation, conclusion, and conclusion verification. To clarify the analytical procedure, the interview data were first transcribed in full and then read repeatedly to understand the context and meaning of the informant's statements. Subsequently, the researcher encoded the parts of the data that were relevant to the focus of the research. The coding process was carried out in stages, starting from the initial codes that emerged from the informant's answers, such as the delivery of service information, operator capabilities, network constraints, officer responses, division of tasks, and service procedures.

These initial codes are then included in thematic categories based on their similarity in meaning and their relationship to the Edwards III policy implementation framework. Thus, the analysis is not only descriptive but also directed at four main variables. Communication variables are operationalized into indicators of information clarity, service consistency, and socialization of digital services to the public. Resource variables are operationalized through indicators of the availability of human resources, technical capabilities of officers, supporting facilities and infrastructure, and digital network/infrastructure support. Variable disposition is explained through indicators of attitude, commitment, responsibility, and willingness of officers to support the implementation of digital services. Meanwhile, the variables of bureaucratic structure are operationalized through indicators of SOP clarity, division of tasks, coordination mechanisms, and flows in organizational services.

After the categorization process is carried out, the researcher compiles a data display in the form of a narrative presentation and thematic matrix to facilitate the reading of patterns, relationships between categories, and the tendency of findings for each variable. The next stage is the drawing of provisional conclusions, which continues to be carried out with field data through a comparison of interview results, observations, and documentation. In this way, the conclusions obtained are not only based on a single data source but are the result of a process of repeated analysis and cross-examination between sources.

To ensure the validity of the data, this study used source triangulation techniques, technique triangulation, observation persistence, observation extension, and member check. Source triangulation was conducted by comparing information from officials, officers/operators, and the service user community. The triangulation technique was conducted by comparing the results of interviews, observations, and documentation. Observation diligence was conducted so that the researcher could understand the research situation more carefully, while member checks were conducted to ensure that the results of the researcher's interpretation were in accordance with the information submitted by the informant.

With this series of methods, this research is expected to produce systematic, transparent, and credible findings, and to provide a comprehensive picture of the implementation of digitization of SKCK services at the Polresta Mamuju.

3. RESULTS AND DISCUSSION

Based on the results of research that has been carried out regarding the Implementation of Digitization of SKCK at the Polresta Mamuju, the implementation of this policy is not only understood as the implementation of a digital-based service system alone, but also as a public service administration process involving various implementing actors in the police environment. The implementation of digitalization of SKCK services requires the readiness of human resources, support for information technology facilities and infrastructure, and the ability of the community to utilize the digital-based services that have been provided.

Contextually, policy implementation is understood as the process of implementing decisions or programs formulated in advance so that policy goals can be achieved effectively. Edward III explained that the success of policy implementation is influenced by several important factors, namely communication, resources, disposition, and bureaucratic structure. The success of policy implementation is influenced by four main variables: communication, resources, disposition, and bureaucratic structure. Thus, policy implementation is not only related to the formal implementation of rules, but also to how all policy supporting elements are able to implement effectively in public service practices.

Based on this theoretical framework, the digitization of SKCK services at the Polresta Mamuju can be understood as a series of actions taken by police officers to provide administrative services to the community through the use of digital systems. The implementation of this service aims to increase the effectiveness, efficiency, and transparency of the SKCK publication process, such that the public can receive faster, easier, and accountable services.

In line with Edward III's theoretical framework, the discussion of the results of this research will be analyzed based on four implementation policy variables: (1) communication, (2) resources, (3) disposition or attitude of implementers, and (4) bureaucratic structure. These four variables are used as a basis to analyze the extent to which the implementation of the digitization of SKCK services at the Polresta Mamuju can run effectively in providing services to the community.

3.1. Communication

In the Edwards III policy implementation model, communication determines the extent to which the policy is understood clearly, consistently, and appropriately by the implementers and target groups. In the digitization of SKCK services at the Polresta Mamuju, communication occurs in two forms: internal communication within the implementing environment and external communication to the community.

