



## **THE ROLE OF SIPD APPLICATION IN INCREASING TRANSPARENCY AND BUREAUCRACY IN DELI SERDANG REGENCY GOVERNMENT**

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### **Abstract**

The transparency of bureaucracy in local government is crucial in ensuring good governance and accountability. This study explores the role of the Regional Government Information System (SIPD) in promoting bureaucratic transparency in Deli Serdang Regency. The SIPD platform, introduced by Indonesia's Ministry of Home Affairs, aims to digitalize public administration processes, particularly in budgeting, planning, and reporting. This qualitative descriptive research collected data through interviews with civil servants, direct observation, and document analysis. The findings show that SIPD contributes to better information openness, reduces the potential for corruption, and enhances efficiency in public service. However, several obstacles such as limited human resources capacity and digital infrastructure issues were identified. The study recommends strengthening digital literacy and developing sustainable policies to improve the effectiveness of SIPD implementation.

**Keywords:** bureaucratic transparency, public information system, local government.

### **Abstrak**

Transparansi birokrasi di pemerintahan daerah sangat penting dalam memastikan tata kelola pemerintahan yang baik dan akuntabilitas. Studi ini mengeksplorasi peran Sistem Informasi Pemerintah Daerah (SIPD) dalam mendorong transparansi birokrasi di Kabupaten Deli Serdang. Platform SIPD, yang diperkenalkan oleh Kementerian Dalam Negeri Indonesia, bertujuan untuk mendigitalisasi proses administrasi publik, khususnya dalam penganggaran, perencanaan, dan pelaporan. Penelitian deskriptif kualitatif ini mengumpulkan data melalui wawancara dengan pegawai negeri sipil, observasi langsung, dan analisis dokumen. Temuan menunjukkan bahwa SIPD berkontribusi pada keterbukaan informasi yang lebih baik, mengurangi potensi korupsi, dan meningkatkan efisiensi dalam pelayanan publik. Namun, beberapa kendala seperti keterbatasan kapasitas sumber daya manusia dan masalah infrastruktur digital telah diidentifikasi. Studi ini merekomendasikan penguatan literasi digital dan pengembangan kebijakan berkelanjutan untuk meningkatkan efektivitas implementasi SIPD.

**Kata kunci:** transparansi birokrasi, sistem informasi publik, pemerintah daerah.

### **Introduction**

Bureaucracy as the backbone of state administration has a vital role in the implementation of effective and efficient governance. In the current era of globalization and democratization, the existence of bureaucracy is required to be more adaptive to the development of the times, including in terms of transparency, accountability, and public services based on information technology. According to Max Weber in his classical theory, the ideal bureaucracy is a bureaucracy that is rational, hierarchical, and based on formal rules. However, in practice, bureaucracy in many regions in Indonesia still faces classic challenges such as overlapping policies, complicated procedures, low accountability, and minimal transparency in budget management and regional development program planning.

In the context of regional government, transparency is an issue that continues to be fought for, especially since the implementation of regional autonomy. Autonomy provides greater space for regions to manage their finances, but on the other hand opens up opportunities for irregularities if not properly supervised. Bureaucratic transparency is an important instrument to avoid maladministration and

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corruption practices. Dwiyanto (2018) stated that good governance can only be realized if there is a transparency mechanism that allows the public to access relevant information openly and easily.

Information technology is a strategic tool in efforts to realize bureaucratic transparency. The central government through the Ministry of Home Affairs has developed the Regional Government Information System (SIPD) application as an answer to the need for digital reform at the regional level. SIPD is an integrated system used in the planning, budgeting, implementation, and reporting of regional finances. According to Indrajit (2017), the regional government information system not only functions as an administrative tool, but also as an instrument of public control, performance management, and increasing community participation in the policy-making process.

SIPD is present not just as an application, but as a form of change in the bureaucratic paradigm from a closed system to an open system. This application is designed to provide easy access to information to the public, ensure traceability of each stage of regional budget management, and integrate data into one national platform. This is in line with Mardiasmo's view (2019) that a technology-based information system is a strategic step in building public trust and strengthening accountability for state financial management.

