

Implementation of the Sidoarjo People's Service System Application (SIPRAJA) in Klurak Village, Candi District, Sidoarjo Regency

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ABSTRACT

Objective: This study aims to analyze the implementation of the Sidoarjo Public Service System (SIPRAJA) in Klurak Village, Candi District, Sidoarjo Regency, with a focus on evaluating its effectiveness in improving public service delivery. **Method:** A qualitative descriptive approach was employed, guided by Edward III's policy implementation model, which emphasizes communication, resources, disposition, and bureaucratic structure.

Results: The findings reveal that the Klurak Village Government has actively conducted socialization of the SIPRAJA application by involving community stakeholders to foster awareness and participation. Human resources and infrastructure have been adequately prepared, including adjustments to officer honorariums, while the bureaucratic structure supports service efficiency. Despite these strengths, challenges persist among residents with limited technological literacy, indicating the need for more comprehensive digital training. The Village Government demonstrates a positive disposition through transparent practices that aim to build public trust, supported by collaboration between village officials.

Novelty: The study offers a comprehensive evaluation of SIPRAJA's implementation at the village level by integrating communication strategies, resource allocation, and bureaucratic structures, highlighting the importance of targeted training to address digital literacy gaps and reinforcing the role of local governance in fostering transparent and participatory e-government practices.

INTRODUCTION

Digital transformation in public services has become one of the solutions expected to improve service quality, both in terms of efficiency and effectiveness. In today's digital era, various technology-based applications have been developed to support administrative processes, including in population administration. Presidential Regulation (PP) No. 95 of 2018 regulates the electronic-based government system (SPBE), in which government agencies utilize information and communication technology to deliver more effective services (Ministry of State Secretariat, 2018). The purpose of implementing SPBE through the Presidential Regulation is to improve the integration of information technology in government. This initiative provides convenience for the public, especially through information technology or e-government, which allows the public to play a greater role in overseeing government performance and improving the management of available information [1].

In the midst of the advancement of the digital era, through Sidoarjo Regency Regional Regulation Number 46 of 2018 concerning Information and Communication Technology Management in an effort to realize Smart City, the Sidoarjo Regency Government mandates the implementation of e-government. This regulation aims to improve administrative effectiveness, efficiency, accountability and transparency in ICT

governance. As a follow-up step, Sidoarjo Regency Circular Letter Number 130/4522/438.1.1.1/2020 was issued which regulates services and licensing at the village and sub-district levels in Sidoarjo Regency (Musaddad et al., 2020). Government the Sidoarjo district government has launched an important innovation that aims to make it easier for its citizens to take care of correspondence and population documents. The Sipraja Sidoarjo (Sidoarjo People's Service System) application is specifically designed to provide convenience, efficiency and comfort for the people of Sidoarjo. With Sipraja Sidoarjo, villagers now have a practical solution to take care of various types of letters needed. Through this application, they can apply for letters without having to come directly to the village office. Various documents that usually require time and effort to process can now be completed with just a few clicks using electronic devices. This fast and efficient process is certainly very helpful for the community in saving time and effort [2].

Previous research conducted by Veny Alfi Aprilia (2023) entitled Implementation of the Sidoarjo People's Service System (SIPRAJA) in Banjarbendo Village, Sidoarjo District, Sidoarjo Regency. Based on the research findings, the lack of socialization of Banjarbendo Village community regarding the utilization of services (SIPRAJA) is the impact of the implementation of Sipraja in Banjarbendo Village, Sidoarjo District, Sidoarjo Regency. The Sidoarjo People's Service System has never had a budget so there are insufficient funds to support it. This makes it more difficult for Banjarbendo Village to implement the Sidoarjo People's Service System (SIPRAJA)[1].

Second, research conducted by Regita Cahya Prameswari (2024) entitled Implementation of the SIPRAJA Application Policy as an Administrative Service Program at the Village Hall Office (A Study in Semambung Village, Gedangan District, Sidoarjo Regency). Based on the results of the research that has been conducted, it can be concluded that the current village administration is not fully optimal. One of the reasons is the lack of public understanding of the SIPRAJA application, which has been widely implemented but is still not widely known. However, all parties need to work together to overcome these obstacles and strive to realize a more effective and efficient village administration [3].