Internally, the results of the interviews show that information regarding service digitization is conveyed through leadership directions, routine briefings, internal meetings, and operational guidelines, which serve as references for the work of officers. This mechanism helps officers understand the change in service flow from manual to digital systems, although an adaptation process is still needed in the early stages.

An informant stated, *"The digitization of SKCK services is socialized through leadership directions and internal meetings. We also provide operational guidelines as a reference in carrying out services. At first, adjustments were needed, but gradually the officers began to understand the flow of digital services."* (Interview, F, 2025). On the external side, service information is conveyed through the official social media of the police, direct explanations from the officers, and information sought independently by the applicant. In its implementation, the officer explained the service procedures in stages, starting from online registration, file verification, fingerprint recording, to SKCK printing. This explanation is generally given in simple language to make it easier for people to understand.

Despite this, interviews show that communication barriers still exist. Some people believe that the entire service process can be done entirely online, even though some stages must still be completed directly at the office. In addition, differences in digital literacy levels also mean that not all applicants understand the service flow from the beginning. This was admitted by one of the informants: *"Most people think that all processes can be done completely online, even though there are stages that still have to be done in the*

office, such as fingerprints and file verification. Therefore, we usually provide re-explanations and help the community so that they understand the flow of services correctly." (Interview, A, 2025).

The findings show that communication in the implementation of the digitization of SKCK services has basically gone quite well. From Edwards III's perspective, the elements of information transmission and consistency have been realized through structured internal directions and conveying information to the public through several channels. However, uncertainty still needs to be strengthened, especially in the public's understanding of the stages of services that can be carried out online and those that must still be carried out directly. Thus, strengthening communication does not only lie in the dissemination of information, but also in the ability of communication officers so that messages can be understood equally by all applicants.

Based on the research results, the communication aspect in the implementation of the digitization of SKCK services is considered to have gone well. However, it is still necessary to strengthen socialization and increase public understanding so that information about the flow and limitations of digital services can be understood more evenly. In line with Mergel et al. (2018), communication not only plays a role as a means of conveying information but also as a strategic mechanism in building and strengthening trust (trust-building mechanism) between the government and the community. Clear, transparent, and consistent communication can increase policy legitimacy and encourage public participation in the use of digital services.

3.2. Resources

In the Edwards III policy implementation model, resources include the availability of tools, facilities, information, and technical support that enable policies to be implemented effectively. In the digitization of SKCK services at Polresta Mamuju, the results of the interviews showed that the implementation of services was supported by human resources and adequate infrastructure facilities.

In terms of human resources, service officers are considered to have the ability to operate a digital-based service system. This ability is strengthened through direction and debriefing from leadership so that officers can carry out services more systematically. In addition, cooperation between implementers is also a supporting factor when technical obstacles arise during service provision.

An informant stated, *"Service officers have been equipped with knowledge about the use of the online SKCK service system. We also help each other if there are technical problems, so that services to the community can continue to run smoothly."* (Interview, S, 2025). In terms of infrastructure, SKCK services have been supported by computer devices, Internet networks, and service applications used for the registration process and processing of applicant data. The existence of this facility makes it easier for officers to manage data faster and more integrated than in manual systems. However, the results of the interviews also show that the resource aspect is not fully optimal. The obstacles that still arise are mainly related to Internet network disruptions, device limitations when the number of applicants increases, and the uneven ability of people to access digital services independently. In these conditions, officers not only carry out administrative service functions, but also must assist the community to ensure that the registration process can still be carried out.

This was admitted by one of the informants: *"Sometimes there are network obstacles or people who are not used to using online systems. In such conditions, officers usually help explain or assist the registration process so that the service continues to run."* (Interview, F, 2025). Based on these findings, the resource aspect in the implementation of digitization of SKCK services at the Polresta Mamuju can be said to be quite supportive, but not completely stable. If associated with Edwards III, the availability of resources has indeed been seen in the ability of officers and the existence of supporting facilities. However, the effectiveness of implementation is still influenced by network quality, device adequacy, and people's digital literacy. Thus, strengthening resources is not only needed at the internal level of the organization but also on the readiness of service users so that digital services can run more optimally.