In Deli Serdang Regency, the implementation of SIPD is part of the bureaucratic reform efforts that have long been promoted by the local government. As one of the large regencies in North Sumatra Province, Deli Serdang has a fairly high complexity of governance, both in terms of population, area, and socio-economic dynamics of its people. Therefore, bureaucratic digitization is a need that cannot be postponed any longer. The Deli Serdang Regency Government is trying to utilize SIPD to improve the development planning system, increase public information transparency, and strengthen coordination between regional agencies. This study aims to examine in depth the role of SIPD in encouraging bureaucratic transparency within the Deli Serdang Regency Government.

In the era of globalization and advances in information technology, good governance is an important pillar in realizing a professional, transparent, and accountable bureaucracy. According to Mardiasmo (2006), good governance includes the principles of participation, transparency, accountability, effectiveness, and the rule of law. The government is required not only to provide efficient public services, but also to open itself to public supervision and involvement. This is where the role of information technology becomes very vital as a bridge between the government and the community in creating openness of information.

One of the real implementations of the application of the principle of transparency in government is through the digitalization of public administration. Along with the development of digital technology, the Indonesian government through the Ministry of Home Affairs has developed the Regional Government Information System (SIPD) as an innovation in the regional financial planning, budgeting, implementation, and reporting system. According to Dwiyanto (2011), the digitalization of bureaucracy can accelerate the public service process, reduce gaps in budget deviations, and strengthen data-based supervision. SIPD is designed to integrate the entire regional development cycle in one centralized and nationally standardized system.

Deli Serdang Regency as one of the strategic areas in North Sumatra Province also implemented SIPD as a form of adjustment to national policies and as an effort to improve the governance system to be more modern. However, the SIPD implementation process does not always run smoothly. Various challenges are faced, ranging from minimal ICT (Information and Communication Technology) infrastructure, limited human resource capacity, to resistance to bureaucratic culture that tends to be conservative. According to Agus Dwiyanto (2008), bureaucratic reform does not only involve changes to the system, but also touches on aspects of the behavior and work culture of state apparatus. Therefore, the success of SIPD is not only determined by the sophistication of technology, but also the internal readiness of the bureaucracy to adapt.

Transparency in bureaucracy is not only about data openness, but also includes aspects of honesty, accuracy, and ease of access to information by the public. According to Wahyudi Kumorotomo (1995), transparency must be accompanied by an accountable information system and active public



participation in monitoring the government process. SIPD allows the public to access information such as documents of the Regional Government Work Plan (RKPD), the Regional Medium-Term Development Plan (RPJMD), and the Budget Realization Report (LRA). This is expected to be able to foster public trust in the performance of the regional government.

However, the effectiveness of SIPD as a bureaucratic transparency tool is also influenced by the extent to which internal users (ASN) understand and master the technology. According to Heeks (2001), many failures in implementing e-government systems in developing countries are caused by a large gap between system design and administrative reality in the field (design-reality gap). This condition also occurs in various regions in Indonesia, including Deli Serdang, where the level of digital literacy of ASN is still uneven.

Based on the description above, this study is important to analyze how the role of SIPD application in improving bureaucratic transparency in the Deli Serdang Regency Government. This study will not only highlight the advantages of the system, but also reveal the obstacles faced in the field and provide practical recommendations for strengthening the system. This is in line with the view of Osborne and Gaebler (1992) that modern bureaucracy must be able to innovate, adapt, and open up dialogue with the community in order to answer the demands of the times.

### **Method**

This study uses a descriptive qualitative approach with the aim of describing in depth how the application of the Regional Government Information System (SIPD) plays a role in increasing bureaucratic transparency in the Deli Serdang Regency Government. This approach is considered relevant because it allows researchers to understand social and administrative realities as a whole based on the perspectives of bureaucratic actors and ongoing institutional dynamics. According to Moleong (2019), a qualitative approach aims to understand phenomena in a natural context, and researchers act as the main instrument in collecting and interpreting data.

