

## Effectiveness of the SIPENTOLMANIS Service Program as a Website-Based Integrated Service System in Jetis District, Mojokerto Regency

Tasya Ulfa Anandita<sup>1</sup>, Hendra Sukmana<sup>2</sup>  
<sup>1,2</sup>Muhammadiyah University of Sidoarjo, Indonesia



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### ABSTRACT

**Objective:** The research aims to evaluate how effectively the program functions as a digital public service innovation. **Method:** A qualitative descriptive approach was employed, with data collected through observation, interviews, and documentation using purposive sampling. The analysis was conducted based on four indicators of effectiveness by Budiani (2007), namely target accuracy, program socialization, goal achievement, and program monitoring. **Results:** Findings reveal that the program has achieved target accuracy as the services align with community needs, although participation remains low due to a preference for face-to-face services. Socialization was limited to the initial launch in 2022, resulting in restricted public awareness. Program goals have been realized through improved efficiency, reduced queues, and more precise services. However, program monitoring has not been optimal due to the absence of formal strategies or policies for evaluation and sustainability. **Novelty:** This research contributes by applying Budiani's effectiveness framework comprehensively to assess website-based public service innovation, highlighting the crucial role of continuous socialization and policy support in ensuring the long-term sustainability of digital services at the sub-district level.

## INTRODUCTION

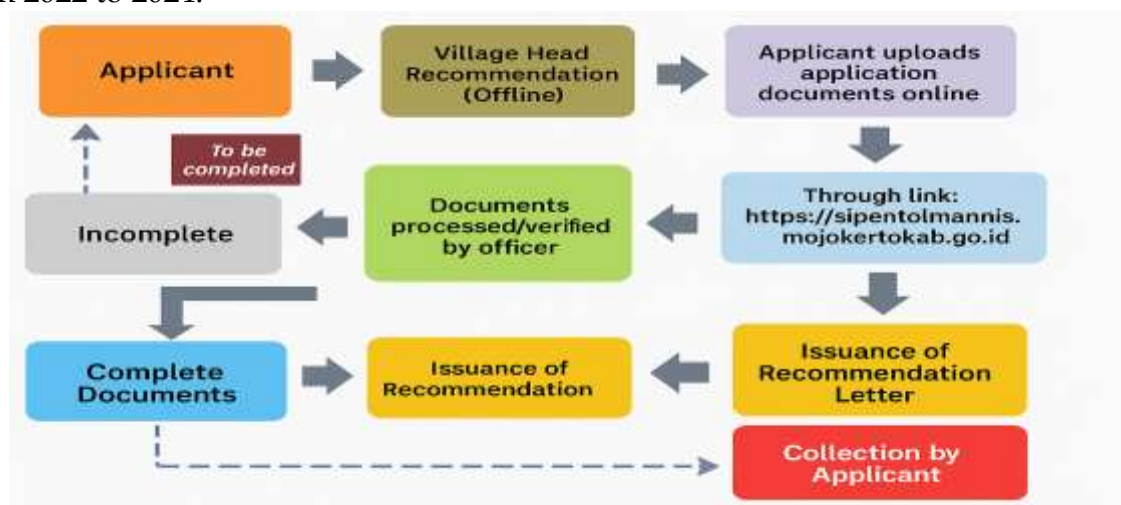
Along with the times, the Government of Indonesia has innovated to make it easier for people to access public services. Digital transformation is increasingly being developed in an effective and efficient way so that people can enjoy the convenience provided by the government. In the rapidly growing digital era, digital innovation in Indonesia has experienced rapid development in recent years. Digital innovations that have been made include websites and applications for population administration, health services, education, transportation, and tax services. According to Hartono (2021), digitalization in Indonesia not only encourages economic growth but also increases the affordability of public services for people in remote areas [2], [18].

Digitalization has become an integral part of the national development strategy as reflected in various government policies that encourage the adoption of digital technology in various sectors. Based on Law Number 25 of 2009 concerning Public Services, the government has an obligation to provide services that are transparent, accountable, participatory, and oriented to the interests of the community [13]. These principles are strengthened by Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), which instructs all government agencies to implement digital systems to increase transparency and accountability of public services [14], [20]. SPBE is the main framework for integrating electronic-based

government systems in Indonesia, creating more efficient digital governance and increasing interoperability between government agencies [31].

