

Implementation of E-Buddy in The Administrative Process in Permisan Village, Jabon

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ABSTRACT

Objective: This study discusses the implementation of the E-Buddy application in the administrative process in Permisan Village, Jabon District. E-Buddy is a digital innovation for managing correspondence as part of e-Government. **Method:** The research method uses a qualitative descriptive approach with interviews, observation, and documentation. The analysis is based on George C. Edward III's policy implementation theory which includes communication, resources, disposition, and bureaucratic structure. **Result:** The results show that communication and resources are adequate. However, disposition is still not optimal due to manual procedures, as village heads have not actively used the E-Buddy application. The bureaucratic structure is in accordance with standard operating procedures (SOPs), but further commitment is needed. Overall, E-Buddy has had a positive impact on the effectiveness of village administration, although implementation challenges remain. **Novelty:** The novelty of this research lies in its focus on the implementation of the E-Buddy application in Permisan Village which has never been studied before, as well as the in-depth use of George C. Edward III's policy implementation theory and the presentation of periodic data.

INTRODUCTION

The term administration comes from the English word "administration", with the root word "to administer" meaning to manage. It also comes from the Dutch word "administratie", which encompasses administrative activities, organizational management, and resource management [1]. According to Sondang P. Siagian, administration is the entire process of cooperation between two or more people which is carried out rationally with the aim of achieving previously determined goals [2].

Administration is an essential and inseparable element of institutional activities, both in the government and private sectors. As part of administrative management, administration plays a vital role in supporting the smooth operation of an organization. One important aspect of administration is the management of correspondence, which serves as a means of written communication between senders and recipients for various purposes [3]. Among them, official letters function as a medium for conveying official information which includes official documents, notifications, statements, requests, and various other official needs [4].

Manual archive management often takes up significant storage space and reduces time efficiency. Furthermore, if the manager is out of the office while a letter is still being processed, it causes delays in sending the letter to the relevant parties. When distributing letters, village officials must still deliver documents directly to the relevant government

agencies or agencies, requiring additional time and effort. Therefore, the use of technology in administrative activities will be more effective and efficient [5].

Information and Communication Technology (ICT) is now being implemented in government systems. This is evident in the public's involvement in social media, which indicates that interactions between citizens and the government have evolved along with technological advancements. There are three types of public involvement in government. First, Citizen Sourcing, where the public provides input to the government. Second, Government as a Platform, where the government provides technology-based systems such as applications or websites that the public can use to access services. Third, Do It Yourself Government, where the public solves their own problems, and the government only acts as a facilitator [6].

E-Government is the application of information and communication technology in the implementation of government duties and governance. The use of e-government opens up opportunities to improve relations between government agencies, as well as between the government and the business world and the public. These relationships are established through the use of information technology, which integrates computer functions with communication network systems [7].

Digital technology, E-government has been implemented in both central and regional government administration to improve the quality of service [8]. Sidoarjo Regency has enacted Regent Regulation No. 46 of 2018 concerning Information and Communication Technology Governance as an effort to support the realization of a Smart City. According to the World Bank Group, e-Government is the use of information and communication technology to improve government efficiency and effectiveness, transparency, and accountability in providing better public services [9].

E-Buddy was designed as a follow-up to the implementation of E-Governance G2E (Government to Employee). This application is an innovation in Sidoarjo Regency that functions as a digital-based correspondence management platform. Its main features include incoming and outgoing mail, and attendance menus. With E-Buddy, administrative needs can be managed more effectively and efficiently. The application's creation has a strong legal basis, namely Sidoarjo Regent Regulation Number 30 of 2020 concerning Electronic Official Documents [4]. In addition, e-Buddy has met the standard operating procedures in accordance with Regent Regulation Number 46 of 2018 which discusses correspondence in Sidoarjo Regency [10]. Here is a look at the E-Buddy website.