### **Discussion**

The implementation of the Regional Government Information System (SIPD) is part of the digital transformation in bureaucratic governance that is oriented towards transparency and work efficiency. The presence of SIPD provides a new direction for bureaucratic work patterns that have been known to be slow, complicated, and tend to be closed. In this context, information technology is an important instrument in creating an open and accountable government. According to Dwiyanto (2006), bureaucratic reform cannot run without the support of a strong information system because information is the main basis in the public decision-making process. SIPD as a digital-based system facilitates the recording and reporting of all government activities systematically and documented, thus encouraging the formation of a transparent work culture.

SIPD not only regulates the preparation of planning documents, but also creates integration between work units within the scope of local government. In practice, this application allows all OPDs to prepare work plans through the same system, thus avoiding overlap and increasing coordination efficiency. The concept of modern bureaucracy as put forward by Max Weber (in Robbins, 2001) emphasizes the importance of an organized, standardized, and rational work system. SIPD is the embodiment of this concept because the entire data input process is carried out systematically and does not depend on individuals or the personal will of certain officials. This integration is important in building transparency because every program change can be traced across OPDs openly.

Furthermore, SIPD supports the principle of good governance through aspects of accountability and openness of information. In this system, all stages of planning and budgeting can be monitored because they are recorded digitally and have administrative traces that cannot be deleted arbitrarily. According to Mardiasmo (2009), transparency means the availability of complete, accurate, and easily accessible information to the public, thus encouraging participatory supervision. Through SIPD, the Deli Serdang Regency Government can convey information on programs, activities, and budget



allocations openly to the public and supervisory institutions. That way, the public can monitor whether the government is implementing the budget according to plan or not.

One of the real impacts of the implementation of SIPD is the increasing awareness of ASN regarding the importance of working according to procedures. Because the entire bureaucratic process must be inputted into the system, any errors or delays will be recorded and can be seen by the leader or auditor. This creates positive pressure for ASN to be more disciplined and responsible in their work. According to Dwiyanto (2011), an accountable bureaucracy is born from an organizational culture that encourages openness and strong internal control. SIPD becomes an internal control tool that ensures that every process runs according to the predetermined mechanism. Thus, this application is not only an administrative instrument, but also an effective internal control tool.

However, there are many challenges in implementing SIPD. One of them is the readiness of human resources, especially in terms of ASN digital literacy. Many civil servants in the regions have not fully mastered information technology, so they have difficulty in implementing SIPD optimally. This is in accordance with Gilster's opinion (1997) that digital literacy is not only the ability to use computers, but also includes the ability to understand, access, evaluate, and utilize digital-based information. In the context of SIPD, ASN are not only required to be proficient in operating the system, but must also understand the logic of data-based planning and electronic documents.

Training and capacity building of ASN are absolute requirements for SIPD to run well. The Deli Serdang Regency Government has held technical training in stages for operators and officials in each OPD. This is a form of competency strengthening as conveyed by Hasibuan (2005), that work competency includes knowledge, skills, and work attitudes needed in carrying out tasks. Without adequate competency, the existence of an information system such as SIPD will actually become a burden and obstacle in the bureaucratic process. Therefore, the aspect of human resource development cannot be separated from the success of the digital transformation of the bureaucracy.

In addition, SIPD also has an impact on increasing work effectiveness. With a centralized system, OPD leaders can monitor the progress of document input, see program realization, and assess the performance of their staff directly. This system-based evaluation makes the decision-making process faster and data-based. According to Sedarmayanti (2001), organizational effectiveness is influenced by how the organization uses information as a tool to plan, organize, direct, and supervise its activities. SIPD provides access to real-time information that can be used as a basis for evaluation and policy making.

In a broader dimension, the implementation of SIPD also strengthens the relationship between the government and the community. The availability of public data that can be accessed by the public makes the government more open to criticism and public participation. This is in line with the theory of participation according to Arnstein (1969), where openness of information is a prerequisite for meaningful participation in the policy-making process. Through SIPD, the community can monitor the running of the government, provide feedback on regional programs, and even participate in the formulation of planning through the Musrenbang forum whose data is now integrated into the system. SIPD, in this case, has become a link between the bureaucracy and citizens.

