



Implementation Of SPBE Policy Through the Klampid New Generation (KNG) Application in Gunungsari Village

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Abstract. The Surabaya City Dispendukcapil is collaborating with local officials to implement SPBE through the Klampid New Generation (KNG) application to make population administration services easy and efficient. However, this application still faces obstacles, including: 1) lack of socialization from the kelurahan to the local RT, and 2) the kelurahan only gives access to one RT in each RW. This study aims to analyze and describe the implementation of SPBE policies through the KNG application in Gunungsari Village. Using a descriptive qualitative approach, the study focuses on George C. Edwards III's theory, considering variables such as communication, resources, disposition, and bureaucratic structure. Data collection methods include literature study, observation, and interviews, with analysis involving data reduction, presentation, and conclusion drawing. The study's main findings are: 1) Communication is ineffective due to lack of understanding among kelurahan employees, RT pilots' technological difficulties, and inconsistent socialization; 2) Resources are inadequate as RT pilots fail to convey KNG information to the community, and the kelurahan does not provide sufficient access or facilities; 3) Disposition is good with successful unification of thoughts and bureaucratic arrangements; 4) Bureaucratic structure is good with clear work agreements and effective task execution.

Keywords: SPBE Policy, Policy Implementation, Klampid New Generation

1. Introduction

Public services are an important component in government administration so that the service process becomes an inseparable part of citizens' lives in nationalism as well as homeland. In the management of public services, it should be a fundamental component that is carried out by the government as a service provider [1]. Law Number 25 of 2009 concerning Public Services explains that the government is responsible for organizing a series of activities aimed at meeting the service needs of citizens and residents which have been confirmed by law. In this regard, the state is required to provide services, goods and administrative services to all people in accordance with the provisions of the 1945 Constitution of the Republic of Indonesia. The provision of these services is tailored to the expectations and needs of all citizens and the community which is an important activity that must be carried out by the organizer or provider of public services. The aim is to improve public services as well as strengthen public trust in these services [2].

Public services today cannot be separated from the times. Public services are required to keep up with the times which involves the use of science and technology, also commonly referred to as e-government. The implementation of public services has made extensive use of e-government to improve efficiency, accessibility, and quality of service to the community [3]. The utilization of ICT in government to improve the flow of services and information is known as electronic government or e-government. Through e-government, public services can be accessed online, transparently, and efficiently through various digital platforms. E-government helps speed up administrative processes, facilitate public access to government services, and increase transparency and accountability in governance [4]. The purpose of E-government is the utilization of technology to improve public services in government administration. Through the implementation of e-government, it is hoped that a clean, open, and responsive government can be realized in the face of change effectively. In addition, the purpose of e-government is also to improve organizations, organizational systems, and government work processes to be more efficient and responsive to community needs [5]. E-government can help improve services, efficiency, and help achieve certain policy outcomes and can be a major contributor to reform in supporting trust between government and citizens [6]. INPRES No. 3 Year 2003 regulates regulations as well as the national design of E-government development. The Instruction explains how the rapid development of communication and technology, as well as its widespread use can create opportunities to access, manage and use large amounts of information quickly and precisely. Therefore, it was decided to develop comprehensive e-Government in accordance with national regulations and plans. In its implementation, building e-Government requires necessary actions in accordance with the responsibilities, authorities and functions of each related unit. This shows an understanding of how important it is to align the roles and responsibilities attached to each government agency or institution with e-Government development initiatives.

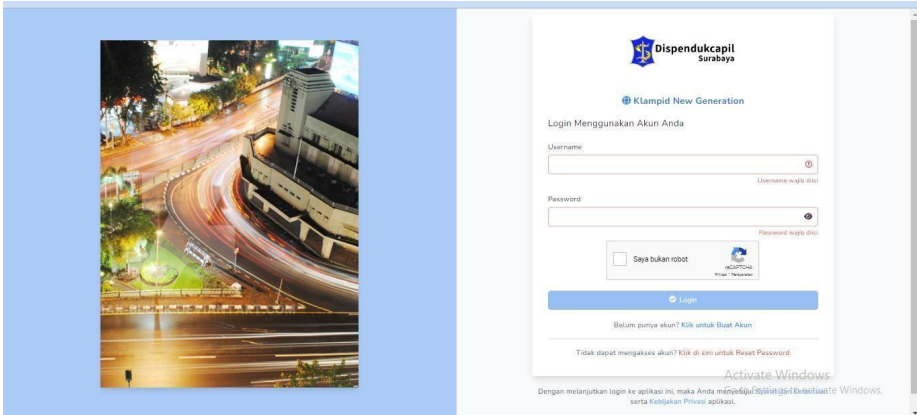
System of Electronic-Based Government (SPBE) is a term referring to the government's use of ICT in its availability to the people. Through SPBE, the government can use various technologies such as computers, the internet, and electronic applications to improve the effectiveness and accessibility of public

