

Implementation of the Electronic Official Document Application Program E-Buddy in the Sumorame Village Government

Ushwatun Khasanah¹, Isnaini Rodiyah²

^{1,2} Muhammadiyah University of Sidoarjo, Indonesia



DOI : <https://doi.org/10.61796/icoss.v2i2.330>



Sections Info

Article history:

Submitted: April 15, 2025

Final Revised: May 01, 2025

Accepted: May 11, 2025

Published: May 24, 2025

Keywords:

E-Buddy

Implementation of Digital
Village Administration

Government Policy

ABSTRACT

Objective: This study aims to analyze the implementation of the E-Buddy electronic official script application in enhancing administrative efficiency within the Government of Sumorame Village, Sidoarjo Regency. **Method:** Employing a descriptive qualitative approach, data were collected through interviews, observations, and documentation, and analyzed using Mazmanian and Sabatier's policy implementation theory, which emphasizes policy clarity, resources, implementer disposition, and bureaucratic structure. **Results:** The findings reveal that while the E-Buddy application represents a step toward digital governance, its implementation encounters significant obstacles, including limited human resources, inadequate internet infrastructure, insufficient training and socialization, and resistance from village officials toward digital transformation. These challenges hinder the consistency and effectiveness of the application in achieving its intended outcomes. **Novelty:** This study provides a unique contribution by applying Mazmanian and Sabatier's framework to evaluate digital innovation at the village governance level, highlighting the practical barriers and policy determinants that influence implementation. The analysis underscores the need for strategic interventions such as capacity building, infrastructure reinforcement, and the establishment of a dedicated coordination team to ensure the sustainability and scalability of the E-Buddy application in supporting rural administrative reform.

INTRODUCTION

Technology has a very important role in supporting government administration, especially in creating efficiency, transparency, and accountability. Technology allows governments to automate many administrative processes that were previously done manually. By using digital-based systems, governments can process documents and data faster, reduce human error, and save time and resources.[1] In addition, technology increases transparency because administrative processes and decisions can be monitored in real-time, and facilitates accountability in budget management and public policy, thus preventing abuse of authority or corruption. With the application of technology, all government administration data and information can be recorded properly and can be accessed easily by interested parties, which also increases public participation in the government process."[2]

Technology also allows the government to provide faster and more efficient public services.[3] In the health, education, or licensing sectors, technology allows these services to be accessed online, reducing queue times and bureaucratic red tape. Processes such as applying for licenses, paying taxes, or other administrative services can be completed more easily and quickly. In addition, technology allows governments to collect and analyze data more quickly and accurately, so that decision-making can be done more precisely and based on valid data.[4] For example, technology-based information systems can provide a clear picture of the social and economic situation of a region, helping the

government to formulate more relevant and effective policies. Technology also facilitates collaboration between various government agencies. Through network-based systems, various government units can share data and coordinate in real time, which increases the effectiveness of cooperation and reduces the potential for overlapping or confusion of administrative processes.[5] This is as stated in Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE).[6] SPBE is intended to realize clean, effective, transparent, accountable governance.

One of them is the use of E-Buddy, which is an electronic official manuscript application designed to simplify the process of managing and sending official documents digitally in a government environment.[7] The Sidoarjo E-Buddy application is based on Sidoarjo Regent Regulation Number 30 of 2020 concerning Office Manuscripts within the Sidoarjo Regency Government.[8] This application allows users, such as government officials, to send, receive and store official manuscripts more quickly and efficiently compared to manual systems that still use paper. This technology, although relatively new, has been introduced in several areas in East Java, including Sumorame Village. Through this program, it is expected that village administration can run more quickly, transparently, and accountably. This is in line with the making of the Minister of Administrative Reform and Bureaucratic Reform Regulation No. 6 of 2011 regarding the basic guidelines for electronic-based official manuscripts in the environment of government agencies[9].