No less important, SIPD also serves as a medium for harmonization between regional and central governments. Because this system is directly under the control of the Ministry of Home Affairs, data from the regions can be viewed, verified, and evaluated by the center directly. This creates consistency between national policies and implementation at the regional level. According to Osborne and Gaebler (1992), modern bureaucracy must be responsive, efficient, and able to respond to community needs quickly, as well as in line with policies across levels of government. SIPD answers this need by providing a system that is not only administrative, but also strategic to create continuity between levels of government.

Dari berbagai uraian di atas, dapat disimpulkan bahwa penerapan SIPD tidak hanya berdampak pada aspek teknis birokrasi, tetapi juga membawa perubahan budaya kerja, pola relasi antarlembaga, serta memperkuat dimensi partisipasi dan akuntabilitas publik. Keberadaan SIPD menjadi simbol dari



transformasi menuju pemerintahan yang lebih terbuka, profesional, dan adaptif terhadap teknologi. Namun demikian, efektivitas SIPD sangat bergantung pada kapasitas SDM, dukungan infrastruktur teknologi, dan komitmen politik dari pimpinan daerah. Seperti dikemukakan oleh Eko Prasajo (2010), keberhasilan reformasi birokrasi bukan hanya soal sistem, tetapi juga soal perilaku, nilai, dan kepemimpinan.

Strengthening transparency in bureaucracy through digital technology such as SIPD is not only limited to data openness, but also related to the legitimacy of the government in the eyes of the public. Legitimacy, according to David Easton (1965), is the public's acceptance of government actions that are considered legitimate and in accordance with the values adopted. SIPD becomes an instrument of legitimacy because it presents information openly to the public regarding budget use, development programs, and government performance achievements. The public is now no longer just a beneficiary of policies, but also an active supervisor, because they can monitor through public documents provided by the system. Thus, SIPD plays a dual role: as an administrative tool and as a symbol of government that can be trusted by the public.

Public involvement in monitoring bureaucratic performance through SIPD is also in line with the inclusive governance paradigm. According to UNDP (1997), good governance includes participation, accountability, transparency, responsiveness, effectiveness, and the rule of law. SIPD supports this principle by providing access to information that was previously only accessible to internal government. With an open digital system, every citizen can access the government's work plan, APBD structure, and annual development achievements. In Deli Serdang Regency, access to SIPD allows various civil society organizations to monitor the public budget process and provide constructive input. In other words, SIPD encourages the formation of a more systematic dialogue space between the government and citizens.

Furthermore, SIPD also strengthens the regional financial reporting system that has been vulnerable to manipulation. The existence of a system that requires electronic and real-time data input reduces the opportunity for unauthorized data changes. As stated by Nasucha (2004), public accountability in state finances requires a strong, transparent, and technology-based internal control system. SIPD provides this control space by standardizing the entire financial planning and reporting process. On the other hand, this system also increases audit efficiency because the data has been systematically documented and is easily accessible to internal and external auditors. This is an important asset in building a clean government that is free from irregularities.

In the internal aspect of bureaucracy, SIPD also encourages the formation of a data-based organizational culture. ASN in the Deli Serdang Regency Government environment no longer makes reports based on mere narratives, but based on input and output that are measured digitally. According to Drucker (1999), in modern organizations, data is the basis of every decision making. SIPD answers this need by providing structured and actual information that can be used by OPD leaders to make strategic policies. The existence of integrated data between sectors also allows for cross-program analysis, so that the quality of policies becomes sharper and more measurable. This kind of work culture is very important in the context of bureaucratic reform, because it encourages a more rational, professional, and accountable work orientation.

No less important, SIPD also creates positive dependency on the system. If previously the bureaucracy relied on informal practices, personal relationships, and manual paperwork, now all activities must follow the system flow. According to Lipsky (1980), lower-level bureaucrats often exercise high discretion due to weak control and system standardization. With SIPD, unnecessary discretionary space is narrowed because all activities are standardized in the digital system. This indirectly creates a more procedural and rule-abiding bureaucracy, because violations of procedures will be immediately detected by the system. Thus, SIPD becomes a structural control mechanism that limits deviant behavior at the implementing level.