Digital service innovation in Indonesia has shown significant developments, especially in the public service sector. Local governments in various regions have adopted digital technology to improve the efficiency and effectiveness of services to the community. An example is the implementation of online licensing service applications and a digital-based population administration system that makes it easier for people to access government services. However, the implementation of these innovations is inseparable from challenges. Hasanah's research (2023) identified that the limitations of technological infrastructure, especially in remote areas, are the main obstacles in the implementation of digital services [21]. In addition, the competence of human resources and regulations that have not yet fully supported it are also inhibiting factors [16], [17].

SIPENTOLMANIS (Jetis District Online Integrated Service System) is a website-based service innovation developed by the Jetis District Office, Mojokerto Regency. This program was launched on January 1, 2022 with the aim of making it easier for people to take care of administration online without having to wait in line for too long. The online services provided by SIPENTOLMANIS include various letters of recommendation, including: 1) Letter of Recommendation for Police Record Statement (SKCK), 2) Letter of Recommendation for Statement of Move Out, 3) Letter of Recommendation for Statement of Move, 4) Letter of Recommendation for Marriage Dispensation Information, 5) Letter of Recommendation for Proof of Incapacity, 6) Letter of Recommendation for Proof of Domicile, 7) Letter of Recommendation for the Purchase of Fuel Oil (BBM), 8) Letter of Recommendation for Crowd Permit, 9) Letter of Recommendation for Road Use Permit for Activities other than Traffic (Lalin). Online mail recommendation services can be carried out optimally and optimally, with the following schedule: Monday to Thursday, at 07.30 WIB to 16.00 WIB. Friday, at 07.00 WIB. until 14.00 WIB. Saturday at 08.00 WIB. until 12.00 WIB. The following is a recapitulation of SIPENTOLMANIS service user data from 2022 to 2024.



**Figure 1.** SIPENTOLMANIS Service Flow  
Source: Processed from Jetis District in 2025

The service flow in the SIPENTOLMANIS system (Jetis District Integrated Online Service System) is designed to simplify the process of submitting letters of recommendation by combining offline and online processes in a structured manner. The process starts with the applicant who must first obtain a recommendation from the Village Head offline as an initial requirement for submission. After that, the applicant can access the SIPENTOLMANIS website to upload the application file online. Furthermore, the application file that has been sent will enter the system and be verified and processed by the sub-district officer. In this stage, the officer will assess the completeness and correctness of the data submitted. If the file is declared incomplete, the system will notify the applicant to complete the file again. On the other hand, if the file is declared complete, then the process can be continued to the stage of issuing a letter of recommendation by the sub-district. The completed letter of recommendation can then be taken directly by the applicant at the service office.

**Table 1.** Recapitulation of SIPENTOLMANIS Service Users

No	Year	Number Of Users
1	2022	771 People
2	2023	1,680 People
3	2024	542 People

Source : Processed from Jetis District in 2025

From the data presented, it can be seen that the number of users of SIPENTOLMANIS innovation has changed significantly from 2022 to 2024. In 2022, the number of users of this service was recorded at 771 people. This figure then increased rapidly in 2023 to reach 1,680 users. However, in 2024, the number of users will have decreased drastically to only 542 people. This decrease is suspected to have occurred because people prefer to come directly to the office rather than using SIPENTOLMANIS services. In addition, the lack of socialization from sub-district officers recently also contributed to the decline in the number of users. In fact, in 2023, when socialization is still intensively carried out, the number of users will actually increase significantly. Therefore, evaluation and more effective strategies are needed to increase public awareness and interest in the use of SIPENTOLMANIS so that this service can still be used optimally. This condition shows the importance of new evaluations and strategies to re-increase public interest [7].

Various previous studies have discussed the effectiveness of digital innovation in improving public services, including in the implementation of

website-based systems such as SIPENTOLMANIS in Jetis District, Mojokerto Regency. Wahyu Catur (2023) assessed that the implementation of the SIPENTOLMANIS policy was able to increase the efficiency and effectiveness of public services because people can take care of population administration online without having to come directly to the sub-district office. However, this study also emphasizes the importance of improving technology infrastructure and training for sub-district apparatus to ensure the sustainability of services [10]. Furthermore, research conducted by Rina Suryani (2022) regarding the innovation of the Digital Population Identity (IKD) program concluded that this program has the potential to significantly improve the quality of population services. The success of the implementation of IKD is highly dependent on intensive socialization to the public on the activation procedures and their benefits, as well as adequate infrastructure support to ensure the accessibility of services [15].