services. The purpose of SPBE is to increase transparency, accessibility, and efficiency in the delivery of public services. The implementation of SPBE is regulated by Surabaya Mayor Regulation Number 45 of 2022. The regulation explains that regional apparatus are required to use a government service liaison system in implementing SPBE services between the Center and Regions. Perwali Number 45 of 2022 explains that this government service linkage step is in the form of an application. There are three types of SPBE applications, namely: SPBE applications, general applications, and special applications. SPBE refers to a system as well as a computerized measure which is specifically designed to carry out all its aspects in the context of SPBE. It is designed to support the various services provided by the government to the public. Common applications, as the name suggests, are applications which have common use by the central or local government. These applications are often used for general administrative and management activities that involve managing information data in various ways. While special applications, namely SPBE, are made, developed, used, and also processed at central and regional authorities to fulfill their needs. The use of a service liaison system aims to facilitate all SPBE services. With this liaison system, various services provided by local governments can be integrated efficiently. This allows the service process to the community to be carried out more efficiently, avoid repetitive work, and optimize the use of resources [4]. Therefore, to ensure the running of an ideal government for the community, the government must use an integrated e-government system from all Surabaya City government offices. The former Mayor of Surabaya, Mrs. Risma, also emphasized that with the integration of all government systems from all Surabaya cities online, the governance system will be implemented by providing excellent and professional services [7].

In this case, the Surabaya City Dispendukcapil has implemented electronic government. The Surabaya City Dispendukcapil presents a new thing by launching a website-based population file creation program known as Klampid New Generation (KNG). Initially, in 2013, the E-Lampid service innovation was introduced by the Surabaya City Government. Then, in 2014, the official announcement of the e-Lampid program policy innovation was carried out along with the launch of the e-Kios program by the former Mayor of Surabaya, Tri Rismaharini [8]. ELampid stands for Electronic, Birth, Death, Moving, Arrival as a form of e-governmentbased population administration services. Its announcement and implementation started in 2015. E-Lampid provides four different options, namely online processing of birth certificates, death certificates, certificates, and address changes. Over time, e-Lampid evolved in 2019 resulting in a name change to e-Klampid. At first, only four services were available, then e-Klampid expanded its reach by adding two additional services, namely online marriage certificate processing and divorce certificates for non-Muslims. In June 2022, there was a name change from e-Klampid to Klampid New Generation (KNG) with the aim of improving the effectiveness of administrative services and providing a more complete range of services. In June 2022, there was a name change from e-Klampid to Klampid New Generation (KNG) with the aim of increasing the effectiveness of administrative services and providing a more complete range of services [9].

The KNG website can be accessed via the link <https://wargaklampid-dispendukcapil.surabaya.go.id/> with the following login tutorial:

(1) enter the website, then click "create account", (2) fill in personal data including NIK, full name, username, email address, cellphone number and password, (3) re-verify by filling in complete personal data and residential address, then click "save data". (4) After that, upload a photo of the ID card and a selfie with the ID card. (5) Then, do additional verification via phone number, then wait for confirmation via WhatsApp. Next, click the send button on the message that appears in the conversation with the chatbot. (6) Enter the verification code, (7) Wait a maximum of 1x24 hours for the file verification process, then you can submit the application independently.



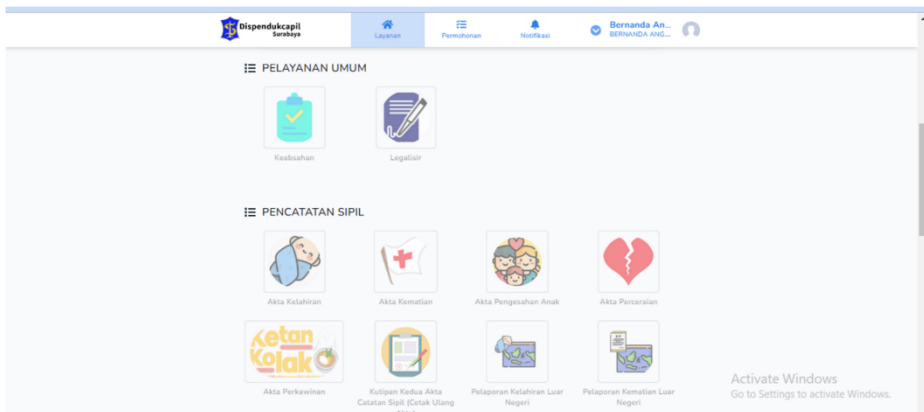
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Fig. 1. Login Page on the KNG Website

Source : <https://wargaklampid-dispendukcapil.surabaya.go.id/app/login>

In its use, the community can utilize KNG independently through online access, or use services at the Village Office. This innovation aims to provide convenience and efficiency in managing population administration for the people of Surabaya City. This year, Klampid New Generation has undergone a number of improvements with the addition of various features, including: printing more deeds, reporting international births, reporting international deaths, reporting international divorces, reporting international marriages, recognizing and adopting children, changing important event biodata with the district court, marriage status certificate, degree enrichment, moving out of residence, SKTT, and other biodata changes. In these cases, the Disdukcapil, which was established by the State, is an institution fully tasked with providing optimal and maximum population management services for Indonesia through the Klampid New Generation application [10].



