

INTISARI

Penerapan Sistem Pemerintahan Berbasis Elektronik (SPBE) di Indonesia menunjukkan peningkatan, namun tingkat kematangan Domain Manajemen masih rendah yang mengindikasikan adanya hambatan institusional. Penelitian ini bertujuan menganalisis pengaruh hambatan institusional, khususnya budaya organisasi dan resistensi kultural terhadap implementasi SPBE, serta menguji peran *decoupling* sebagai mediator. Menggunakan pendekatan kuantitatif *explanatory research* dengan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) terhadap 180 anggota Tim SPBE (sebagai *organizational informant*) di 31 Kementerian/Lembaga pusat. Hasil statistik membuktikan budaya organisasi berpengaruh positif signifikan terhadap implementasi SPBE, serta mampu menurunkan tingkat *decoupling*. Sebaliknya, resistensi kultural berpengaruh negatif terhadap implementasi SPBE, namun tidak terbukti mempengaruhi *decoupling* secara signifikan. Fenomena *decoupling* berdampak negatif terhadap implementasi SPBE, tetapi tidak menjadi mediator signifikan antara hambatan institusional dan implementasi. Dukungan Manajemen menjadi faktor kontrol paling dominan. Temuan ini menunjukkan bahwa *decoupling* dalam birokrasi lebih merupakan keputusan strategis adaptif manajemen daripada imbas resistensi individu. Keberhasilan transformasi digital pemerintah lebih ditentukan oleh faktor institusional-kultural dan komitmen kepemimpinan daripada kesiapan teknologi semata.

Kata Kunci: hambatan institusional, budaya organisasi, resistensi kultural, *decoupling*, implementasi SPBE, pemerintahan digital.

ABSTRACT

The implementation of the Electronic-Based Government System (SPBE) in Indonesia shows improvement, but the maturity level of the Management Domain remains low, indicating the presence of institutional barriers. This research aims to analyze the influence of institutional barriers, particularly organizational culture and cultural resistance, on SPBE implementation, and to examine the role of *decoupling* as a mediator. Using a quantitative *explanatory research* approach with *Partial Least Squares Structural Equation Modeling* (PLS-SEM) on 180 members of SPBE Teams (as *organizational informant*) across 31 central Ministries/Agencies. The statistical results prove that organizational culture has a significant positive effect on SPBE implementation and is able to reduce the level of *decoupling*. Conversely, cultural resistance has a negative effect on SPBE implementation, but is not proven to influence *decoupling* significantly. The phenomenon of *decoupling* has a negative impact on SPBE implementation, but does not act as a significant mediator between institutional barriers and implementation. Management support is the most dominant control factor. These findings indicate that *decoupling* in bureaucracy is more of an adaptive strategic management decision than a consequence of individual resistance. The success of government digital transformation is determined more by institutional-cultural factors and leadership commitment than by technological readiness alone.

Keywords: institutional barriers, organizational culture, cultural resistance, *decoupling*, SPBE implementation, digital government.