Meanwhile, Fajar Prasetyo (2023) analyzed the innovation of E-KTP services based on the IKD application and found that although this application can facilitate population administration, its implementation is not optimal. The obstacles faced include limited infrastructure, lack of socialization, and resistance from people who are still accustomed to conventional services [16], [23]. Based on these three studies, it can be concluded that digital population service innovations such as SIPENTOLMANIS and IKD have an important role in improving the efficiency and quality of public services. However, challenges in the form of technological limitations, low public understanding, and the need for training of government apparatus remain key factors that must be considered so that the implementation of digital services can run optimally and sustainably [19], [21].

Based on observations in the field, there are several problems in the implementation of the SIPENTOLMANIS innovation program as a website-based integrated service system in Jetis District, Mojokerto Regency. The first problem is the lack of socialization to the community. The dissemination of information about this service is only carried out in the early stages of its launch, namely in 2022. Once this system is fully implemented, efforts to introduce and promote it are diminished. As a result, many people do not fully understand the benefits and how to use this service, so they prefer to come directly to the sub-district office rather than using online services [10]. The second problem is related to the limitations of service features that are most used by the public. Although SIPENTOLMANIS offers various types of administrative services, only a few are actually used, namely SKCK creation services as well as moving letters coming and going.

Meanwhile, other services, such as crowd permits, inheritance certificates, marriage dispensation, and document legalization, are still rarely used. The third problem is the lack of attention from the sub-district in ensuring the sustainability and development of this innovation. Since the change of leadership, the new sub-district has not set an agenda for discussion or policy regarding the further

development of SIPENTOLMANIS [10]. Based on the research issues that have been raised, the author is interested in identifying the effectiveness of SIPENTOLMANIS innovation in Jetis District, Mojokerto Regency by using the effectiveness theory proposed by Budiani (2007). This theory explains that the effectiveness of a program can be measured through four main indicators: first, the accuracy of the program's goals. Program goal accuracy refers to the extent to which the program is actually reaching and providing benefits to the group or individual that is the primary target [12]. Second, the socialization of the program. Program socialization is the process of conveying information about the objectives, benefits, and mechanisms of program implementation to the community or related parties. Good socialization will increase community understanding and participation, so that the program can run according to expectations [12]. Third, the achievement of program objectives. The achievement of program objectives is related to the extent to which the program has succeeded in achieving pre-set targets or outcomes. This success can be measured based on predetermined performance indicators, such as improving service quality, administrative efficiency, or community satisfaction with the programs being carried out [3], [4]. Fourth, monitoring the program after implementation. Program monitoring after implementation is an evaluation process that is carried out periodically to assess the effectiveness of the program, identify obstacles, and make necessary improvements or adjustments. With continuous monitoring, the program can continue to evolve and be adjusted to remain relevant and provide maximum benefits [12].

## RESEARCH METHOD

This research is a qualitative descriptive research with the main focus on the Effectiveness of the SIPENTOLMANIS Service Program as a Website-Based Integrated Service System in Jetis District, Mojokerto Regency. Qualitative descriptive is a research method used to study the state of an object or phenomenon by providing explanations through descriptions according to the facts that occur in the field clearly, where the researcher is used as the main instrument in data collection (Saleh Sirajuddin, 2017) [25], [26]. According to Sugiyono (2010:147), the descriptive method is used to analyze data by describing or describing the data that has been collected as it is without intending to make generalized conclusions or generalizations [25]. This approach is in line with the view of Warshawsky & Paul (1971), who stated that a qualitative approach is appropriately used to analyze problems related to the effectiveness of digital-based public service programs [27].

The location of the research was determined at the Jetis District Office, Mojokerto Regency, because it is known that there are indications of problems in the implementation of SIPENTOLMANIS services. The focus of this research uses the concept of Budiani (2007) theory, which explains that the effectiveness of a program

can be measured through four main indicators, namely: (1) the accuracy of the program's objectives, which refers to the extent to which the program actually reaches and benefits the main target; (2) program socialization, namely the process of delivering information about the objectives, benefits, and mechanism of program implementation to the community or related parties; (3) the achievement of program objectives, which relate to the extent to which the program has successfully achieved predetermined targets or outcomes; and (4) monitoring of the program after implementation, which is a periodic evaluation process to assess effectiveness, identify obstacles, and make necessary improvements or adjustments [12], [3], [4].