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Fig. 2. Display After Login on KNG Website

Source : <https://wargaklampid-dispendukcapil.surabaya.go.id/app>

To achieve the successful implementation of Klampid New Generation (KNG), Dispendukcapil collaborates with local government agencies, especially urban villages. This collaboration is intended to support wider dissemination and use of the application. This statement is supported by information provided on the dispendukcapil.surabaya.go.id website, which states that Klampid New Generation (KNG) will run smoothly because there is collaboration between Dispendukcapil, subdistricts, villages and community elements because these parties play an important role in disseminating information on the use of the application. The Dispendukcapil created the KALIMASADA (KALIMASADA) program, which implements a population administration service system in the Kalimasada RT. To run this program, the head of the RT who wants to become a pilot RT must register through the village, then the data is submitted to Dispendukcapil. After the verification process, the RT will be given access in the form of a username and password account to enter the KALIMASADA website which can be accessed through the link <https://kalimasada.disdukcapilsurabaya.id/>

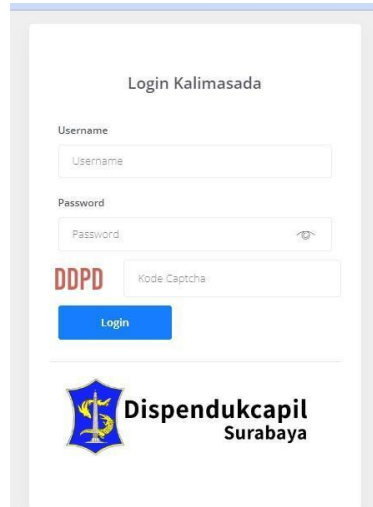


Fig. 3. Login Page on Kalimasada Website

Source : <https://kalimasada.disdukcapilsurabaya.id/login/index.php>

There are many urban villages in Surabaya City that have implemented the KNG application program, one of which is Gunungsari Urban Village located in Dukuh Pakis Subdistrict, Surabaya City. This Village oversees 7 RWs which cover an area of 1.63 square kilometers. However, when the authority was given to Gunungsari Village, there were problems found when the policy was implemented, namely: 1) The community does not understand the application so that there are still many people who come to the Village to arrange population files, 2) the Village only gives access to 1 RT in 1 RW which has approximately 7 RTs. Both of these are evidenced by the results of interviews with the Village, namely the Pem Kasi Staff. said that there are still many people who come to the Village to arrange files, and if they are taught to access the application they prefer to be processed. Kasi Pem staff also said that RT Rintisan was only given access to 1 person for each RW because the RT would be given the responsibility to distribute the application to other RTs. These two problems show the inconsistency of the Village in the distribution of applications, resulting in ineffectiveness and not achieving one of the objectives of creating the Klampid New Generation application itself, namely being able to access using a cellphone and making it easier for people to take care of it from home without having to come and queue to the village. Based on the above problems, the author wants to conduct a study entitled "Implementation of SPBE Policy through the Klampid New Generation Application in Gunungsari Village".

2. Method

The study method used in this study is a descriptive method through qualitative. According to Sugiyono, a qualitative study is to use the state of a natural object by

studying it to the fullest with the aim of describing, explaining, and answering in detail the problems studied [11]. In this research related to the implementation of e-government policies through the Klampid New Generation application, the research focus is on the application of George C. Edwards III's theory of implementing public rules. Edwards III's theory on the implementation of public rules. This theory involves four main factors, namely Communication, Resources, Disposition as well as implementation attitudes, and bureaucratic structure. In addition to using the theory of the application of public rules by George C. Edwards III, this research also uses Indrajit's E-government theory and West's theory discussed by Septian Kartika. George C. Edwards III suggests 4 things that determine the success or failure of policy implementation, including:

1. Communication, this is shown by how the village understands the KNG application policy regulations, then provides a guidebook as a guideline for implementing the KNG application, then conducts socialization activities held by the village apparatus for the RT Rintisan that has been appointed in each RW.
2. Resources, this is indicated by who are the village employees responsible for this KNG application, then the authority given by the village for policy implementers, and the facilities provided by the village for policy implementers.
3. Disposition or attitude of the implementer, this is shown by the process of unifying thoughts between the village and the pilot RT and making efforts to regulate the bureaucracy.
4. Bureaucratic structure, this is shown by the mechanism or work structure of the KNG policy and the SOP as the basis for implementing the KNG policy.