Third, previous research conducted by Muhammad Choirul Annas, et al (2024) entitled Implementation of the Sidoarjo People's Service System (SIPRAJA) Policy in Banjarwungu Village, Sidoarjo Regency. The results of the analysis show that although SIPRAJA has been introduced, only 1% of the population has an account. Some of the main challenges faced include inconsistent socialization, lack of technical understanding among the elderly, and limited resources and infrastructure. However, the commitment of Kelurahan officials to serve the community remains high. Therefore, this study recommends increased socialization, human resource capacity building, and infrastructure improvements to optimize the implementation of SIPRAJA [4].

The SIPRAJA application continues to undergo service updates, allowing the public to access 32 types of services divided into 4 categories, starting from the Village or Kelurahan level (Type A). Some of the services available include birth certificates,

inheritance certificates, death certificates, business domicile certificates, village incapacity certificates, population biodata certificates, village general certificates. Services at the village or kelurahan level then proceed to the kecamatan level (Type B). At this level, the community can access various important letters, such as KK cover letter, certificate of incapacity, KTP cover letter for social assistance purposes, moving certificate, certificate of incapacity of the sub-district. as well as a certificate for relocation related to electricity tariff relief for those who cannot afford it. Mail services at the sub-district level (Type C) offer a variety of services that can be utilized, including Job Seeker Cards (AK1), Building Permits (IMB) for 2-story areas with a maximum area of 400 m², IMB for areas of 200 m², as well as Micro Business Registration Certificate and Micro Business Permit (IUMK). Meanwhile, services at related Technical Implementation Units (UPT) (Type D) are also available, including services from various agencies such as the District Attorney's Office, Investment and One-Stop Integrated Services Office (DPMPTSP), ATR/BPN, Juanda Class 1 Immigration Office, Bank Jatim, LHK, BPBD, PLN, BPJS Employment, Sidoarjo Police, BPDD (Tax), Sidoarjo Hospital, Manpower Office (Disnaker), Samsat, Industry and Trade Office (Disperindag), and Telkom [5].

In February 2020, the Sidoarjo Regency Government introduced the Sipraja Application which covers 353 villages or sub-districts and 18 districts. One of the villages that has implemented the Sipraja Application is Klurak Village located in Candi District, Sidoarjo Regency[6]. In implementing the Sipraja Application in Klurak Village, Candi District, Sidoarjo Regency, it has not gone well and still experiences obstacles, including the community's lack of understanding of the use of the application due to the lack of socialization activities from the village government, low understanding of technology, especially among the elderly who have difficulty operating the application and technical obstacles, namely frequent errors on the server, which interfere with access and use of the application. These constraints make Klurak Village residents tend to prefer manual services compared to SIPRAJA services, which makes the number of Sipraja application service users fewer than manual service users [7]. With SIPRAJA, it is expected to increase the speed, transparency, and accessibility of public services in Klurak Village. This system has the potential to reduce convoluted bureaucracy and minimize errors in the service process. By using features such as online complaint and satisfaction surveys, SIPRAJA can increase community involvement in the administrative process. The implementation of SIPRAJA illustrates the steps of modernization in government bureaucracy by utilizing information technology. This study is expected to provide a deeper understanding of the application of the application, in order to meet community expectations for public services.

Based on these problems, researchers are interested in studying the Implementation of the Sidoarjo Public Service System (SIPRAJA) in Klurak Village, Candi District, Sidoarjo Regency. Researchers will focus on policy implementation indicators based on the Edward III model. First, communication with the target audience will be the main concern, because this is related to the effectiveness of conveying information to the public in communication activities, which can be a parameter for assessing the good or

bad of a policy that is implemented. Second, an analysis will be carried out on the resources involved, including human resources, finances, facilities and infrastructure, and available infrastructure. Third, disposition can be understood as an effort by political actors to seriously implement policies, in order to ensure that political mandates are realized. This readiness is reflected in the attitude of the implementer, which has a vital role in the actions taken. Fourth, the bureaucratic structure has a significant impact on the implementation of actions. This bureaucratic structure consists of two main aspects, namely standard operating procedures (SOP) and Fragmentation. The formulation of the problem in this study is How is the Implementation of the Sidoarjo Public Service System (SIPRAJA) in Klurak Village, Candi District, Sidoarjo Regency. The reason the researcher uses Edward III's theory to determine the suitability between SIPRAJA policy rules and the actual situation in the field is because Edward III's theory examines four aspects, namely communication, resources, disposition, and bureaucratic structure. This theory is considered the most relevant for this study.