The determination of informants is carried out through purposive sampling, which is a technique for selecting sources with certain considerations so that informants are selected because they have information relevant to the research theme. The informants in this study consisted of the Chairman of the Service Operator, the Service Operator Staff, and the SIPENTOLMANIS user community in Jetis District. According to Sugiyono (2011:68), purposive sampling is a sampling technique based on certain objectives so that the research results are more focused and relevant [25].

The type of data used consists of primary data, namely the results of interviews and field observations, as well as secondary data, such as document archives, reports, and SIPENTOLMANIS user data in 2022-2024. Data collection techniques include observation, interviews, and documentation [27]. Observations were carried out to observe the service process directly, interviews were used to dig up information from sub-district officials and the community, while documentation reinforced the results of the research with written evidence [15], [17]. Data analysis was carried out using the model of Miles & Huberman (1984), which includes three main stages: (1) data collection, i.e. the process of collecting field data; (2) data reduction, namely the selection and simplification of data from interviews and observations; and (3) the presentation of data until conclusions are drawn. According to Miles & Huberman, this stage is important for researchers to find patterns and relationships in complex data [26]. This view is reinforced by Williamson, Given, & Scifleet (2018), who emphasize that qualitative analysis must prioritize contextual meanings to produce a comprehensive interpretation [27]. With this research method, it is hoped that the analysis of the effectiveness of the SIPENTOLMANIS program can be carried out systematically, in-depth, and objectively, so that the results of the research can make a real contribution to the development of digital-based public services in the regions [1], [10], [19].

## **RESULTS AND DISCUSSION**

### ***Results***

Effectiveness can be understood from two perspectives, conceptually and practically, which include a thorough and in-depth study of a research. Effectiveness

also describes the conditions that determine the success rate of an action, so that it can be used as an indicator to assess the extent to which the goals that have been previously designed by an organization or institution have been successfully achieved. Etzioni et al. [20] state that effectiveness reflects the level of success of an organization in achieving a set goal. This opinion is in line with Gibson et al. [21], who stated that effectiveness indicates how much achievement of goals results from the work process of an organization. This research was conducted through direct interviews with informants to obtain as much information as possible in accordance with the purpose of the research. Through interview activities, information was obtained as expected by the author, in line with Budiani's theory [22], which explains that program effectiveness can be measured through four main indicators: accuracy of targets, program socialization, goal achievement, and monitoring after implementation.

### **1. Accuracy of Program Objectives**

In the concept of Budiani (2007; 53) [22], the accuracy of the program's objectives is defined as the extent to which the program participants are in accordance with the pre-set objectives. A program is created with clear goals and objectives. In this study, based on the indicators of the accuracy of program targets, effectiveness is measured by assessing the extent to which users of the SIPENTOLMANIS program are in accordance with the predetermined targets. The results of interviews and observations by researchers show that the users of the SIPENTOLMANIS program are in accordance with expectations, as conveyed by Mr. Agus, Chairman of the Operator at the Jetis District Office, as follows:

*"In terms of innovation targets, it is actually very appropriate, because it is The SIPENTOLMANIS website is designed to make it easier for the people of Jetis District to take care of correspondence online without having to queue. It's just that, as time goes by, the use of this website is decreasing. Many of our people are still more comfortable coming directly to the office to take care of files face-to-face. They feel more confident and satisfied if they meet directly with the officers. In fact, in terms of convenience and time efficiency, this website is much more practical. So you can say, the innovation is appropriate, it's just our challenge now is how to increase people's awareness and digital literacy so that they want to switch to online services." (Interview on February 3, 2025)*

*One of the SIPENTOLMANIS users named Mrs. Dita said that according to her, "This SIPENTOLMANIS innovation is actually on target and very easy for the flow of use and the service is faster. It's just that I was a little disappointed because this innovation was only an application for a letter of recommendation which was done online but after that the applicant still took the letter of recommendation that had been made by the officer at the office. So maybe other people also think that it is the same, whether it is carried out offline or online through the SIPENTOLMANIS website. In the past, many people used it during covid 19 in 2022, but now many are administering applications offline. The reason for doing offline is also because some people are lacking in technology and lazy to open websites and prefer to come to the office directly even though they have to queue" (Interview results on March 15, 2025)*