The application of technology in village government is an important step towards a more transparent and efficient administration, this is due to the strategic role of the village government so that the government issued a policy through Law Number 6 of 2014 concerning Villages.[10] The regulation provides flexibility for villages to exercise full authority in managing their own households, commonly called village autonomy. E-buddy is expected to be a solution, its implementation in the field faces various challenges. Some of the factors that affect the smooth use of this application are the quality of human resources (HR), infrastructure that is not fully supportive, and dependence on a stable internet connection.

Previous research that is a reference for this research includes, first, Maisaroh and Rodiyah with the title "Implementation of the Electronic Office Manuscript Application Program (e-buddy) in the Prasung Village Government, Buduran District, Sidoarjo Regency." This journal discusses the Implementation of the Electronic Office Manuscript Application Program (e-buddy) in the Prasung Village Government, Buduran District, Sidoarjo Regency. In this study using descriptive qualitative. Data collection techniques are interviews, observation, and documentation. The research findings show that the implementation of e-buddy in Prasung Village Government still does not fulfill the variables of communication, resources, disposition and bureaucratic structure. The results of the research on e-buddy implementation are reviewed from four indicators, namely, 1). communication has been implemented but there are still shortcomings in the delivery of e-buddy. 2). Resources, in this indicator there are still village officials who have not been able to apply ebuddy regularly. 3). Disposition, in this indicator the

Prasung Village Government in appointing the bureaucracy refers to the Village Law. 4). Bureaucratic structure, on this indicator the Prasung Village Government is in accordance with the Regent Regulation concerning Electronic Office Manuscript Applications."[11]

Second, Albab and Agustina with the title "Digital Official Letter Management Using the Sidoarjo E-Buddy Application." This study investigates the implementation of the E-Buddy application, emphasizing communication, resource, allocation, executor disposition, and bureaucratic structure. The findings show that the effectiveness of the application is hampered by limited utilization of features and lack of compliance with standard operating procedures (SOPs), so the application is not effective. resulting in miscommunication and inefficiency. What's new: This research underscores the importance of effective communication and structured SOPs in optimizing digital systems in government. Implications: This study recommends increased training and the establishment of clear SOPs to improve implementation outcomes and contribute to more effective governance."[12]

Third, Ummah and Choiriyah with the title Implementation of E-Government through the Sidoarjo Regency Electronic Office Manuscript Application (E-Buddy) (Case Study in Kajeksan Village Government, Tulangan District, Sidoarjo Regency). The purpose of this study was to determine and analyze the implementation of e-government through the Sidoarjo Regency electronic official document application (E-Buddy) in Kajeksan Village Government, Tulangan District, Sidoarjo Regency. This research method uses a qualitative approach with descriptive research type. The results showed that the implementation of the E-Ebuddy application in Kajeksan Village was not optimal. First, communication regarding socialization and technical guidance is less effective. Second, some village officials have not fully mastered the E-Ebuddy application. Third, the attitude of village government officials is still inconsistent in processing letters through the application. Fourth, the bureaucratic structure has not provided implementation instructions or special procedures in using the E-Ebuddy application."[13]

As one of the main obstacles, the quality of human resources in the village government is a challenge. Previous research shows that the low level of technological understanding among village officials is often an obstacle in the implementation of digital systems, even though the application is designed to facilitate work. In addition, the lack of adequate training is also an obstacle in the use of information technology-based applications.[12] Thus, this factor needs to be a major concern in this study.