RESEARCH METHOD

_____ The research method applied in this study is a qualitative method with a descriptive approach. Qualitative research is research that describes phenomena in words and does not involve numbers and various measurements [16]. The location of this research is in the Klurak Village Government, Candi District, Sidoarjo Regency. The purpose of this study was to analyze the implementation of the sipraja application in Klurak Village, Candi District, Sidoarjo. The informant determination technique used was purposive sampling. Participants were selected based on their perceived ability to convey quality information and their understanding of the research topic. The author uses this method to ensure that the data collected will be of the best quality and relevant to the research objectives. The types of data sources used in this study include primary data and secondary data. Primary data were obtained through interviews with informants selected using purposive sampling techniques. Secondary data were obtained through the collection of documents and archives [8]. The data collection techniques used were interviews, observations, and documentation. Interviews were conducted with relevant stakeholders, such as village heads, village officials, and the community using the SIPRAJA application. Meanwhile, documentation was conducted to collect information regarding the use of the SIPRAJA application in village government, and observations were conducted to see directly how village government is run with the introduction of the SIPRAJA application. Qualitative data analysis techniques in the study used the Miles and Huberman analysis techniques. Based on the opinions of the two experts, the qualitative data analysis process is interactive and is carried out in stages until the data is deemed sufficient. Starting with observation or interviews, the information is then recorded in writing using field notes, official documents, images, photos, and other media. Because of the large amount of data needed for data reduction, namely summarizing the data that has been obtained, it is selected and focused on the

main issues and sought for patterns and themes, which are then used as a collection of information arrays in the form of data representation, which if supported by valid and consistent evidence from researchers in the field, then the conclusions put forward can be relied on [9].

RESULTS AND DISCUSSION

Results

Based on the results of data collection from researcher observations, interviews, literature surveys, and other sources, the researcher has conducted a study entitled "Implementation of the Sidoarjo Public Service System Application (Sipraja) in Klurak Village, Candi District, Sidoarjo Regency". The study uses the theory of George C Edward III which consists of 4 indicators, namely Communication, Resources, Disposition and Bureaucratic Structure. The following are the results and discussion.

Research results, research results, research results, research results, research results, research results, research results.

Discussion

1. Communication

According to Hogwood and Gunn, as cited by Wahab, communication has a crucial role in coordinating policy implementation. They emphasize that coordination is not just about channeling information or creating appropriate administrative structures, but also touches a more fundamental aspect, namely the practice of implementation. Effective policy implementation requires a deep understanding from implementers of the actions that need to be taken, as well as ensuring that policy objectives are clearly conveyed to the intended target group to avoid bias in implementation. In implementing policies, orders to implement policies must be transmitted to the right personnel and orders must be clear, accurate and consistent [10]. According to Edward III in Widodo (2010: 97), policy communication has several dimensions, including transmission, clarity and consistency. Transmission requires that public policies be communicated directly or indirectly not only to those responsible for implementing the policy, but also to target groups and other interested parties [11].



Figure 1. Socialization of the Sipraja Application to the Community in Klurak Village in 2020

The following are the results of interviews conducted by researchers with a statement from Mrs. Eka Arum Pramesta as the Head of Planning of Klurak Village, Candi Subdistrict, Sidoarjo Regency.

"We have had socialization for how to use sipraja, how to socialize to the community representatives of RT, RW, PKK, Ibu Kader and village institutions such as BPD, LPMD were invited to the socialization." (Interview 24 March 2025). " (Interview March 24, 2025).