Figure 1. E-Buddy Sidoarjo application login page

Source : <https://e-buddy.sidoarjokab.go.id/site/login> (2025)

Permisan Village, Jabon District, is one of the areas that has begun adopting digital technology through the E-Buddy application. This application is designed to support more efficient village administration, including document archiving, administrative correspondence services, and online attendance for civil servants (ASN) and non-ASN within the Sidoarjo Regency Government. Since 2020, the E-Buddy application has been used to digitize official letters within the Permisan Village Government.

Based on an interview with an administrative staff member in Permisan Village, E-Buddy significantly simplifies administrative processes, such as correspondence. This system facilitates more organized document archiving and facilitates retrieval when needed. Therefore, the implementation of E-Buddy in Permisan Village is the first step toward realizing a modern, digital village that is responsive to community needs. This is supported by the following summary data from the Permisan Village Government's correspondence collection.

Table 1. Management of letters on the E-Buddy account of Permisan village

No.	Year	Incoming letter	Outgoing letter	Disposition of the Letter
1	2020	22	-	22
2	2021	251	65	251
3	2022	301	282	301
4	2023	339	324	339
5	2024	352	225	352
6	2025	98	62	98

Source : Permisan Village Government, 14 April 2025

Based on data on letter management through the E-Buddy account at the Permisan Village Government from 2020 to 2025, there was a significant increase in village administrative activities. In 2020, E-Buddy usage appeared to be limited, with only 22 incoming letters recorded and no outgoing letters recorded. However, from 2021 to 2024,

there was a surge in the number of incoming letters, outgoing letters, and letter disposition, indicating that the system was being actively and consistently implemented. As of April 2025, 98 incoming letters and 62 outgoing letters were recorded. Overall, this data indicates that the implementation of E-Buddy has driven efficiency and order in the village administration process.

(Edward III, G. 1980) suggests that there are four factors influencing the success of policy implementation: communication, resources, disposition, and bureaucratic structure. In this study, the G Edward III model will be used as a guide to determine how E-Buddy is implemented in the administrative system at the Permisan Village Office, Jabon. It was found that the disposition factor in E-Buddy implementation in Permisan Village has not been optimally implemented. Interviews with E-Buddy operators in Permisan Village revealed that the village head is not always available on the E-Buddy app. This results in inconsistent implementation. Letter disposition is still done manually (printed and submitted directly to the village head), but operators still dispose of letters through E-Buddy as well.

The implementation of E-Buddy still has obstacles as explained in several previous studies used as references in the research, namely as follows: First, research by Albab M.U, *et al.*, 2024 with the title "Implementation of Digital-Based Official Letter Management Through the Sidoarjo E-Buddy Application in Kedungrejo Village, Jabon District". The research was conducted using a qualitative descriptive method through interviews, observations and documentation. The results of the study show that the implementation of digital-based official letter management through the E-Buddy Sidoarjo application in the Kedungrejo Village Government still faces various obstacles including: lack of communication effectiveness, limited human resources capable of accessing and using the application consistently, less than optimal feature utilization, and adjustments to the bureaucratic structure that still require strengthening even though it refers to existing regulations.

The second is a study by Hanifah A. *et al.*, 2024 entitled "Implementation of Electronic Official Document Arrangement Through E-Buddy in Pangreh Village, Jabon District, Sidoarjo Regency." Using a qualitative descriptive method through interviews, observations, and documentation with a data analysis model according to Miles & Hubberman. The research results show that there are still challenges in communication consistency and the use of the E-Buddy application by village officials. Strategies such as increased training, regular evaluations, and incentives are needed to support effective policy implementation. The bureaucracy is also in accordance with Sidoarjo Regent Regulation Number 30 of 2020.

Third, a study by Suryansyah V.A. *et al.* (2022) entitled "Service Innovation of the Sidoarjo Regency Regional Disaster Management Agency in the Use of e-Buddy" employed a qualitative descriptive method and a qualitative approach. The results of this study indicate that service innovation through the use of e-Buddy has been implemented very well. In terms of relative superiority, suitability, complexity, trialability, and ease of observation, e-Buddy has met the needs of every Regional Device Organization in

Sidoarjo Regency. The conclusion of this study confirms that the service innovation implemented by the Sidoarjo Regency Regional Disaster Management Agency through e-Buddy has been running optimally and efficiently. As a suggestion, it is recommended that the e-Buddy application be updated to improve its functionality to make it better and easier to operate.