The above conditions are in accordance with the obstacles faced in the implementation of E-Buddy in Sumorame Village, namely: First, the constraint of dependence on a stable internet connection is an issue that needs to be analyzed more deeply. E-buddy requires a good internet network to function optimally. In reality, many villages in East Java, including Sumorame Village, still face the first problem, inadequate internet infrastructure. Disruptions or the absence of a stable network will hamper the use of this application and slow down the administration process. Second, the lack of offline mode support in the e-buddy application is another challenge. This application cannot be used in conditions without internet or when the connection is disrupted, which

can complicate work in the field. The amount of work that must be completed immediately, but limited by an unstable internet connection, can reduce the effectiveness of this application in improving village government performance. Therefore, this research will also explore the importance of developing offline features for e-buddy applications. Third, security issues are another important issue in the application of technology, including in the use of e-buddy applications. Several reports show problems with spam, compromised accounts, and brute force attempts to gain unauthorized access. This indicates that the e-buddy application is not fully secure for use in a village government environment that requires high data protection.

The urgency of this research is very relevant considering the rapidly growing information technology has a major impact on the effectiveness of government administration. On the one hand, the e-buddy application offers convenience, but on the other hand, its implementation can be constrained by several technical problems and limited human resources. Therefore, this study aims to analyze the various challenges in the implementation of the implementation of the e-buddy application in Sumorame Village, as well as identifying factors that influence its smooth use.

The relevant theory in understanding this implementation process is the Theory of Policy Implementation according to Mazmanian and Sabatier, policy implementation is a dynamic process, in the sense that changes in one factor will result in changes in other factors. No factor is completely free from other factors. They call this the rippled effect [14]. According to Mazmanian and Sabatier, there are three groups of variables that affect the success of implementation, namely the characteristics of the problem (tractability of the problems), the characteristics of the policy / law (ability of statute to structure implementation) and environmental variables (nonstatutory variables affecting implementation) [15].

Based on the exposure to the background of the problem, the research problem can be formulated, namely How is the implementation of the E-Buddy application in the Sumorame Village government and what factors influence the success of its application in improving the performance of village administration?

RESEARCH METHOD

This research uses descriptive qualitative methods. According to Creswell (1998), a qualitative approach is a research method that focuses on understanding and exploring social phenomena and various problems related to humans [16]. The qualitative approach was chosen to enable researchers to conduct an in-depth study related to the implementation of the Electronic Service Manuscript Application (E-Buddy), especially in Sumorame Village. The research location was Sumorame Village, Candi District, Sidoarjo Regency. This research focuses on the implementation of the Electronic Service Manuscript Application (E-Buddy) in Sumorame Village. The technique of determining informants using purposive sampling method, informants were selected based on their relevance and contribution to the research focus. Informants who were directly involved

were Kaur tu and the village general. The data collected consisted of primary data and secondary data. Primary data is data obtained directly from the main source without going through a third party, for example through interviews and direct observation. Meanwhile, secondary data is data obtained indirectly from the object of research. This data is collected from various other sources, such as literature reviews, books, scientific articles, documents, archives, records, or news from the media that are relevant to information about E-Buddy. Data collection techniques in this study include interviews, observation and documentation [17]. Technical data analysis Research according to Miles and Huberman (1984), there are four stages in the analysis of field research, namely data collection data reduction, data presentation and conclusion drawing. In collecting data, the researcher conducted interviews and matched the results with the formulation of problems and research objectives. If the data was lacking, re-interviews were conducted. Data in the form of interview transcripts from key informants. In the data reduction stage, irrelevant data is filtered, while important data is summarized and grouped based on certain themes patterns or categories. This facilitates further analysis. The summarized data was then arranged in the form of quotations based on the same themes or patterns to show the naturalness of the data and support the credibility test. The final stage is conclusion drawing. Initial conclusions are tentative, but become stronger as the data grows. Conclusions provide a logical and comprehensive picture to answer research questions.

RESULTS AND DISCUSSION

Results

Mazmanian and Sabatier (cited in Wibowo, et al. 1994: 25) explain that policy implementation is a function of variables [18], namely: Policy Characteristics Policy implementation seen from the characteristics approach In the context of the implementation of the application program In the context of the implementation of the E-Buddy electronic official script application program in the Sumorame Village Government, policy characteristics can be analyzed from how the policy is designed to increase efficiency, speed, and accuracy in the village correspondence administration process. This policy also reflects efforts to digitize village public services to minimize the use of paper, as well as strengthen a more integrated documentation and archive system that is easily accessible by village officials.