From the results of these interviews, in implementing the Sipraja Application in Klurak Village, Candi Subdistrict, Sidoarjo Regency, a socialization has been carried out by inviting representatives from RT, RW, PKK Cadres, Village Consultative Bodies (BPD) and Village Community Empowerment Institutions (LPMD). This socialization involved various elements of the community that have an important role in the dissemination of information and implementation. By involving representatives from various groups, it is expected that information regarding the use of the sipraja application can be conveyed effectively and well received by the Klurak community. This also reflects an effort to ensure community participation in the implementation of programs related to their interests. This proves that the klurak village government carries out transmission well.

The statement from Mrs. Eka Arum Pramesta was emphasized by Mr. Ibnu Hadi Kusumo, always the Head of Administration, regarding the communication carried out by the Klurak Village Government in implementing the Sipraja Application in Klurak Village, Candi District, Sidoarjo Regency.

"In the sipraja application, we have conducted socialization in advance in the introduction stage to the implementation stage so that the community can gain knowledge for how to apply for this sipraja, this socialization was carried out because in 2020 this sipraja application was rarely used so the village government took the initiative to socialize to the community so that the community could use this sipraja application well because in this sipraja application it is very helpful, especially for busy people who cannot come to the village hall, they can apply through this sipraja only with cellphones and population documents such as photocopies of KTP and KK to register for a sipraja account." (Interview 24 March 2025). " (Interview March 24, 2025).

From the results of the interview, this socialization was carried out in several stages, from the introduction of the application to the implementation, with the aim that the community could understand how to submit applications through the application. emphasized the importance of socialization in increasing community awareness and knowledge of the sipraja application, especially considering that in 2020, the use of the application was still low. With the socialization, it is hoped that the community can make good use of this application, especially for those who have busy schedules and cannot come directly to the village hall. The sipraja application allows the community to submit applications using only a mobile phone and attaching population documents such as photocopies of KTP and KK, thus simplifying the administrative process and improving the accessibility of public services. Clarity requires that policies are communicated clearly and precisely to all implementers, target groups, and other interested parties. This is so that they can understand the purpose, objectives, goals, and content of the public policy, so that each individual knows what needs to be prepared and what needs to be done

individuals know what needs to be prepared and implemented to ensure the success of the policy effectively and efficiently [11].

The following are the results of interviews conducted by researchers with a statement from Mrs. Eka Arum Pramesta as the Head of Planning of Klurak Village, Candi Subdistrict, Sidoarjo Regency.

"To convey our purpose, we explain as clearly as we can. what it is for, such as making a business domicile, domicile of residence, general certificate, type A certificate of incapacity, type B we explain so in the past before the existence of sipraja we used manual signatures wet stamp signatures since there is sipraja we use electronic signatures for the benefits of it earlier because sipraja 24 hours can be accessed at any time so even outside working hours can be accessed it's great if you need it quickly, for example sick to take care of JKMM it requires a certificate of incapacity type B for example sick on Saturday automatically made at that time it is very facilitating not waiting for Monday or waiting for us to enter it can be made at any time even though Sunday, It is very easy not to wait for Monday or wait for us to enter it can be made at any time even though Sunday, Saturday or red dates can be so that residents can access the letter at any time so it is not complicated if you used to wait for the village head to sign if the village head was here if he was outside the city, you have to wait now it cannot be accessed at any time. " (Interview March 24, 2025).

The results of the interview are the objectives and benefits of using the SIPRAJA (Sidoarjo People's Service System) application in providing services to the community in Klurak village. Various types of services can be provided through the SIPRAJA application, such as making business domicile, domicile of residence, general certificate, and certificate of incapacity (type A and type B). This shows that the SIPRAJA application is designed to make it easier for people to access various administrative services. Prior to the SIPRAJA application, the administration process was done manually, involving signatures and wet stamps. With SIPRAJA, the process has shifted to the use of electronic signatures, which are more efficient and modern. The use of electronic signatures shows that the SIPRAJA application not only simplifies the administrative process, but also brings modernization in public services, reduces the use of paper, and speeds up the process of issuing documents. The SIPRAJA application aims to provide better and more efficient services to the community, and replace the manual administration process with a more modern and practical system.