Judging from the results of interviews and conditions in the field, it can be concluded that the accuracy of the SIPENTOLMANIS website innovation goals is in accordance with the needs of the people of Jetis District, especially in facilitating online administrative services. However, the low level of community participation in utilizing these services is the main obstacle in optimizing the program. People tend to prefer direct services (offline) because they feel more comfortable and confident when interacting directly with officers, compared to using digital platforms that have actually been designed to provide convenience.

**Table 2.** Recapitulation of SIPENTOLMANIS Service Users

No	Year	Number Of Users
1	2022	771 People
2	2023	1,680 People
3	2024	542 People

Source : Processed from Jetis District in 2025

The above facts are in accordance with Budiani's (2007) theory [22], which states that the effectiveness of public services is not only measured by the accuracy of the targets, but also by the extent to which the community as beneficiaries actively participates in using the service. Based on the recapitulation data of SIPENTOLMANIS service users, in 2022 there were 771 users, a significant increase in 2023 to 1,680 users, but in 2024 there will be a sharp decline to only 542 users. This shows that although service innovations have been designed on target to make it easier for the people of Jetis District to access administrative services online, the implementation has not been fully effective due to the low level of community participation in these services.

## **2. Program Socialization**

Program socialization is a crucial first step in determining the success rate of a program. This step is important to evaluate the extent of the organizer's ability to introduce the SIPENTOLMANIS program to the public, so that information about the program can be conveyed properly. Referring to the theory of measuring effectiveness from Budiani (2007) [22], the indicators of program socialization include the ability to convey information effectively to users of the SIPENTOLMANIS website service. Based on the results of an interview with Mr. Agus, as the Chief Operator at the Jetis District Office, Mojokerto Regency, the program socialization process is carried out with various strategies to ensure that the community can understand and utilize the service optimally. "*Socialization has been carried out several times after the launch of the SIPENTOLMANIS Website service program in 2022.*

*At that time, we carried out socialization in several ways, namely by distributing brochures to the community, we invited village officials to the sub-district office for training as*

*well as socialization of the website service and also sometimes we socialized by riding on events held in the village such as PKK. It's just that now it's no longer done." (Results interview on February 3, 2025)*

This was emphasized by one of the residents named Mrs. Desi as a user of SIPENTOLMANIS innovation as well as a member of the PKK.

*"Yes, from the Jetis sub-district, at the initial launch of the SIPENTOLMANIS service innovation, they carried out socialization, one of which was by distributing brochures and having also been at PKK events in the village to socialize and explain how the website service innovation works" (Interview Results on March 15, 2025)*



**Figure 2.** Documentation of Socialization of SIPENTOLMANIS website service innovation

Source : Documentation Archive of the Jetis District Office in 2022

Based on the results of the interview, it can be concluded that the Jetis District Office of Mojokerto Regency has carried out socialization activities in order to introduce SIPENTOLMANIS website innovation services to the community and village officials. This socialization activity was carried out on an ongoing basis after the program was officially launched in 2022. The implementation of socialization which was carried out several times showed the commitment of the sub-district to ensure that information about this service can be received and understood by all levels of society, especially those in the administrative area of Jetis District. This is also an indicator that the sub-district is not only focusing on launching programs, but also actively in building understanding and increasing public participation in the use of digital services in public services.

This fact is in line with Budiani's (2007) theory [22], which states that the effectiveness of public services is not only measured by the accuracy of the targets, but also by the extent to which the community as beneficiaries actively participate in using the service. Although socialization has been carried out intensively at the beginning of the launch through various media, such as brochures, direct training to village officials, and the use of village activities, the lack of further socialization has an impact on community participation in the long run. Based on the recapitulation data of SIPENTOLMANIS service users, the number of users in 2022 was recorded at 771

people, a significant increase in 2023 to 1,680 users, but in 2024 it will decrease sharply to only 542 users. This reflects that the lack of sustainability in socialization activities also affects the effectiveness of service use by the community. This means that even though the program has been designed well and on target, without continuous efforts in conveying information and education to the public, the level of participation and successful implementation cannot be optimal.