This research also uses another theory by Indrajit about E-Government. Researchers used Indrajit's theory, namely the objectives of e-government and the components of successful e-government development. In brief, E-government aims to improve public services and enhance interactions, transactions, and services through communication networks between governments, companies, and other private entities [12]. According to Indrajit, E-government can develop optimally in accordance with the stages of E-government by paying attention to three components of success, namely: Support, Capacity, and Value [12]. The third theory used in this research is West's theory in Septiani Kartika which states that the general objectives of e-government are: providing wider access to government information (Rahmawati, 2022) [13].

In this study, primary data is used as the first data source. According to Sugiyono, this data refers to data collected directly from research informants, with the collection process based on field surveys conducting observations and interviews. In its application, the researcher conducted interviews with the Secretary of Gunungsari Village, Dispendukcapil Staff, and RT Rintisan. This research applies data collection techniques in various ways tailored to the information needed, including conducting literature studies. In this case, Sugiyono explains that literature study involves references to theoretical studies and other knowledge related to culture, values, and norms relevant to the general context to be studied [11]. Therefore, researchers used literature research in the form of journals, public policy books on the theory of George C. Edwards III theory and INPRES Regulation No. 3 Year 2003 which has established policies as well as a national design for the development of

E-Government. Observation is carried out in the form of direct observation, where researchers have the opportunity to go directly to the field. Sugiyono said that observation, which is a step in collecting data, involves observing individual behavior, work processes, and environmental oddities seen together with respondents [11]. The observations made aim to gain an understanding of the object to be studied by looking at its condition. Observations made in this study are in Gunungsari Dukuh Pakis Village, Surabaya City, East Java to observe the KNG application service process, what obstacles are faced during service, how the KNG application is distributed to the community, and the success obtained with the KNG application service policy. Sugiyono emphasized that interviews, which are a way of collecting data, are generally used by the author when the research is carried out in determining the problem to be sought or when the author wants to get more information about the respondent. Interviews allow researchers to interact directly with respondents and gain a deeper understanding of the research subject [11]. Based on this, interviews were conducted with several resource persons, namely the Secretary of Gunungsari Village, Dispenduk Staff, and RT Rintisan.

3. Result and Discussion

Gunungsari Urban Village has its administrative office at Jalan Kencana Sari Timur IX/101, which is included in the scope of Dukuh Pakis Sub-district, Surabaya City, East Java. The Village, led by Mrs. Siti Salmah, A.Md, oversees 39 RTs in 7 RWs. As one of the villages participating in the implementation of the KNG application, Gunungsari Village has given its efforts to make this application a success together with local employees, RT, RW and Dispendukcapil employees stationed in Gunungsari Village. In connection with this, researchers want to find out the implementation of e-government policies through the KNG application by using the research focus of the implementation model theory according to Edwards III, 1980 [14] as follows:

3.1. Communication

Communication according to (Edwards III, 1980) In policy implementation, it is important for those responsible for implementing it to fully understand the actions where it is better enforced. Policy decisions and implementation instructions are given to competent policy implementers who already understand the tasks that must be carried out before the policy can be implemented. The instructions provided must also be clear, accurate, and consistent so that policy implementers can carry out their duties effectively. If the policy that decision makers want to implement is not clearly stated, it will be misinterpreted by those targeted by the policy. In communication there are 3 crucial things, namely, transmission, clarity and consistency.

Transmission according to (Edwards III, 1980) is that before the policy is implemented, policy makers must understand the policies they make. In this case, the researcher explores information about whether the implementers of the KNG application understand the Perwali of Surabaya City No. 45 of 2022 which is the basis for implementing SPBE and how efforts are made by the village in providing direction so that later there will be no misunderstanding in the implementation of the

KNG application by the local RT and RW [15]. From the results of the interview, it was found that the village and RT Rintisan apparatus did not understand about the perwali "this is the first time hearing about this perwali from you guys, if there is a task, we just do it directly without thinking about regulations like that, as long as it is completed accordingly" said a village employee who was placed in government services. "The socialization was carried out at the beginning of the formation of the RT Rintisan and then communication was carried out through the whatsapp group" said the village secretary.

Based on the results obtained by researchers, it can be analyzed that in terms of understanding this regulation is still not fulfilled based on the definition of transmission by Edwards III theory, namely that policy formulators must understand the formulations they make because village employees do not understand the perwali used as the basis for implementing the KNG application. However, based on the results of interviews regarding socialization, it has fulfilled the general objectives of e-government according to (West in Septiani Kartika, 2018), namely the provision of convenience about government information. Although the socialization was only done once, the village apparatus has provided access to information by creating a WhatsApp group as a place of communication between the village and RT Rintisan. So based on the results obtained regarding the transmission dimension, this is still not fully fulfilled based on the theory of the George C. Edwards III implementation model. Edwards III.