The SIPRAJA application can be accessed anytime, 24 hours a day, allowing people to take care of documents or administrative services without being tied to working hours. This provides flexibility for residents to access services according to their needs. An example given is when someone needs a certificate of poverty (type B) for urgent needs, such as medical treatment. With SIPRAJA, the letter can be made immediately, even on Saturdays or holidays, without having to wait for the next working day. Previously, the administrative process was often hampered by having to wait for the village head to provide a signature, which could be a problem if the village head was not there or was on out-of-town duty. With SIPRAJA, this process is faster and does not depend on the presence of the village head. With a system that allows access at any time,

residents do not need to feel complicated or hampered in taking care of important documents. This increases efficiency and convenience in public services. The clarity of the use of the Sipraja application is greatly felt by the Klurak village community, one of whom is Sister Shinta Bella Dwi Ayunda as a user of the Sipraja application as follows:

"Maybe from me, Gen Z, it's quite easy to understand or use the Sipraja application itself, especially the application, in my opinion, the platform is very easy for everyone to access because after we log in, there are immediately options such as family card letters, death certificates, so it's very clear so there's no need to go to other pages, so in one application we immediately open it, we are immediately presented with a choice of letters to be submitted" (Interview April 13, 2025).

Consistency is very important to ensure that the steps taken do not confuse implementers, target groups, and stakeholders, so that the policy implementation process can run smoothly [11]. However, in its implementation, many people are still "gaptek" or not technology literate, so they have difficulty understanding and using the Sipraja application. This is a major obstacle in the implementation process of the application. Even though the public has been explained how to use the Sipraja application several times, they may not immediately understand how it works. This shows that the explanation given may not be effective enough or does not match their learning style. There are individuals who may understand the application but often forget how to use it, while others may not understand at all even though it has been explained. This shows that there are differences in ability and speed of learning among communities. These difficulties create obstacles in the training and support needed to implement the Sipraja application effectively. Without adequate understanding, communities may not be able to utilize the application properly.

This is in line with research conducted by Mala Nuraif Tri Ningtias in 2024 entitled *"Implementation of Sidoarjo People's Service System (SiPraja): Implementation of Sidoarjo People's Service System (SiPraja)"* shows that even though two-way communication has been carried out regarding the SiPraja application, there are still many residents, especially the elderly, who do not understand or know about the application. This indicates a gap in understanding, especially among older people, who may have difficulty understanding the explanations given. Therefore, a more effective and friendly approach is needed to help them understand the functions and benefits of the SiPraja application so that they can use it properly.

2. Resouce

Resources play a crucial role in the success of effective policy implementation. It is important to emphasize that every policy needs to be supported by adequate resources, both in terms of human and financial. Human resources refer to the quality of appropriate implementers, who are able to cover all target groups. Meanwhile, financial resources relate to the adequacy of capital invested in the program or policy. Both of these aspects must be carefully considered during the implementation process. Without competent implementers, policies can lose their spirit and run slowly. On the other hand, financial resources play an important role in ensuring the sustainability of policies. Without sufficient financial support, a program will not be able to achieve its goals effectively and

on time[12]. In addition, Facilities and Infrastructure also play a vital role in this process, without the support of adequate facilities and infrastructure, efforts to implement policies will not be successful[13].

The following is an interview conducted by the researcher with Mr. Ibnu Hadi Kusumo.

"We have been prepared, we have carried out Bimtek, Training and Socialization carried out by the Sidoarjo Regency Government to apply this Sipraja so we as officers in the village are ready for human resources. Alhamdulillah in Klurak village we have been equipped with several devices, namely computers, laptops, printers, wifi, all of which are ready in the village so we are optimally for the Sipraja application service for the community " (Interview March 24, 2025).

The Klurak Village Government has made various preparations to implement the SIPRAJA (Sidoarjo People's Service System) application in Klurak village. They have carried out technical guidance (Bimtek), training, and socialization to ensure that officers in the village are ready in terms of human resources. In addition, Klurak village has also been equipped with technological devices such as computers, laptops, printers, and internet connections (wifi) to support the SIPRAJA application service. With all these preparations, they feel ready to provide optimal service to the community through the application.