### **3. Achievement of Program Objectives**

According to Budiani (2007), the achievement of program objectives is one of the important sub-indicators in measuring the effectiveness of a program. The achievement of program objectives can be seen from the extent to which the results or outputs produced are in accordance with the initial goals that have been set. In this case, the success of the program is not only measured by the implementation of the activity alone, but rather by the extent to which the program is able to answer the problems that are the background of its implementation and provide real benefits to the program's objectives. Budiani emphasized that an effective program is a program that is able to realize positive changes that are measurable and directly felt by the beneficiaries. Therefore, an evaluation of the achievement of program objectives must be carried out by comparing conditions before and after the implementation of the program, including measuring the level of understanding, skills, or welfare of the program targets. Sourced from the results of interviews and researchers' observations, the compatibility between the objectives of the SIPENTOLMANIS website service program and the results of its implementation shows a significant correlation. This was strengthened by a statement from Mr. Agus as the Chairman of the Jetis District Office Operator, who said that:

*"Since the enactment of SIPENTOLMANIS, the service of recommendation letters has become far away more efficient. If previously the applicant had to come twice – first to apply and second to collect the letter – now they only have to come once after being notified that the letter is finished. This greatly reduces queues and workload in the office."*

In line with this, Mr. Rifat, the operator staff of Jetis District also stated: *"We see an increase in the timeliness of service. The system automatically records the time of the incoming application and its completion process, so that we can monitor performance more objectively. In addition, the incoming data is also more organized and has fewer errors because the applicant directly inputs their data through the system."*

From the side of service users, Mrs. Dita, a resident who has used SIPENTOLMANIS services, shared her experience:

*"I think this is very helpful, especially because I don't need a leave of absence from work just to come to the sub-district to take care of the mail. I just filled in the data at home, uploaded the documents, and then waited for information from the officer. When I was informed, I just had to take the letter. The process is quick and clear."*

**Table 3.** Comparison of Program Objectives with the Results of SIPENTOLMANIS Implementation

<b>Objectives of the SIPENTOLMANIS Program</b>	<b>Implementation Results (Based on Interviews and Observations)</b>
Provide fast service: does not take a long time in the service process	Based on the interview with Mrs. Dita, the service time became shorter. The applicant only comes once after receiving a notification of the completed letter.
Providing the right service: according to the time and needs of the applicant	According to Mr. Rifat, the system records the application time and the completion process automatically, so that services are more timely and on demand.
Provide accurate services: valid and correct data according to the applicant's submission	The data is entered directly by the applicant online and verified by the officer. This minimizes errors and increases data accuracy, as conveyed by Mr. Agus.
Avoiding crowds in service offices during the pandemic	Applicants do not need to come directly when submitting an application, just be present when picking up the letter, so that the potential for crowds in the office is greatly reduced.
Avoid direct/face-to-face contact between officers and applicants	Most of the process is done online, physical interaction is minimal, in accordance with the recommended health protocols.
Work efficiency of service officers	According to Mr. Agus, this system reduces the manual workload of officers and speeds up the monitoring process because everything is documented in the system.

Source: Processed by Researchers from the Results of Interviews with Informants in 2025

The results of this interview show that the main goal of the program, which is to provide fast, precise, and accurate letter of recommendation services, has been

well achieved. Fast can be seen from the short and efficient service time, accurately reflected in the suitability of the service time with the applicant's needs, and accurately shown from the validity of the applicant's data which is directly input by the user and verified by the system. Furthermore, additional objectives of this program that arise due to the COVID-19 pandemic situation, such as avoiding crowds and contact

directly, also achieved. This can be seen from the service process which is mostly carried out online and only requires one visit to the office. Based on this data, it can be concluded that the implementation of the SIPENTOLMANIS service program is not only effective in achieving technical goals, but also has a real and positive social impact on the people of Jetis District.

This fact is in line with Budiani's theory (2007) which states that the success of a program is not enough to be seen from the implementation of activities, but must be seen from the direct benefits and positive changes felt by the recipients of services. In the context of SIPENTOLMANIS, these changes can be seen from time efficiency, increased data accuracy, ease of access to services, and reduced manual workload for service officers. In addition, a comparison of conditions before and after the implementation of the program also showed a significant increase in the quality of administrative services in Jetis District. Thus, it can be concluded that the SIPENTOLMANIS program has achieved its objectives effectively and has a concrete impact in accordance with the effectiveness indicators put forward by Budiani.