Clarity according to (Edwards III, 1980), namely if a policy is to be implemented according to the wishes of the policy maker, then the direction of implementation must not only be accepted but must be clear. In this case, researchers are looking for information about the technique of providing socialization, obstacles in providing socialization where solutions are obtained in these problems. Based on the results of the interview, information was obtained from employees and the secretary that in addition to socialization, a guidebook for the KNG application was also given, but some employees and RT Rintisan already understood and some did not understand the book. "Obstacles occur if there are RT Rintisan who are less / slower to understand IT, such as RT Rintisan who are elderly," said the dispenduk employee in charge of Gunungsari Village. Based on these obstacles, the village directed RTs who did not understand the application to communicate through the whatsapp group or come directly to the village.

Based on these results, it can be analyzed that by providing a guidebook, the village apparatus has tried to fulfill the clarity dimension according to George C. Edwards III's implementation theory. Edwards III, but it goes back to each RT pilot's understanding of information technology itself, even though they have been given guidebooks and socialization, there are still RT pilots who have difficulty because they are elderly. This shows that efforts to fulfill the elements of success according to (Indrajit, 2011) have not been achieved, namely the Capacity element: this element concerns the existence of a workforce with the necessary skills, competencies, knowledge and expertise in implementing e-government. Through adequate capacity, the implementation of e-government can be guaranteed as well as the principles or benefits obtained. Thus, the dimension of clarity in the theory of George C. Edwards III implementation model theory has not been fully met.

Consistency according to (Edwards III, 1980) is that the orders given to implement the policy must be consistent and clear. If you want policy implementation to be effective, you must give clear but simple orders, so as not to make it difficult. In this case, the researcher wants to know whether the Gunungsari urban village has been consistent in conducting socialization with RT / RW regarding the KNG application before the application is implemented, then how many times the socialization is carried out, and when the socialization is carried out. Based on the results of the interview, it was found that the Gunungsari urban village had not been consistent in conducting socialization to RT / RW regarding the KNG application before the application was implemented, the socialization was only carried out once, namely at the time of the first formation of the Kalimasada RT pilot, then at the time of the change of RT head "this is from the old RT, at that time I was not given socialization, the socialization was in the old RT" said RT Rintisan RT 1 RW 7.

Based on the results of the interview, it can be analyzed that the process of providing socialization has not been fulfilled based on the elements of success according to (Indrajit, 2011), namely the support element which means that the most important factor in the development of E-government requires support, often referred to as "political will" through the general government, so that e-government can be implemented and realized. One important form of support is to be socialized evenly, completely, thoroughly, and consistently to all bureaucratic environments in particular, as well as to the general public. This can be enforced through a sympathetic process. Involving public officials in supporting and understanding the concept of e-government, including through effective socialization, can create a better understanding of the benefits and objectives of e-government implementation. This element has not been fulfilled because socialization is not provided consistently and continuously to RT pilots that have changed periods. Therefore, the consistency dimension according to George C. Edward III has not been fulfilled.

3.2. Resources

According to (Edwards III, 1980), if you want an implementation to be successful or successful, resources are also an important point. The implementation can be said to be ineffective if it does not have adequate resources. Resources here have sub-indicators Staff, information, authority and facilities.

Staff according to (Edwards III, 1980) is the main resource that can cause failure in the implementation of a policy is inadequate staff, there are still too few staff, and there are still too few staff who have the ability / skill in implementing many policies. In this case, the researcher wants to know whether the KNG application has been accompanied by adequate officers, how many officers carry out the implementation task, what are the qualifications of these officers and whether there are special competencies that must be possessed by officers, then how the KNG application distribution technique to RT Rintisan. Then whether the officer handling KNG knows how to convey KNG so that it is easily known by the community and how to explain it. Based on the interview results, the application deployment has been assisted by adequate officers, namely Dispendukcapil employees stationed in Gunungsari Urban Village, and the application is assisted by 7 village employees, 3 service officers (who are stationed in the service section) and there are 7 RT Rintisan. Regarding officer qualifications, there are no specific qualifications, but for officer

competence, they must understand how to use the KNG application and have a sense of responsibility. Then the technique of disseminating the KNG application to the Head of the Local RW / RT is by forming the Kalimasada RT pilot, technically the Village distributes a warrant to each RW to deposit a representative of the RT head's name in each RW, then the name will be deposited by the kelurahan to the dispenduk after that socialization and training are carried out as well as providing access in the form of a username and password to each designated RT pilot.

Based on the results above, it can be analyzed that with employees from Dispendukcapil assigned to Gunungsari Village, the implementation process has fulfilled one of the elements of e-government success according to (Indrajit, 2011) is the capacity indicator, where the availability of human resources (HR) with appropriate things is a key factor for the successful implementation of e-government. the success of this element is also supported by the existence of 3 service officers stationed in the village, and 1 RT pilot spread in each RW, therefore the staff subindicator has been fulfilled.