The following are the results of interviews conducted by researchers with statements from Mrs. Eka Arum Pramesta as the Head of Planning for Klurak Village, Candi District, Sidoarjo Regency.

"To fill this service, when Sipraja first appeared, we sent two people to the Technical Guidance, such as participating in the Sipraja training at that time, Mr. Ibnu and Mr. Faris as representatives of the Klurak village, who held this training, namely the Sidoarjo Regency Government, representatives of the villages in the Technical Guidance, all for the first time launching Sipraja, we were able to do it so there were no obstacles in human resources because the village officials were young and not technologically illiterate. We provided computers, internet access via WiFi for accessing Sipraja to make it faster. Previously, there was an honorarium of around IDR 200,000 - IDR 300,000, but in 2022 it was stopped because it was considered that those who ran Sipraja had been included in being given an honorarium or salary from the Regency Government so they could not be honored anymore, so all application operators, both Sipraja, Plavon, SDGs, Sik-NG, could not be honored anymore in Sidoarjo because it had included our salary, it was our obligation to do everything so we could not get an honorarium anymore. For the hardware, we have two computers Those who stay in the service also have two printers so they can print letters directly for free here, while for the software, because it is from the district government and related agencies, we directly access it without buying the software " (Interview March 24, 2025).

From the results of the interview, the SIPRAJA Application Service (Sidoarjo People's Service System) in Klurak village, two village representatives, namely Mr. Ibnu and Mr. Faris, have been sent to attend technical guidance (Bimtek) or training organized by the Sidoarjo Regency Government. Sending representatives to attend training shows that Klurak village is committed to preparing competent human resources (HR) in using

the SIPRAJA application. There are no obstacles in terms of HR because the younger village officers are not gaptak (not blind to technology), which means they have the ability to operate the necessary technology and applications. Klurak village is ready to implement the SIPRAJA application, which shows readiness in implementing the new service system. The Klurak Village Government has taken the necessary steps to prepare for the implementation of the SIPRAJA application properly, including training for officers and the readiness of HR who are able to operate the system.

Klurak Village has allocated a budget to purchase hardware such as computers and internet access via WiFi. This aims to accelerate access and use of the SIPRAJA application, which shows the village's commitment to improving services to the community. Previously, officers who ran the SIPRAJA application received an honorarium of around IDR 200,000 - IDR 300,000. However, starting in 2022, the honorarium system was discontinued. This is because officers who manage the SIPRAJA application and other applications (such as Plavon, SDGs, and Sik-NG) are already included in the salary provided by the Sidoarjo Regency Government. With this change, all application operators in Sidoarjo are no longer allowed to receive additional honorariums because their duties have become part of the obligations that are balanced with the salary they receive. This shows that running the application is considered a responsibility that must be carried out without additional compensation. Klurak Village has invested in infrastructure to support the SIPRAJA application, and explained the changes in the honorarium system that require officers to carry out their duties as part of the obligations that are already included in their salary.

This is supported by previous research conducted by Maria Anis Suhartatik in 2024 entitled "Implementation of the Sipraja Program in Public Administrative Services: Implementation of the Sipraja Program in Public Administration Services" states that all necessary resources, both facilities and infrastructure, are available and ready to be used to support the SiPraja application. The village officials who serve as SiPraja application operators demonstrate good skills in operating the application. This shows that they have been trained or have sufficient knowledge to use the application effectively.

3. Dispositions

Disposition refers to the character and qualities possessed by the implementer, such as commitment, honesty, and democratic attitude. When implementers have a good disposition, they will be better able to implement policies according to the expectations of policy makers. Conversely, if implementers have different attitudes or views from decision makers, the policy implementation process can be less effective [14].

The following is an interview conducted by the researcher with Mr. Ibnu Hadi Kusumo as the Head of TU and General Affairs.