1. Sustainability of integrated policies

Judging from the first sub-indicator according to Mazmanian and Sabatier, integrated policy sustainability or policy coherence involves several important factors to ensure policies can survive and succeed in the long term [19]. One of the main factors is the compatibility of policy objectives, where the implemented policy must have clear objectives and be consistent with other policies to avoid conflicts that hinder implementation.

Based on the results of the fieldwork, related to the implementation of the E-Buddy script application program in Sumorame Village, the sustainability and policy

integration sub- indicators show that the sustainability of this program depends on institutions, resources and regular evaluations. Although the E-Buddy application has been regulated in Sidoarjo Regent Regulation No. 30/2020, its sustainability is still hampered by a lack of commitment from village officials who have not fully mastered application operations, as well as technical constraints such as slow internet networks. On the other hand, policy integration shows that while E-Buddy is in line with existing regulations, integration with village systems is weak due to a lack of coordination between Dispendukcapil and village operators. In addition, the lack of synergy between the use of E-Buddy and other administrative services at the village level slows down responses to incoming and outgoing mail. To improve sustainability, regular training for operators and support for IT infrastructure are required, while policy integration can be improved by establishing team coordination team between village and district and integrating E-Buddy with other digital service systems. This finding is in line with previous research which emphasizes that the sustainability of digital village programs depends on human resource capacity, infrastructure support, and policy integration between levels of government.

The results of interviews with the Head of General Affairs and Administration of Sumorame Village regarding the implementation of the E-Buddy application show that this program supports policy sustainability. The main objective of E-Buddy is to improve the efficiency, transparency, and accountability of village administration, in line with government digitization policies. Although village officials have been trained, challenges related to technical skills and infrastructure, such as internet stability, remain. The village government has allocated a budget for hardware and network upgrades, although some areas still require improvement. The application received a positive reception from the community and strong political support, despite initial resistance. In terms of sustainability, E-Buddy reduces paper use, supports environmental sustainability, and increases transparency. Policy evaluations and adjustments are carried out regularly to adjust to the needs in the field. The application is integrated with broader e-government policies, supporting the national vision of digitizing public services. Overall, E-Buddy in Sumorame Village provides significant progress in creating an efficient government and transparent.

This finding is in line with Maisaroh and Rodiyah's research (2024), which examined the implementation of E-Buddy in Prasung Village. Their research also found that limitations in communication, human resource readiness, and an unoptimized bureaucratic structure were the main inhibiting factors in the sustainability of the digital system in the village. The researchThe study recommended human resource capacity building and infrastructure improvement as important steps to support program sustainability.

Furthermore, Albab and Agustina (2024) in their study on digital mail management through E- Buddy also revealed that the lack of utilization of application features and weak compliance with SOPs caused the digital system to not run optimally. They emphasized the importance of developing clear SOPs and continuous training to

maintain policy alignment.

2. Clarity of policy objectives

Seen from the second sub-indicator, clarity of policy objectives is reflected in policies that emphasize improving village financial governance. However, in practice, logical consistency often faces challenges, such as limited internet infrastructure and village apparatus' lack of understanding of the system. On the other hand, technical support, including Siskeudes operational training, is crucial to ensure that village officials have adequate skills in using the system. Therefore, the successful implementation of this policy largely depends on how well the policy is designed in a specific manner as well as its ability to address the existing local challenges.