On the other hand, SIPD is also a tool to strengthen ASN integrity. When every activity and work program is documented in a digital system, then every individual in the bureaucracy is required to work



honestly and in accordance with the provisions. As conveyed by T.R. Dye (2002), bureaucratic integrity lies in the extent to which its apparatus carries out its duties based on the values of honesty, responsibility, and transparency. SIPD forms a workspace that supports these values, because it does not provide room for data manipulation and false reports. If there is a deviation, the digital footprint in the system can be used as an audit and investigation tool. Therefore, the existence of SIPD indirectly becomes an ethics education for ASN in the local government environment.

In addition to having an impact on the effectiveness of bureaucratic management, SIPD also has an impact on the relationship between structural officials and technical staff. With an integrated system, structural officials can no longer completely hand over administrative matters to implementing staff, because every document and activity requires validation from the leader directly through a personal account documented by the system. This strengthens collective responsibility in program implementation. According to Katz and Kahn (1978), a healthy bureaucratic organization is one that has effective vertical and horizontal communication. SIPD encourages the creation of such communication because the system requires input, validation, and cross-checking between sections and job levels. This also reduces the inequality of relations between leaders and staff, because responsibility is recorded together in the system.

Furthermore, SIPD also supports the principle of performance-based evaluation. In this system, every output and result of the work program must be linked to previously established performance indicators. Evaluation is no longer subjective or based on personal closeness, but rather based on achievement data entered into the system. This is in line with the theory of New Public Management (NPM) as proposed by Hood (1991), which emphasizes the results (output and outcome) in evaluating bureaucratic performance. With SIPD, local governments can assess the success of programs not only in terms of budget absorption, but also in terms of benefits and real results in the community.

Meanwhile, in the context of strengthening the legislative role, SIPD also assists the DPRD in carrying out its budget oversight function. With access to digitally recorded budget planning and realization documents, council members can check the consistency between agreed policies and their implementation in the field. This strengthens the principle of checks and balances between the executive and legislative branches. According to Friedrich (1940), accountability in government can only be realized if there is active and participatory supervision. SIPD provides such a facility by opening up real-time information to supervisory institutions, both internal and external.

Finally, the success of SIPD in Deli Serdang Regency also shows the importance of regional leadership commitment in encouraging digital reform. Because, no matter how sophisticated the system is, if it is not supported by a visionary leader, its implementation will not be optimal. According to Bass and Avolio (1994), transformational leadership plays an important role in shaping organizational change, including in terms of the use of new technology. In this case, the Regent and Regional Secretary have a central role in ensuring that all OPDs use SIPD consistently and provide direct examples in its use. This commitment creates a domino effect that forces the entire bureaucratic structure to adjust to a more open, efficient, and professional system.

## **Conclusion**

The implementation of the Regional Government Information System (SIPD) in Deli Serdang Regency is one of the strategic steps in strengthening bureaucratic transparency and accountability in the digital era. SIPD is an effective tool in transforming governance from a manual, closed, and deviation-prone system to a standardized, open, and accountable system. Through the integration of planning, budgeting, reporting, and evaluation data in one digital platform, SIPD encourages the birth of a data-based and procedure-based bureaucracy.

The implementation of SIPD has also succeeded in increasing the effectiveness of bureaucratic work, improving relations between ASN and leaders, and strengthening internal control in program implementation and budget use. SIPD forces the bureaucracy to be more orderly, disciplined, and follow a transparent workflow. With a documented and digital-based system, every government activity has



an administrative trail that can be audited at any time, thus minimizing the opportunity for manipulation or abuse of authority.

Furthermore, SIPD strengthens the principle of good governance through the provision of public information that can be accessed by the public, supervisory institutions, and the DPRD. This transparency encourages public participation in the supervision and decision-making process, and increases the legitimacy of local governments in the eyes of the public. The existence of SIPD also encourages bureaucrats to work more professionally and uphold integrity because the system has closed the gap for non-procedural practices.

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