Information according to (Edwards III, 1980) is the second important resource after staff. This information contains 2 important things that policymakers must pay attention to before implementing a new policy implementation: 1) Information on how to carry out a policy prior to policy launch, 2) Other parties' compliance with the new rules. In this case, the researcher wants to know whether the officers who handle E-Klamping know how to convey E-Klamping so that it is easily known to the public and how to convey / explain E-Klamping to the public, is there a certain way to convey it. Based on the results of the interview, the officer in charge of KNG has tried to explain to the community by asking for help from the RT Rintisan so that they can channel it to the community if they ask questions through the designated RT Rintisan, but in practice the RT Rintisan does not convey or explain KNG to the community "People are more likely to ask directly for the preparation of the file rather than asking to be taught" said the dispendukcapil employee stationed in the Gunungsari Village.

Based on the results above, it can be analyzed that the information provided by the party responsible for E-Klamping has not met the objectives of e-government development according to (Indrajit, 2011) namely, specifically, the government wants to provide a wide range of important information needed by the community as well as choices in accessing government services. The community can obtain government services interactively and online based on needs has not been fulfilled because the RT Rintisan does not convey KNG related information to the community so that the community more often comes to the village office directly, and the community also prefers to have their files processed rather than being taught to access the application, therefore the information sub-indicator has not been fully met.

Authority according to (Edwards III, 1980) is the right possessed by policy formulators to give orders to policy implementers. Based on this understanding, the researcher sought information on whether the orders given by the village apparatus worked well and how the apparatus gave orders to RT RW regarding the KNG application and why RT should be involved in the implementation of this application. From the information obtained, the village apparatus has given orders regarding the KNG application to the RT Rintisan by conducting socialization and monitoring through the whatsapp group. The RT pilot was instructed to be involved because it

must play a role in facilitating and assisting the community in civil registration so that they do not have to come all the way to the village. However, this order has not been fully implemented, "Actually, I can give access to more than one but I give access to 1 RT in each RW so that the RT can distribute it to other RTs and to the community, and based on the facts in the field that have successfully implemented the E-KLAMPID application to their community, namely RW 1 & 4 but it is still massive (not evenly distributed). Then 5 out of 7 RWs still rely on one RT from each RW and there are even pilot RTs that do not run this," said the secretary.

Based on the results that have been presented, it is found that the village apparatus has not fulfilled the success element according to (Indrajit, 2011), namely the support element. The success rate of e-government development is highly dependent on the support of the support element, especially from public officials who have the political will to implement the e-government concept. Without such support, various e-Government development and development initiatives will not be successful. One important form of support is the agreement to adopt the eGovernment framework as the key to the country's success in achieving its national vision and mission. This should be given high priority and the concept of eGovernment should be socialized fairly, continuously, consistently and comprehensively to all levels of officials and the public through campaigns. The village apparatus only gives access to 1 RT in each RW, which shows the unequal application of the e-Government concept on the grounds that RT Rintisan must facilitate and assist the community in civil registration so that they do not need to come all the way to the village, while in one RW which has an average of 7 RTs, only 1 RT is given access. Without realizing it, this is the reason why the application of the KNG application has not run smoothly and has not achieved the desired expectations. Based on this, the authority sub-indicator in the George C. Edwards III implementation model theory has not been fulfilled. Edwards III implementation model theory has not been fulfilled.

Facilities according to (Edwards III, 1980), namely the existence of facilities in the form of adequate facilities and infrastructure, play an important role in the success of policy implementation. Without it, policy implementation will not be considered successful because these facilities are an important foundation for the smoothness and effectiveness of the tasks that must be carried out. In this case, facilities and infrastructure are needed to support the success or failure of policy implementers in implementing new policies. Discussing facilities in the application of the KNG application is not given to RT Rintisan because RT Rintisan already has a personal cellphone and regarding file printing can be done personally by the community who submits it. The facilities provided are only available in each RW hall in the form of computers, printers and others.

Based on the results above, the village apparatus does not fulfill one of the elements of successful e-government according to (Indrajit, 2011) Specifically, one of the resources that must exist in the capacity factor is adequate IT infrastructure. This infrastructure is a key factor in the success of e-Government implementation, which can be said to be 50%. The success of e-Government depends on good and adequate IT Infrastructure. Although facilities have been provided at the RW hall, the village still does not provide supporting facilities to the RT pilot. So the facility sub-indicator in George C. Edwards III theory has not been fulfilled.