Based on the results in the field, the implementation of the E-Buddy Electronic Office Manuscript Application Program in the Sumorame Village Government aims to increase efficiency and transparency in correspondence management. However, in its implementation, there are several challenges that must be faced. First, the clarity of policy objectives has not been fully understood by all village officials, resulting in a lack of consistency in the use of the application. For example, some letters are still submitted through the WhatsApp application, rather than through E-Buddy, indicating confusion in the application of this policy. Secondly, the socialization of the use of E-Buddy was uneven; only one village official was invited to the training session, resulting in a limited understanding of the application. This could potentially hamper the application's effectiveness in supporting communication and coordination between village officials. In addition, the lack of disposition from the village head in providing signatures on outgoing letters is also a problem, as this requires village officials to remind them verbally. From field observations, it appears that although the E-Buddy application has the potential to improve the performance of village administration, its implementation is still hampered by communication issues and the lack of human resources skilled in using this technology. Therefore, further efforts are needed to improve the understanding and skills of village officials so that the policy objectives can be optimally achieved.

Some users were a little confused in utilizing the E-Buddy application. Although the application is designed to make mail delivery easier, there is still uncertainty among users regarding the proper way to operate it. As a result, some of them chose to continue using WhatsApp as an alternative to sending letters, as they felt more comfortable and familiar with the platform. This suggests the need for increased understanding and training on the use of E-Buddy so that users can maximize the functionality of the application and move completely away from traditional delivery methods.

This condition is in line with research by Ummah and Choiriyah (2023) who examined the application of E-Buddy in Kajeksan Village. They stated that the lack of socialization and technical training resulted in village officials not fully understanding how the application works, so the application has not been used consistently in administrative activities.

Furthermore, Albab and Agustina's (2024) research also emphasized that the lack of adherence to SOPs and maximum utilization of features was rooted in the absence of

socialization well understood the purpose and benefits of the E-Buddy application. They recommend the development of systematic SOPs and intensive training so that the implementation of digital policies such as E-Buddy can run optimally.

3. Policy Objectives

Judging from the third sub-indicator, Mazmanian and Sabatier explain that the policy target sub-indicator consists of three groups of variables that affect the success of policy implementation. First, independent variables, which include the extent to which the problem at hand can be controlled, the characteristics of the target group, and the desired level of behavior change. Second, intervening variables, which relate to the ability of the policy to structure the implementation process, including clarity and consistency of objectives, appropriate resource allocation, and integration between implementing agencies. Third, environmental variables, which include social, economic, and political conditions that can affect the implementation process. Through understanding and analyzing these three groups of variables, it is hoped that policy objectives can be achieved effectively and efficiently in practice.

The implementation of the electronic official script application (E-Buddy) in the Sumorame Village Government shows varying results based on observations and interviews conducted. From the interview with the Head of Administration, it was revealed that although the E-Buddy application had been implemented, there were still some challenges faced. One of them is the uncertainty in the use of the application, where some letters are still sent via WhatsApp because users feel more comfortable with that method. This reflects a lack of socialization and training on the use of E-Buddy, which impacts the adoption rate among village officials.

In terms of human resources, although there is a designated operator to manage the application properly, there is still a need for further training so that all employees can adapt to this technology. In terms of letter disposition, the Village Head stated that the process of sending official letters often does not utilize the disposition feature in the application, but instead uses conventional methods. This shows that although the bureaucratic structure has been reorganized to support the use of E-Buddy, its implementation has not been fully optimized.

The interview results also show that there is a need to improve communication between application users so that the utilization of E-Buddy features can be done consistently. Thus, there needs to be further efforts from the village government to provide guidance and support to all employees in the use of E-Buddy, as well as ensuring that all established procedures are followed properly. This improvement in training and communication is expected to increase the effectiveness of the E-Buddy application and support the development of e-government in Sumorame Village Government.

The implementation of the E-Buddy application in Sumorame Village reflects the importance of policy characteristics as a determining factor for the successful implementation of e-government-based digital programs. Based on Mazmanian and Sabatier's theory, aspects of policy sustainability and integration, clarity of objectives, and understanding of variables that affect target groups are crucial elements.