Thus, it can be concluded that the resource aspect in the implementation of the digitization of SKCK services at the Polresta Mamuju supported the implementation of services quite well. However, improving network quality, the availability of supporting devices, and strengthening the capacity of

officers and digital literacy of the community are still needed so that services can run more optimally. In line with theory (Vince et al. 2024), adequate resources and strong institutional structures are essential requirements for improving the integration and effectiveness of complex public policy implementation.

3.3. Disposition

In the Edwards III policy implementation model, disposition refers to the attitude, commitment, and willingness of the implementer to carry out the policy according to the goals that have been set. In the digitization of SKCK services at the Polresta Mamuju, the results of the interviews show that implementers have a positive attitude towards the change in the service system from manual to digital.

Internally, officials and service officers view digitalization as a step that helps create a more orderly, transparent, and efficient work process. This attitude can be seen from their commitment to continue to carry out services according to procedures, maintain accuracy, and strive to provide good services to the community.

An informant stated, *"The digitization of SKCK services helps to make the work process more organized and transparent. We try to carry out services according to procedures and provide the best service to the community."* (Interview, A, 2025). From the community's perspective, digital services are also seen as providing convenience, especially because registration can be done online without having to come to the office early. In addition, the attitude of the officers, who are friendly, communicative, and willing to help, forms a positive assessment of the services provided. This shows that the acceptance of the policy does not only come from the implementer but also from the community as service users. However, interviews show that not all people are directly able to adapt to the digital system. Some applicants still need assistance to understand the registration stages and other service procedures. In such situations, officers not only carry out administrative duties but also take on the role of companions so that the community can follow the flow of services correctly.

This was admitted by one of the informants: *"Most people are still not used to using the online system, so officers usually help explain or accompany the process so that they can follow the flow of services properly."* (Interview, S, 2025). Based on these findings, the implementation of the digitization of SKCK services at the Polresta Mamuju is considered to be quite supportive. If associated with Edwards III, the positive attitude, commitment, and willingness of officers to help become community capitals are important in the successful implementation of the policy. This means that policies are not only carried out as an administrative obligation but also implemented with the will to ensure that services continue to run effectively and respond to the needs of the community. In line with the opinion of Andriany et al. (2023), if the implementers have a positive tendency or attitude or support for the implementation of the policy, there is a high possibility that the implementation of the policy will be carried out in accordance with the initial decision. The disposition itself is the willingness, desire, and tendency of policy actors to implement policies seriously so that the purpose of the policy can be realized.

3.4. Bureaucratic structure

In the Edwards III policy implementation model, the bureaucratic structure is related to the clarity of procedures, division of duties, and coordination between officers in implementing policies. In the digitization of SKCK services at the Polresta Mamuju, the results of the interviews showed that services had been carried out based on SOP and a clear division of duties.

From the interior, each officer has a different role in the stages of service, ranging from file checking, data verification in digital systems, fingerprint collection, to document printing. This division of tasks helps the ministry run more orderly and reduces duplication of work. An informant stated: *"Each officer has their own duties in the SKCK service process, starting from checking files, verifying data in the system, taking fingerprints, to printing documents. With a clear division of tasks, the service process can run more orderly and coordinated."* (Interview, F, 2025). The implementation of digital systems also supports existing regulatory flows. The applicant's data that has been inputted online makes it easier for officers to verify during the service, so that some administrative processes are faster than the manual system. From the community's

perspective, the service flow is considered quite structured and easier to follow, so that the queue becomes more orderly and the service process feels more transparent.

However, the interviews showed that administrative obstacles still existed, especially data-filling errors, incomplete documents, and the need for more detailed information about the stages of service. Under these conditions, the officer needs to re-examine and provide additional explanations to ensure that services can continue. This was admitted by one of the informants: *"Sometimes there are still applicants who fill in the wrong data or have not completed the necessary documents. In such conditions, the officer usually provides an explanation and helps to improve so that the service process can continue."* (Interview, S, 2025).