3.3. Disposition or Attitude of Implementers

Disposition or Attitude of Implementers according to (Edwards III, 1980) The attitude or disposition of policy implementers has an important role in policy implementation. To achieve implementation effectiveness, policy implementers must have a clear understanding of the tasks they must perform and have the required skills and competencies. When policy implementers have an attitude congruence with the policy to be implemented, they will implement the policy with commitment and enthusiasm in accordance with the intentions of policy makers. This will facilitate policy implementation and increase its chances of success. However, if there are differences in attitudes or views between policy implementers and policy makers, the implementation process becomes more complicated. This difference can hinder implementation progress and even cause resistance or challenges that affect policy success. In this disposition or attitude of the implementer, there are 3 important things, namely, the effect of disposition, bureaucratic arrangements, and incentives.

The Disposition Effect according to (Edwards III, 1980) is that when they are ordered to do something they do not want, the policy formulator gives direction to his employees in the right way. Policy formulators must be able to provide the right direction. In this case, the researcher explores information about the efforts made by the Gunungsari village apparatus to unite thoughts with the parties involved in the deployment of the KNG application, who are the parties involved in these activities, and what will be done by the Gunungsari village apparatus if there are obstacles in these activities. From the results of the interview, it is known that the efforts made by the Gunungsari Urban Village to unite thoughts are by appointing one of the RTs voluntarily by asking first whether the RT is capable or not of holding KNG access, if the appointed RT is not capable then it will be transferred to another RT, the parties involved in these activities include the head of the village, If there are obstacles in the process of unification of thought, the Gunungsari urban village will share through the kalimasada whatsapp group internally, if there are still obstacles the urban village can discuss with dispendukcapil.

Based on the results of the interviews, it can be analyzed that Gunungsari Village had made efforts to unify thinking with the RT Rintisan before the application was implemented and did not immediately take action when obstacles occurred in the process of unifying the thinking. Therefore, the sub-indicators of dispositional effects according to George C. Edwards III has been fulfilled

Conducting Bureaucratic Arrangements according to (Edwards III, 1980) is if personnel or policy implementers do not implement policies according to the wishes of the policy formulator, then they are not replaced by considering staffing appointments. In this case, the researcher wants to know about what will be done by the village if there are officers who do not implement policies according to applicable regulations, who will be responsible for this, and whether there will be additional/replacement of officers if there will be officers who do not carry out their duties. From the results of the interview, it was found that what will be done by the village if there are officers who do not implement policies according to applicable regulations is that the village will remind and urge the officer to implement policies in accordance with applicable regulations, if the officer has been urged and reminded but still does not implement policies according to applicable regulations, a change of officers will be held, and those responsible in this case are the village parties

including the village head and the secretary. Furthermore, "if there are officers who do not carry out their duties, these officers will be monitored for 1 year, if within 1 year there is no progress from these officers, it is likely that a change of officers will be made" explained the secretary.

Based on the results of the interview, it can be analyzed that Gunungsari Village has made efforts to regulate the bureaucracy in the process of implementing the KNG application by providing actions in accordance with the standards for changing officers but still prioritizing the rights and obligations to maintain each other, namely by being monitored for a period of time first then if there is no progress, a change of officers will be made. Therefore, the sub-indicators of bureaucratic arrangements according to George C. Edwards III has been fulfilled.

Incentives according to (Edwards III, 1980), namely policy implementers / staff in the government bureaucracy are difficult and it does not guarantee that implementation can run smoothly. To overcome this, incentive manipulation is carried out, which is carried out by high-level policy makers. In this case, the researcher explores information about whether the village provides additional incentives to KNG officers if the policy is already running. From the results of the interview, it was found that the village did not provide additional incentives to KNG officers if the policy was already running.

Based on the results above, the village apparatus actually does not meet one of the standards or indicators of work effectiveness according to Tangkilisan (2005: 314) Job satisfaction: conditions felt by all members of the organization that create comfort and motivation to improve the overall performance of the organization. This aspect focuses on the relationship between the work done and the reward system or incentives given to members of the organization who successfully exceed performance expectations. This means that good execution of tasks and exceeding the expected workload will be adequately rewarded and appreciated. RT Rintisan is not given special incentives in the process of implementing the KNG application, although this is the duty and responsibility of the RT itself for the welfare of the residents but here, the head of the RT who became the RT pilot has more role to help the community and is given the responsibility to spread to other RTs. The village should be able to provide a little incentive so that the RT pilot is more enthusiastic about implementing and disseminating the KNG application. Therefore, the incentive sub-indicator in the George C. Edwards III implementation model theory is not fulfilled. Edwards III implementation model theory is not fulfilled.

3.4. Bureaucratic Structure

Bureaucratic Structure according to (Edwards III, 1980) is that if you want policy implementation to be successful, implementors (policy implementers) must understand the bureaucratic structure, which has SOP and Fragmentation.