Although the policy of using E-Buddy has a clear direction to encourage administrative efficiency and transparency, its implementation still faces technical and institutional barriers. In the field, it was found that the lack of training, limited internet infrastructure, and unoptimal inter-agency coordination have caused this policy to not be fully consistent and comprehensive. Some village officials have not fully understood the purpose and mechanism of the application, so they have not fully understood the purpose and mechanism of the application. the purpose and mechanism of the application, so they still use conventional methods such as WhatsApp.

On the other hand, political and budgetary support is in place, indicating commitment from the village government. However, successful implementation still depends on human resource capacity building, equitable socialization, and stronger system integration between relevant agencies. If these challenges can be overcome through further training, infrastructure improvements, and the establishment of a coordination team, then E-Buddy has great potential to become a strategic tool in building effective, transparent, and modern village governance.

This is in line with Mazmanian Sabatier's implementation theory which explains that the implementation of the E-Buddy application in Sumorame Village can be analyzed in depth through the perspective of Mazmanian and Sabatier's policy implementation theory, which emphasizes three main variables: policy characteristics, implementing actors, and environmental conditions. In terms of policy characteristics, E-Buddy has a clear goal direction, namely increasing efficiency and transparency in village administration governance. However, in practice, there are still inconsistencies, both in terms of usage and understanding of the working mechanism of the application. This is reflected in the use of conventional methods, such as WhatsApp, by some village officials, which indicates a lack of logical consistency and an unoptimized policy structure. Policy sustainability and integration have also not been fully realized due to limited internet infrastructure and weak coordination between institutions such as Dispendukcapil and village governments.

In terms of implementing actors, it was found that although political support and budget allocations were available, the technical capacity of village officials was still a challenge. The training that was conducted only involved some of the apparatus, resulting in uneven understanding and skills. In addition, coordination between implementers was not optimal, causing a lack of uniformity in the implementation of the application. This is in accordance with Mazmanian and Sabatier's view that implementation effectiveness is highly dependent on the readiness and commitment of implementing actors, as well as a supportive bureaucratic structure.

On the other hand, environmental variables are also a determining factor in the successful implementation of this policy. Inadequate infrastructure conditions, such as slow internet access, as well as the habits of village officials who are still accustomed to manual systems, are obstacles to the full adoption of E-Buddy. A work culture that is not fully adaptive to new technology causes resistance to change, although in general this application has received positive responses from the community. Therefore, the

implementation of E-Buddy has not fully met the conditions for success according to Mazmanian and Sabatier, although it has great potential if the technical and institutional challenges can be overcome through further training, improving infrastructure, and strengthening coordination between agencies.

The implementation of the E-Buddy application in Sumorame Village reflects the importance of policy characteristics as key factors in the successful implementation of e-government programs, as asserted by Mazmanian and Sabatier in their policy implementation theory. This theory highlights that clarity of purpose, logical consistency, technical support, as well as the ability to cope with target group variables are prerequisites for achieving implementation effectiveness.

In the context of E-Buddy, although the policy has a clear direction to improve the efficiency and transparency of village administration, the practice in the field shows that there are still obstacles, such as limited training, unstable internet infrastructure, and not optimal coordination between agencies. Although the E-Buddy application has a clear objective, the practice in the field shows several obstacles, such as limited training for users, unstable internet infrastructure, and unoptimal coordination between agencies. These findings are in line with research by Riris Dwi Rahmawati and colleagues (2024) who noted that although the E-Buddy application was implemented to facilitate the management of official letters, there are still challenges in maximizing the application's features. This study emphasizes the need for increased training and mentoring for village officials to adapt to technology and understand how to use the application optimally. In addition, the village head needs to be more active in monitoring the use of the application to ensure all village officials follow established procedures [20].

4. Disposition (Readiness of Village Apparatus)

The disposition or readiness of village officials to implement digital policies is also an important factor in the success of these policies. Although the E-Buddy application is designed to simplify mail management, village officials still show hesitation in fully adopting this system.

