

## **ABSTRAK**

### **IMPLEMENTASI KEBIJAKAN INOVASI GOOGLE WORKSPACE DALAM Mendukung Efektivitas Kinerja Di Badan PENGAWASAN KEUANGAN DAN PEMBANGUNAN PERWAKILAN PROVINSI LAMPUNG**

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Sebelum diterapkannya Google Workspace (GWS), pelaksanaan tugas pengawasan di BPKP Perwakilan Provinsi Lampung masih menghadapi permasalahan kinerja, seperti meningkatnya waktu penyelesaian Laporan Hasil Pengawasan (LHP) dari sekitar 15 hari menjadi 17 hari, ketimpangan distribusi beban kerja auditor, serta pencatatan beban kerja yang masih manual sehingga menyulitkan pemantauan secara langsung. Penelitian ini bertujuan menganalisis implementasi kebijakan inovasi Google Workspace dalam mendukung efektivitas kinerja pegawai. Analisis menggunakan model implementasi kebijakan George C. Edwards III yang meliputi komunikasi, sumber daya, disposisi, dan struktur birokrasi. Metode penelitian menggunakan pendekatan kualitatif deskriptif melalui wawancara mendalam dan dokumentasi terhadap tujuh informan yang terdiri atas pimpinan, pengelola sistem, dan pegawai pelaksana. Hasil penelitian menunjukkan bahwa implementasi GWS secara umum telah berjalan dan berkontribusi terhadap peningkatan efektivitas kinerja pegawai. Pada indikator komunikasi, aspek yang paling mendukung adalah transmisi informasi melalui sosialisasi dan arahan pimpinan, sedangkan aspek yang masih lemah adalah konsistensi penggunaan sistem. Pada indikator sumber daya, aspek yang paling mendukung adalah sarana dan infrastruktur berupa perangkat kerja serta penyimpanan daring, sedangkan yang masih lemah adalah pemerataan kemampuan pegawai. Pada indikator disposisi, aspek yang paling mendukung adalah komitmen pelaksana, sedangkan yang masih perlu diperkuat adalah motivasi dan adaptasi sebagian pegawai. Pada indikator struktur birokrasi, aspek yang paling mendukung adalah koordinasi antarunit, sedangkan yang paling kurang mendukung adalah belum tersedianya standar operasional prosedur khusus. Implementasi tersebut berdampak pada meningkatnya keterampilan kerja, percepatan penyelesaian tugas, kemampuan adaptasi, serta inovasi kerja pegawai. Namun demikian, implementasi GWS belum sepenuhnya optimal sehingga masih memerlukan penguatan kapasitas pegawai, konsistensi penggunaan sistem, dan standarisasi prosedur kerja.

**Kata kunci:** Implementasi Kebijakan, Google Workspace, Inovasi Digital, Efektivitas Kinerja, Pengawasan

## **ABSTRACT**

### **THE IMPLEMENTATION OF GOOGLE WORKSPACE INNOVATION POLICY IN SUPPORTING WORK EFFECTIVENESS AT THE FINANCIAL AND DEVELOPMENT SUPERVISORY AGENCY REPRESENTATIVE OFFICE OF LAMPUNG PROVINCE**

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*Before the implementation of Google Workspace (GWS), supervisory tasks at the Representative Office of the Financial and Development Supervisory Agency of Lampung Province still faced several performance problems, such as the increase in the completion time of Audit Reports from approximately 15 days to 17 days, unequal distribution of auditors' workloads, and manual workload recording that made direct monitoring difficult. This study aims to analyze the implementation of the Google Workspace innovation policy in supporting employee work effectiveness. The analysis uses George C. Edwards III's policy implementation model, which consists of communication, resources, disposition, and bureaucratic structure. This study employed a descriptive qualitative approach through in-depth interviews and documentation involving seven informants consisting of leaders, system administrators, and implementing employees. The results show that the implementation of GWS has generally been carried out and has contributed to improving employee work effectiveness. In the communication indicator, the most supportive aspect was the transmission of information through socialization and leadership directives, while the weakest aspect was the consistency of system usage. In the resource indicator, the most supportive aspect was facilities and infrastructure in the form of work devices and online storage, while the weakest aspect was the unequal distribution of employee capabilities. In the disposition indicator, the most supportive aspect was the implementers' commitment, while motivation and adaptation of some employees still need to be strengthened. In the bureaucratic structure indicator, the most supportive aspect was inter-unit coordination, while the least supportive aspect was the absence of specific standard operating procedures. The implementation also had an impact on improving work skills, accelerating task completion, enhancing adaptability, and encouraging employee innovation. However, the implementation of GWS has not been fully optimal and still requires strengthening employee capacity, consistency in system usage, and standardization of work procedures.*

**Keywords:** Policy Implementation, Google Workspace, Digital Innovation, Work Effectiveness, Supervision