Standard Operating Procedure (SOP) according to (Edwards, 1980) SOP as a foothold or foundation in conducting a policy or making decisions. SOP itself is to save time, because time is very valuable if the rules are enforced together or evenly, then the policy provides benefits to the recipient of the policy. In this case, the researcher explored information about whether the village had made an SOP together with the officers during the preparation for the deployment of the KNG application.

From the results of the interview, it was found that the village did not make a special SOP for KNG officers but the officers had signed an integrity pact given by the city government so that they had their respective duties and responsibilities.

Based on the results of the interview, it can be analyzed that although there is no specific SOP, there is already a responsibility agreement in carrying out tasks. Therefore, the SOP sub-indicator in the theory of George C. Edwards III theory has been fulfilled.

Fragmentation according to (Edwards III, 1980) is the distribution of responsibilities for policy areas in several units. In this case, the researcher explores information about whether there is a work structure in running the KNG, then whether there are still officers who carry out their duties beyond their main duties and responsibilities, whether in carrying out their duties there are still many meetings held, and whether in the division of labor the tasks and responsibilities are completed on time. From the results of the interview, it was found that in running the KNG there was no work structure. In carrying out their duties, there are no officers who carry out tasks that exceed their main duties and responsibilities, then in carrying out this task there are not many meetings held but if when carrying out the task there are obstacles, they can be communicated through the whatsapp group and for the division of labor duties and responsibilities have been completed in a timely manner.

Based on the results of the interview, it can be analyzed that although there is no work structure, the work has been going well. therefore the SOP sub-indicator in George C. Edwards III's theory has been fulfilled. Edwards III theory has been fulfilled.

4. Conclusion

Based on the results and discussion presented above regarding the implementation of egovernment policies through the Klampid New Generation application in Gunungsari urban village, the following conclusions are obtained:

4.1. Communication

In terms of communication, this cannot be said to be good. In terms of understanding the regulations, that village employees do not understand the Perwali Kota Surabaya No. 45 of 2022 which is used as the basis for implementing the KNG application, in this case village employees tend to do tasks without thinking about regulations as long as their tasks are completed and are appropriate. Furthermore, in terms of clarity, the village has provided a guidebook to each pilot RT, but in its application there are still pilot RTs that experience difficulties regarding the use of information technology for those who are elderly. Then in terms of providing socialization, the village has not been consistent in providing socialization to RT pilots because the village only provides socialization once, namely during the formation of RT pilots and the village does not provide socialization when changing periods. Some of these things are not in line with the theory of George C. Edward III which reads that in policy implementation, it is important for those responsible for implementing it to fully understand the actions they must take. Policy decisions and implementation instructions must be given to policy implementers who are competent and already understand the tasks that must be carried out before the policy can be implemented.

The instructions provided must also be clear, accurate, and consistent so that policy implementers can carry out their duties effectively.

4.2. Resources

In terms of resources, this cannot be said to be good. In terms of information, the community has not received interactive and online government services because the pilot RTs have not conveyed enough about KNG so that they often go to the village directly rather than being taught to use the application. Furthermore, in terms of providing access to each pilot RT, only one access is given to one RT in each RW, while each RW has 7 RTs, this shows that the uneven application of e-government so that the application of the KNG application has not gone well. Furthermore, in terms of providing facilities, the village has not fulfilled the appropriate supporting facilities for the pilot RT, even though the village has provided facilities at the RW hall, the village still does not provide supporting facilities to the pilot RT. Some of these things are not in line with the theory of George C. Edward III theory which reads that if you want an implementation to be successful or successful, resources are also an important point. The implementation can be said to be ineffective if it does not have adequate resources.

4.3. Disposition or Attitude of Implementers

In terms of disposition or attitude of the implementer, this can be said to be good. In terms of the unification of thoughts between the village and the RT pilot before the implementation of the KNG application and the village immediately takes action if there are obstacles in the unification of these thoughts. Furthermore, in terms of bureaucratic arrangements, the Gunungsari urban village has made efforts to regulate the bureaucracy by providing actions in accordance with the standards for replacing officers but still prioritizing rights and obligations in the application of KNG. Some of these things are also in line with the theory of George C. Edward III which reads that when policy implementers have an attitude of conformity with the policies to be implemented, they will implement these policies with commitment and enthusiasm in accordance with the intentions of policy makers. However, if there are differences in attitudes or views between policy implementers and policy makers, the implementation process becomes more complicated.

4.4. Bureaucratic Structure

In terms of bureaucratic structure, this can be said to be good. In terms of SOPs, the village does not make special SOPs but there are already special agreements regarding duties and responsibilities in carrying out the task of implementing the KNG application. Furthermore, in terms of work structure, the village does not create a work structure, but even though there is no work structure, the work done has gone well. Some of these things are also in line with the theory of George C. Edward III which reads that if you want policy implementation to be successful, implementors (policy implementers) must understand the bureaucratic structure in which there are SOPs and Fragmentation.

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