Table 1. Mail management on Sumorame Village E Buddy account

No	Year	Incoming Mail	Letter Outgoing	Disposition By Head of Administration	Village Head Disposition To Kaur/Kasi
1	2020	15	8	15	0
2	2021	156	97	156	0
3	2022	256	274	256	0
4	2023	250	287	245	0
5	2024	276	305	267	0

Source: processed from Sumorame Village Government, 2024.

Based on the data in Table 1, there are significant problems in the implementation of the E-Buddy application in Sumorame Village, particularly in relation to the

disposition of letters by the Village Head. From year to year, incoming letters do not receive a disposition from the Village Head, indicating a lack of readiness or awareness to adopt a digital system. In addition, outgoing letters that require the Village Head's signature are also not signed immediately through the E-Buddy application, but must be reminded verbally, indicating resistance to change. This problem is caused by a lack of socialization and understanding of the benefits of the application as well as the unpreparedness of village officials, especially the Village Head, in adapting to new technology. This illustrates that the readiness of village officials to implement digital policies is still low, which hampers the effectiveness of using the E-Buddy application.

Discussion

In addition, the interview results stated that *"Although there is a regulation, some village officials prefer to use WhatsApp because they are used to it. They feel it is faster and easier than E-Buddy,"* said the Head of Administration of Sumorame Village.

This statement shows a reliance on the old ways they have known and used, even though new technology has been provided to support their work. This illustrates resistance to change, which can hinder the policy implementation process.

This resistance is not new, and has been highlighted in many studies. For example, research conducted by Maisaroh and Rodiyah (2024) shows that many village officials prefer to use traditional methods in carrying out their duties. This makes it difficult for them to change their established habits and adapt to new systems, such as E- Buddy. This study revealed that their comfort level and established habits greatly influenced their readiness to accept new technology.

Furthermore, in the theory of policy implementation developed by Mazmanian and Sabatier, the disposition of policy implementers is one of the key factors in determining the success of policy implementation. This disposition includes the attitude, commitment, and readiness of policy implementers in implementing the regulations that have been set. If policy implementers do not have the readiness, both in terms of ability and commitment, to carry out the policy, the success of policy implementation can be disrupted. In this case, village officials who are still hesitant or reluctant to switch to a digital system can be a major barrier in implementing more efficient and transparent policies.

In addition, this theory also emphasizes the importance of adequate understanding and training to support the adaptation process to new policies. In this context, if village officials are provided with adequate training on the use of the E- Buddy application and its benefits, resistance to change can be minimized, and policy implementation will be smoother.

Therefore, to improve the readiness and commitment of village officials in implementing digital policies, there needs to be greater efforts in terms of mentoring, training, and effective communication between local governments and village officials. Thus, resistance to change can be reduced, and applications such as E- Buddy can be more accepted and utilized optimally to improve the efficiency of village administration.

CONCLUSION

Fundamental Finding : This study concludes that the implementation of the E-Buddy electronic service script application in Sumorame Village Government holds substantial potential to improve efficiency, transparency, and accountability in village administration. **Implication :** The findings indicate that with strengthened digital capacity and institutional coordination, E-Buddy can serve as a strategic model for advancing e-government practices at the village level, thereby fostering more effective and responsive governance. **Limitation :** Nevertheless, its success is hindered by limited digital skills among village officials, unstable internet infrastructure, uneven training, and resistance to change from those accustomed to conventional administrative methods, which collectively reduce the system's effectiveness. **Future Research :** Subsequent studies should examine strategies for building digital literacy among local government staff, explore models of inter-agency collaboration to strengthen coordination, and assess the scalability and interoperability of E-Buddy with broader regional and national e-government platforms to ensure long-term sustainability and wider impact.