Given these dynamics, further research is needed to analyze the extent to which E-Buddy has been implemented in Permisan Village, the obstacles encountered, and its impact on the effectiveness of administrative processes. By understanding the existing problems and challenges, it is hoped that appropriate solutions can be found and also provide deeper insights to improve the effectiveness and efficiency of digital-based village administration, both now and in the future. Furthermore, this research can also serve as evaluation material for other villages wishing to implement similar systems in their administration.

RESEARCH METHOD

This study used a descriptive method with a qualitative approach to gain an in-depth understanding of the implementation of e-Buddy in Permisan village government administration. Data collection techniques included interviews, observation, and documentation, allowing researchers to directly examine the phenomenon based on the experiences and perspectives of informants.

The data sources in this study consist of primary and secondary data. Primary data was obtained through interviews with parties involved in the implementation of e-Buddy, while secondary data came from journals, books, and previous research supporting the application's implementation.

To analyze the data, this study used Edward III's theory, which proposes four main factors in assessing policy implementation: communication, resources, disposition, and bureaucratic structure. These four factors were used as a guide to understanding the extent to which the e-Buddy application has been implemented and the factors that support or hinder its success. Through this approach, the research is expected to provide a clear picture of the effectiveness of E-Buddy implementation and the challenges faced in its implementation.

RESULTS AND DISCUSSION

Results

The data collected from interviews and observations was then processed and analyzed based on George C. Edward III's theory to illustrate the implementation of E-Buddy in the Permisan Village Government, Jabon. Edward III's theory itself suggests four factors that indicate how a policy is implemented: Communication, Resources, Disposition, and Bureaucratic Structure.

1. Communication

Communication plays a crucial role in determining the successful implementation of a public policy. In an organizational context, communication involves clearly and in detail conveying the intent and objectives of the public policy, ensuring optimal implementation [11].

In the theory of policy implementation according to George C. Edward III, there are three important aspects in communication, namely transmission, which emphasizes the importance of conveying policy information accurately to implementers; clarity, which requires that each policy be conveyed in language that is easy to understand and does not cause ambiguity; and consistency, which ensures that the information conveyed does not change or contradict each other between levels of implementers.

a. Transmission

The aim of communication transmission in implementation is so that information is not only conveyed to program implementers, but also to other parties involved and groups targeted by the program [12].

Based on the interviews, informants reported that outreach regarding the use of the E-Buddy application had been conducted through two methods: online via Zoom Meeting and offline via direct invitation from the Jabon District. This statement demonstrates that the local government has made every effort to disseminate information by utilizing various available communication channels.

Online outreach allows implementers from various locations to still follow explanations on how to use E-Buddy without having to be physically present, significantly improving time and resource efficiency. Meanwhile, offline outreach, conducted through direct invitations, provides an opportunity for more in-depth discussions and hands-on application use, allowing participants to better understand the technical aspects of its implementation.

Using these two approaches, it can be concluded that the process of disseminating information regarding E-Buddy has been successful and has reached all implementing elements in the field. This demonstrates effective vertical communication from the sub-district to the village level, a key indicator of successful policy implementation. Comprehensive outreach also demonstrates the government's commitment to ensuring that all village officials have a shared understanding of the system to be implemented, ensuring a smooth, more modern, and efficient government administration process.

b. Clarity

According to Edward III's policy implementation theory, successful communication is greatly influenced by the clarity of the message conveyed. With this clarity, implementers and related parties can accurately understand the intent, objectives, targets, and content of public policy. This enables them to know what needs to be prepared and implemented during the policy implementation process [13].

Based on the interview results, it can be concluded that the information regarding the use of the E-Buddy application was conveyed very clearly. The information provided

includes a step-by-step guide to usage and an explanation of the features available within the application.