" Our attitude for our motivation to help the community, especially those who are busy who are not busy coming to the village office, just send via WA, we can serve as long as there is an introduction from the Head of RT and RW for the application. The way we build public trust is by providing optimal service to our community, there is no indication to make it difficult or slow down, we always serve the community if they have met the mechanism for how the service is,

the basic things that must be prepared by the community, namely a photo of the Family Card, KTP, that's for sure, and a letter of introduction from the head of RT and RW, that's an important thing that the community must know to get services from the village. " (Interview March 24, 2025).

The results of the interview showed that the attitude and approach of the Klurak village apparatus provided services to the community. In essence, the Klurak village government is trying to make it easier for the community, especially those who are busy, by providing services that can be accessed via WhatsApp (WA) without having to come directly to the village office. However, to get these services, the community is required to meet several requirements, namely providing a photo of the Family Card (KK), Identity Card (KTP), and a cover letter from the Head of RT and RW. This statement also emphasizes the importance of building public trust through optimal and transparent services, without any intention of complicating or slowing down the process. By fulfilling the established mechanisms, the community is expected to be able to obtain the services they need more easily.

The following are the results of interviews conducted by researchers with statements from Mrs. Eka Arum Pramesta as the Head of Planning for Klurak Village, Candi District, Sidoarjo Regency.

"Our attitude is to accept with responsibility, whether we like it or not, we have to implement it, we have to be able to use this application and implement it for the community to motivate our employees to switch to more sophisticated technology so that it is not complicated, so that it is more effective and efficient, and also does not bother the community so that it is not complicated" (Interview March 24, 2025).

The results of the interview are According to Mrs. Eka Arum Pramesta as the Head of Planning, it is important to accept responsibility in implementing the sipraja application. This shows that the Klurak Village Government realizes that this change is a must and must be implemented seriously. There is encouragement for employees to be able to master and use more sophisticated applications. This aims to improve the ability of the Klurak village apparatus in providing services to the community, so that they can adapt to technological developments. By using more modern applications, it is hoped that the service process will be more effective and efficient. This means that services can be provided faster and without hassle, thus improving the community experience. This statement also emphasizes the importance of not burdening the community. By implementing better technology, it is hoped that the service process will be simpler and less complicated, so that the community can access services easily.

This is in line with research conducted by Ria Hanifah in 2022 entitled *"Implementation of the Sidoarjo Public Service System (SIPRAJA) in Tambaksumur Village, Waru District, Sidoarjo Regency* that the selection of service staff for the SiPraja application is carried out based on the selected abilities to provide effective services and in accordance with the needs and special criteria set by the Village Head. The staff assigned to manage and serve the SiPraja application are selected based on their abilities, so it is hoped that they can carry out their duties well and effectively. There are certain criteria

determined by the Village Head to ensure that the selected staff have the qualifications that match the needs of the Siraja application. These criteria can include experience, technical skills, or communication skills. Disposition here refers to the attitude, behavior, and readiness of staff in serving the community. By selecting the right staff, it is hoped that they can provide good and responsive services to the community in using the Sipraja application.

4. Bureaucratic Structure

Public policy can be implemented well only if the staff in charge of implementing it have the right authority. Therefore, it is important to have a clear bureaucratic structure in the organization. Organizations responsible for implementing public policy need to be equipped with detailed and enforceable Standard Operating Procedures (SOPs). These SOPs serve as a guide for organizations and the public to evaluate the implementation of established policies. In addition, in formulating SOPs, it is also necessary to pay attention to aspects of ease and simplicity of administration so that implementation can be carried out effectively and efficiently[15]. Fragmentation occurs when political apparatuses complement and support each other in carrying out their duties. This results in a collaborative relationship pattern. The division of responsibilities can be seen in the performance between the various sections, where each section works together to complete its tasks. For example, the information section is expected to collect and convey the data needed to improve service efficiency to the data processing section, and vice versa, the data processing section also has an important role in supporting the information section[13].

The following are the results of interviews conducted by researchers with statements from Mrs. Eka Arum Pramesta as the Head of Planning for Klurak Village, Candi District, Sidoarjo Regency.