#### **4. Program Monitoring**

According to Budiani (2007) [22], program monitoring is an important element in assessing the extent to which the effectiveness of a program is achieved. Monitoring is carried out after the program is carried out as a form of follow-up from the program implementer to the participant or target party. The main objective of this process is to ensure that the implementation of the program has gone according to plan, as well as to detect any deficiencies, constraints, or deviations that occur during implementation. Through structured monitoring activities, program organizers can measure program success, assess overall performance, and make necessary adjustments to improve outcomes. Therefore, monitoring not only serves as an evaluation tool, but also as a monitoring mechanism so that the program remains on the right track and is able to provide maximum benefits to the target group. Based on the results of the interview with Mr. Agus, as the Chairman of the Jetis District Operator, it is acknowledged that until now there has been no new policy formally issued by the leadership regarding the strengthening of the SIPENTOLMANIS program. He said:

*"Indeed, so far there have been no instructions or follow-up policies from the leadership for further development. All there is a suggestion from the Sub-district Head so that the service remains fast and responsive as it is now. The hope is that in the future there will be more support,*

*especially for socialization to residents who do not understand how to access this service."*

The same thing was also expressed by Mr. Rifat, operator staff in Jetis District, who stated that:

*"We continue to serve according to existing procedures, but actually there are still many residents who do not understand and do not like to use the SIPENTOLMANIS website. If possible, there will be training or counseling directly to the community so that the utilization is maximized."* The information indicates that monitoring so far is still informal and has not been followed up with a systematic corrective strategy. Even though the service is running well, there is still room for improvement, especially in the aspect of socialization and strengthening supporting policies. Without any new policies or continuous monitoring programs, it is feared that the effectiveness of the program in the long term may decrease. Therefore, it is important for the sub-district to not only maintain the quality of service, but also be proactive in designing measures to strengthen and expand the reach of these digital services to the wider community.

### **Discussion**

This fact is in line with the view of Budiani (2007) [22] who emphasizes that the success of a program is not only determined by the stage of its implementation, but also greatly influenced by the sustainability of the monitoring process to ensure that the program continues to run in accordance with the objectives and produce a significant impact. The lack of follow-up policies and the lack of training to the community are indicators that monitoring efforts have not been carried out optimally. This condition is supported by data on the number of users of the SIPENTOLMANIS service, which will decrease drastically in 2024, which only reaches 542 users. This figure is much lower than the previous year which reached 1,680 users.

The decline shows that there are problems in the continuity of the program that should have been anticipated earlier if there was an adequate monitoring system. Therefore, although the SIPENTOLMANIS program has provided benefits at the beginning of its implementation, the absence of formal monitoring mechanisms and supporting policies has led to low community participation and a decrease in the effectiveness of the program in the long term. The Jetis District Office needs to design a structured monitoring strategy so that the implementation of the program can continue to develop and be responsive to the needs of the community.

### **CONCLUSION**

**Fundamental Finding :** The SIPENTOLMANIS program has been effective in enhancing efficiency, accuracy, and accessibility of administrative services in Jetis District, fulfilling most indicators of Budiani's (2007) effectiveness framework, yet its long-term effectiveness is constrained by declining public participation and weak monitoring mechanisms. **Implication :** The findings underscore the necessity of continuous socialization, improvement of digital literacy, and stronger policy backing to

secure the sustainability and scalability of digital public service innovations at the sub-district level. **Limitation** : This study is limited by the lack of a systematic monitoring framework and the persistence of public preference for conventional face-to-face services, which reduces program adoption and hinders its adaptability to changing community needs. **Future Research** : Further studies should investigate strategies to strengthen citizen engagement, conduct comparative evaluations across different regions, and explore the integration of advanced digital technologies to enhance monitoring, evaluation, and community trust in website-based government services.

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**Tasya Ulfa Anandita**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [ananditasya1604@gmail.com](mailto:ananditasya1604@gmail.com)

**\* Hendra Sukmana (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [hendra.sukmana@umsida.ac.id](mailto:hendra.sukmana@umsida.ac.id)

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