This demonstrates that the communication process with implementers, particularly operators responsible for managing the application, was effective and did not cause confusion. Therefore, it can be said that information dissemination was well-targeted and contributed to the smooth and optimal implementation of the policy.

c. Consistency

Consistency is a crucial factor in successful communication. Maintaining this consistency relies on commitment from policymakers to implementers, from both leadership and staff levels. Maintaining consistency ensures that implemented policies avoid inconsistencies and confusion [13].

From the interview results, it was revealed that although village officials can already access the E-Buddy application independently, in practice, the delivery of information such as invitation letters or notifications and other official letters is still often done via messaging applications such as WhatsApp. This indicates that although E-Buddy has been designated as an official communication medium, informal alternative communication channels are still used as support. The following data demonstrates the delivery of information via WhatsApp.

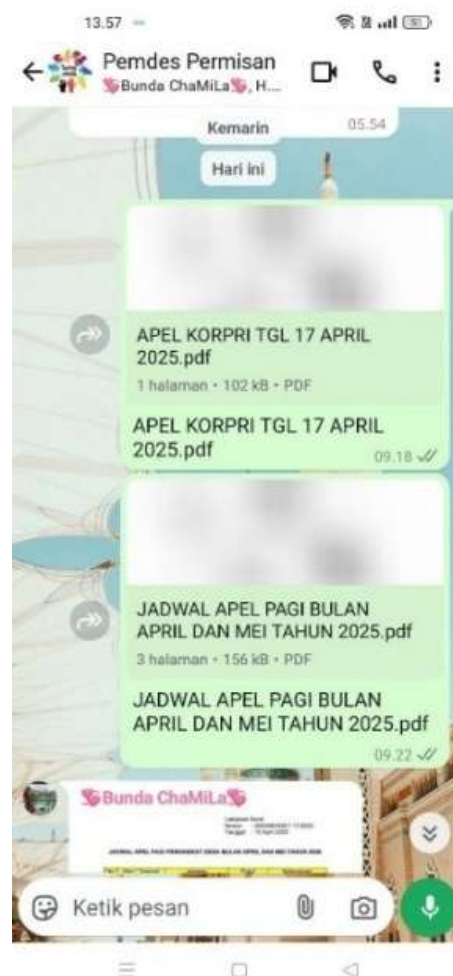


Figure 2. Delivery of information via WhatsApp
Source : Permisan Village Government, 2025

The simultaneous use of two communication channels, E-Buddy and WhatsApp, demonstrates inconsistency in the information delivery process. While the goal is to ensure messages reach their recipients, this can create potential duplication or dependence on unofficial channels. WhatsApp is typically used to expedite information distribution, especially if E-Buddy notifications have not been received or accessed by village officials.

However, in the context of ideal policy implementation, the use of communication channels should be consistent to avoid overlapping information and maintain alignment. This consistency is crucial to ensure professionalism, accountability, and the creation of a structured and well-documented village government administration system.

Based on research and analysis results referring to George C. Edward III's policy implementation theory, particularly in the communication aspect, it can be concluded that the implementation of the E-Buddy application in Dukuhsari Village has demonstrated quite good efforts in terms of conveying information to implementers. The three aspects of communication—transmission, clarity, and consistency—have been implemented, although there are still several important notes that require attention.

In terms of transmission, information about the E-Buddy application has been delivered through two methods: online and offline. This demonstrates the government's efforts to reach all program implementers effectively and evenly, ensuring that information is well received by all village officials.

In terms of clarity, the information presented was deemed clear and easy for implementers to understand. They gained an understanding of how to use and the functions of the features in the E-Buddy application, which supported effective and efficient task execution.

However, in terms of consistency, there is still evidence of the concurrent use of two communication channels: E-Buddy and WhatsApp. While WhatsApp is used to expedite information delivery, this situation indicates that communication is not yet fully consistent. This risks creating overlapping information or even a reliance on informal media.

Thus, although communication in the implementation of the E-Buddy application has generally gone well, improvements in the consistency aspect are still needed so that the policy implementation process can take place in a more structured, accountable, and professional manner in the future.