"Our coordination with our community is through socialization and even if there are those who come here, for example, they are still young, we show them that they don't have to come here, they can do it from home, miss, the method is like this through their own account like this, usually those who are still young, but for those who are still old, we also make an RT RW so before the residents ask for a letter, they usually ask the RT RW for a cover letter, the RT RW for what purpose, for example, they make a certificate of business domicile, we can't anticipate that our residents really don't have a business there, we coordinate with the RT or local environment, the RT must know that the residents there have a business, they no longer live there, the purpose is to coordinate with the RT RW to really monitor their residents." (Interview March 24, 2025).

This Standard Operating Procedure (SOP) emphasizes the importance of conducting socialization to the community on how to use the Sipraja application. This aims to increase public understanding of the services available and how to access them. There are different approaches in providing information to residents based on age. For younger residents, they are taught how to use the application from home through a personal account, so they do not need to come directly to the office. This reflects an effort to utilize technology and provide easy access. For older residents, this SOP stipulates that they must obtain a cover letter from the RT/RW before submitting an official letter. This

shows that the RT/RW functions as an intermediary that helps facilitate the application process and ensures that all procedures are followed. By involving the RT/RW, the village can verify information about residents, such as whether they actually have a business or live in the stated location. This aims to ensure the accuracy of the data and the validity of the letter submission made by residents. This SOP emphasizes the importance of coordination between the village and the RT/RW to ensure that services to the community run smoothly. With this collaboration, the village can more easily monitor and understand the conditions of residents in the local environment.

The following is an interview conducted by the researcher with Mr. Ibnu Hadi Kusumo.

"In his job description, the task of the service section is but in its implementation in the village of Klurak, almost all devices can operate it, so if the service section is not there, we can still provide optimal sipraja services because almost all devices can operate it." (Interview March 24, 2025)

The results of the interview related to the bureaucratic structure in Klurak Village, there is a clear division of authority related to the use of the Sipraja application. The village head gives authority to two specific positions, namely Mas Ibnu Kaur TU (Head of Administrative Affairs) and General, and the Head of Service. This shows that they have the responsibility and authority to manage and implement the Sipraja application in the village. Although the Head of Service has the main duties and functions in providing services, in reality in Klurak Village, almost all Klurak village officials (employees) have the ability to operate the Sipraja application. With many devices capable of using the Sipraja application, services to the community can still be carried out optimally even though the Head of Service is not there. This shows the existence of a system that supports the continuity of services without depending on one individual. This statement also reflects collaboration and cooperation among village officials. All team members have the skills needed to carry out service tasks, so there are no obstacles in providing services to the community. The ability of many devices to operate the Sipraja application increases efficiency in service. This ensures that the community continues to get the services they need without being hampered by the absence of the Head of Service.

This is in line with the research written by Muhammad Chairul Annas et al in 2024 entitled "Implementation of the Sidoarjo Public Service System Policy (SIPRAJA) in Banjarwungu Village, Sidoarjo Regency" shows that Compliance with Bureaucratic SOPs in the village follows the established Standard Operating Procedures (SOPs), which indicates an organized and planned system. By stating that the procedures implemented are not complicated, this indicates that the administrative and public service processes in the village are designed to minimize obstacles and accelerate the completion of tasks. The existence of a clear division of tasks (jobdes) and responsibilities among members of the bureaucracy helps to increase accountability and work effectiveness.

CONCLUSION

Fundamental Finding : This study concludes that the implementation of the SIPRAJA application in Klurak Village demonstrates strong communication through inclusive socialization efforts, adequate resource preparation, a positive governmental disposition, and a well-structured bureaucracy that collectively enhance the efficiency of public services. **Implication :** These findings imply that e-government initiatives at the village level can significantly improve service delivery when supported by community participation, transparent governance, and collaborative administrative structures, though digital literacy training must be prioritized to ensure inclusivity. **Limitation :** However, the study is limited by its focus on a single village, which restricts the generalizability of the results to other regions with different socio-economic and technological conditions. **Future Research :** Future studies should expand the scope to multiple villages or districts, employ mixed-method approaches, and assess long-term impacts of SIPRAJA implementation to provide more comprehensive insights into the sustainability and scalability of digital public service systems.

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