Based on these findings, the bureaucratic structure in the implementation of digitization of SKCK services at the Polresta Mamuju is considered to be quite supportive. If associated with Edwards III, clear SOPs and a strict division of duties have helped the implementation of policies to run more orderly and coordinated. However, the effectiveness of this bureaucratic structure is still influenced by the administrative readiness of the community, especially in fulfilling the completeness of data and documents. Thus, the bureaucratic structure has functioned well at the internal level; however, it still requires more detailed information support to ensure that the service process runs more smoothly. In line with Xu and Gao (2017) emphasized that the success of policy implementation is influenced by the clarity of operational rules and a coordinated implementation structure, so that a firm division of tasks and standard procedures can maintain consistency and effectiveness of policy implementation.

4. CONCLUSION

Based on the results of the study, the implementation of digitization of SKCK services at the Polresta Mamuju has generally gone well and has a positive impact on the efficiency, order, and transparency of services. Of the four policy implementation variables, the findings show that communication and the disposition of implementers are the most decisive factors because the success of digital services is not only determined by the availability of the system but also by the ability of officers to explain the flow of services simply, assist people who experience difficulties, and carry out services professionally, responsively, and in accordance with SOPs. Meanwhile, resources and bureaucratic structures have also supported implementation through the availability of devices, applications, Internet networks, a clear division of tasks, and regular work procedures, although obstacles are still found in the form of technical problems, data input errors, incompleteness of documents, and the service notification system is not optimal. These findings show that the digitization of public services in police institutions and local government agencies is not enough to rely only on technological support but also requires the readiness of the apparatus and the ability of institutions to bridge the literacy of the digital community. Therefore, to strengthen the quality of SKCK's digital services in the future, it is necessary to increase people's digital literacy through simpler and more accessible socialization, strengthen infrastructure and network stability, and develop a more detailed notification system regarding service stages and completeness of requirements so that digital services become more effective, inclusive, and sustainable.

Ethical Consent

The implementation of SPBE in Indonesia based on Presidential Decree No. 95 of 2018 is a national strategic step to realize clean, effective, transparent, and accountable governance.

Informed Consent Statement

The participants were first given an explanation of the research objectives, implementation mechanisms, and how the data obtained would be used and kept confidential. After understanding the information, they voluntarily consent to participate and provide relevant information as per the needs of the research.

Contributions of Authors

HH is responsible for the process of processing and analyzing data as well as preparing manuscript drafts. H provides direction and reinforcement on aspects of research methodology. Meanwhile, R and MIN play a role in reviewing, validating, and refining the content of the manuscript. All authors have reviewed the final version and expressed approval for the published manuscript.

Disclosure Statement

The author does not report any potential conflicts of interest.

Data Availability Statement

The data presented in this study is only available upon request from the relevant authors for privacy reasons.

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Notes on Contributors

Hardiansyah H.

Hardiansyah H is a postgraduate student in Public Administration at Makassar State University. His academic background provides a solid foundation in analyzing various policy and governance issues. His competence and involvement in the study of public administration made a significant contribution to this research, especially in understanding the dynamics of policy implementation and public services. His commitment to the scientific development of public administration is reflected in his seriousness, thoroughness, and consistency in producing quality scientific works.

Herman

Herman is a Lecturer in the Public Administration Study Program, Faculty of Social Sciences and Law, Makassar State University. As the head of the study program, he plays a role in providing academic direction and supporting the implementation of this research. His expertise in the field of public administration and his dedication to improving the quality of education and research also made an important contribution to the success of this research.

Rahayu

Rahayu is affiliated with the Master of English Education Study Program, Faculty of Languages and Letters, State University of Makassar. His expertise and contributions in the field of English language education were invaluable to this research. His dedication to developing the quality of language learning and his commitment to improving the quality of research are reflected in his work. As the author of the correspondence, R. facilitated the communication and coordination of this research with full responsibility.

Muhammad Irvan Nur'Iva

Muhammad Irvan Nur'Iva is a Lecturer in the Public Administration Study Program, Faculty of Social Sciences and Law, Makassar State University. His expertise and contributions in the field of public administration are invaluable to this research. His dedication to the development of administrative science and his commitment to improving the quality of research are reflected in his work.

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