2. Resources

The implementation of a policy will run optimally if it is supported by adequate resources, both in terms of the quality of human resources, availability of information, and supporting facilities such as technological devices, work equipment, and sufficient funding to support the planned programs and activities. Then there are the organization's own resources, such as the abilities or expertise of the people implementing the policy. Therefore, the success of policy implementation depends heavily on how well the people in charge understand and carry out their duties [14].

a. Human Resources

In Edward III's policy theory, one of the most important things that determines the success of implementing a policy is of course being supported by good, capable human resources, both in terms of quality and quantity.

Based on the interview results, it can be concluded that the human resources within the Permisan Village Government, Jabon, are adequately staffed. This is evident in the registration of all Permisan Village Government employees. Therefore, all employees can access the E-Buddy application, as supported by the following data.

Table 2. E-Buddy Users

No	Name	Position
1	Mudjito	Village head
2	Muhammad Nailul Authon	Village Secretary
3	Yesti Dwi Afriana	Head of General Affairs and Administration
4	Chamilatus Saadah	Head of Finance
5	Verikah Dwi Windari	Head of Planning
6	Muhammad Fatihul Iman	Head of Government Section
7	Maulidia Khasanah	Head of Welfare Section
8	Mashudi	Head of Service Section
9	Yahya	Village Head

Source : Permisan Village Government, 2025

Table 2 displays a list of Permisan Village Government employees who have registered as users of the E-Buddy application. The diversity of positions listed indicates that all structural elements of the village government have been involved in utilizing the E-Buddy application. This indicates that in terms of human resources, both in terms of numbers and functions, the Permisan Village Government has sufficient capacity to support the implementation of digital applications in village administration processes.

b. Resources, Facilities and Infrastructure

In Edward III's theory, it is also stated that supporting resources, namely facilities and infrastructure, in the form of supporting facilities such as appropriate equipment, with supporting specifications, also contribute to determining the success of implementing a policy.

Table 3. E-Buddy supporting facilities

No	Device Type	Amount
1	LG 24MK400H 24-inch Monitor	1
2	CPU	1
3	Epson L5190 Printer	1

Source : Permisan Village Government, 2025

Based on these data, it shows that the facilities provided by the Permisan village government to support the implementation of E-Buddy are quite adequate. Based on the analysis of resource factors in the Permisan village government, the author concludes that human resources are adequate in terms of both quality and quantity. Likewise, facilities and infrastructure are adequate, supporting the successful implementation of E-Buddy.

3. Disposition

According to Edward, for a policy to be implemented effectively, implementers must not only understand what needs to be done but also possess the ability to carry it out effectively. This is crucial to ensure policy implementation does not deviate from its original objectives. One factor influencing the success of policy implementation is the attitude of the implementers themselves. If they support and align with the policy's content, implementation will be enthusiastic. However, if their views conflict with those of policymakers, the implementation process will likely face various obstacles (Syahrudin, 2018:62).

In the context of implementation in the Permisan Village Government, Jabon, it was found that the e-Buddy application for disposing of letters was not running optimally. Observations and interviews revealed that the village head was not always actively using the application, resulting in the disposition process for incoming letters not being fully digital. Consequently, the Head of Administration and General Affairs still had to submit disposition requests manually as an alternative to ensuring prompt follow-up on letters.

This situation has led to a dual process, using e-Buddy and manually, potentially leading to inefficiencies and overlapping workflows. This demonstrates that even when technology is implemented, its successful implementation depends heavily on the disposition, willingness, and active involvement of key actors, in this case, the village head. This inconsistency in the use of digital systems presents a significant obstacle to optimizing digital administration policies at the village level, as Edward III explained that without strong support and commitment from implementers, policies are difficult to implement effectively.

4. Bureaucratic Structure

According to Edward III, bureaucratic structure is one of the main factors influencing the successful implementation of public policy. This bureaucratic structure includes characteristics such as fragmentation and standard operating procedures (SOPs), which can improve organizational performance.

A good bureaucratic structure must have clear fragmentation, namely the division of responsibilities between specific units to ensure focused and efficient policy implementation. A well-organized structure will facilitate coordination and improve organizational performance in implementing public policy. This is supported by the following data.

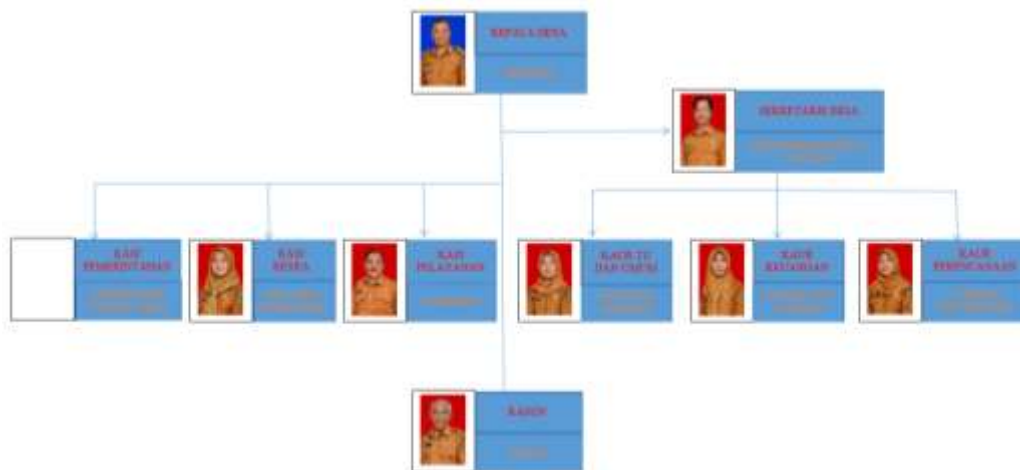


Figure 3. Organizational Structure of Permisan Village Government

Source : Permisan Village Government, 2025

Based on these data, the organizational structure of the Permisan Village Government's work system demonstrates a clear and systematic division of tasks, reflecting the principles of bureaucracy as outlined by Edward III. This structure consists of several interconnected main sections with their respective functions, starting with the village head, village secretary, section heads, heads of affairs, and down to the hamlet heads. The fragmentation seen in this division of roles allows for more focused, targeted, and efficient policy implementation. Furthermore, this well-organized structure also simplifies coordination between departments, expedites decision-making, and increases accountability and transparency in carrying out public service duties at the village level.

Discussion

An SOP is a standardized set of activities that must be carried out sequentially to complete a task. If followed, SOPs facilitate smooth coordination, avoid overlapping or duplication, foster harmonious working relationships, and clarify the authority and responsibilities of each employee. Effective SOPs are systematic, consistent, easy to understand, comprehensive, well-written, and flexible to change.

The Standard Operating Procedure (SOP) for implementing the E-Buddy application in the Kajeksan Village Government is based on Sidoarjo Regent Regulation Number 30 of 2020 concerning Electronic Official Document Management. This regulation stipulates that all official document management processes must be conducted digitally through the official letter application, E-Buddy. This application is designed to support the effectiveness and efficiency of village government administration with an electronically documented system. This implementation is also reinforced by directives from the Sidoarjo Regency Communications and Informatics Office, delivered through the sub-district, requiring all villages to use E-Buddy as the primary medium for managing official letters.

CONCLUSION

Fundamental Finding : This study concludes that the implementation of the E-Buddy application in Permisan Village, Jabon District, has generally enhanced the effectiveness and efficiency of village administrative processes, yet challenges persist, particularly in inconsistent communication channels, limited leadership commitment to system utilization, and the partial reliance on manual procedures despite the presence of standard operating systems. **Implication :** These findings highlight that successful digitalization of village administration requires not only adequate resources and structured procedures but also strong leadership commitment and the active involvement of all bureaucratic elements, suggesting that technology adoption must be accompanied by cultural and managerial support. **Limitation :** However, the study is limited by its focus on a single village, its reliance on village officials as the primary informants, and the use of partial 2025 data, which restricts the generalizability and comprehensiveness of the findings. **Future Research :** Further studies should extend the analysis to multiple villages, involve community perspectives to capture the user experience, and explore both technical features and the influence of leadership and organizational culture to provide a more holistic understanding of digital administration systems in rural governance.

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