REFERENCES

- [1] F. F. Syuhada, C. Julian, A. Iriani, A. L. Chairani, and T. Austin, "Transformasi E-Government Melalui Sistem Informasi Pemerintahan Daerah (SIPD) di Badan Pengembangan Sumber Daya Manusia Daerah Provinsi Sumatera Selatan," J. SIKAP (Solusi Ilm. Kebijak. dan Adm. Publik), vol. 12, no. 02, pp. 7-14, 2024.
- [2] E. P. Irawan, "Pemanfaatan website pada aktivitas cyber PR dalam mendukung e-Government di Pemerintah Kota Tangerang Selatan," J. IPTEKKOM J. Ilmu Pengetah. Teknol. Inf., vol. 19, no. 2, pp. 163-177, 2017.]
- [3] P. Utami, "Transformasi Administrasi Publik: Inovasi Dan Adaptasi Menuju Efisiensi Dan Pelayanan Publik Berkualitas," Papatung J. Ilmu Adm. Publik, Pemerintah. dan Polit., vol. 6, no. 2, pp. 1-9, 2023.
- [4] Y. Yusman, R. R. Putra, and I. Sinaga, Penerapan Sistem Informasi untuk Meningkatkan Tata Kelola dan Pelayanan Publik di Era Digital. Serasi Media Teknologi, 2024.
- [5] I. G. I. Sudipa et al., Penerapan Sistem Informasi di Berbagai Bidang. PT. Sonpedia Publishing Indonesia, 2023.
- [6] Peraturan Presiden (Perpres) Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.
- [7] M. Z. Syauqi and A. Prastyawan, "Efektivitas Penerapan Absensi Berbasis Aplikasi 'E Buddy' Dalam Menunjang Disiplin Kerja Aparatur Sipil Negara (Studi Kasus Sekretariat Dprd Kab. Sidoarjo)," J. Inov. Adm. Negara Terap., vol. 1, no. 4, pp. 28-40, 2023.
- [8] "Peraturan Bupati Sidoarjo Nomor 30 Tahun 2020 Tentang Perubahan Ketiga Atas Peraturan Bupati Nomor 29 Tahun 2010 Tentang Tata Naskah Dinas Di Lingkungan Pemerintah Kabupaten Sidoarjo".

- [9] Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 6 Tahun 2011 tentang Pedoman Umum Tata Naskah Dinas Elektronik di Lingkungan Instansi Pemerintah.
- [10] Undang-undang (UU) Nomor 6 Tahun 2014 tentang Desa.
- [11] N. S. Maisaroh and I. Rodiyah, "Implementation of the Electronic Service Manuscript Application Program (e-buddy) in the Prasung Village Government, Buduran District, Sidoarjo Regency [Implementasi Program Aplikasi Naskah Dinas Elektronik (e-buddy) Di Pemerintah Desa Prasung Kecamatan B".
- [12] M. U. Albab and I. F. Agustina, "Digital Official Letter Management Using E-Buddy Sidoarjo Application," *Indones. J. Law Econ. Rev.*, vol. 19, no. 4, pp. 10-21070, 2024.
- [13] K. Ummah and I. U. Choiriyah, "Implementation of E-Government through the Sidoarjo Regency Electronic Office Manuscript Application (E-Buddy)(Case Study in Kajeksan Village Government, Tulangan District, Sidoarjo Regency)," *Budapest Int. Res. Critics Institute-Journal*, vol. 6, no. 1, pp. 519-532, 2023.
- [14] B. A. B. Ii, "To Estabilsh a Link That Allows the Goals of Public To Be Realized As Outcomes of Governmental Activity "," pp. 14-53, 2011.
- [15] A. GFallis, "Teori Kebijakan Implementasi," *J. Chem. Inf. Model.*, vol. 53, no. 9, pp. 1689-1699, 2013.
- [16] E. Murdiyanto, *Metode Penelitian Kualitatif (Sistematika Penelitian Kualitatif)*. 2020.
- [17] E. a. Fiantika, Wasil M, Jumiya, Honesti, Wahyuni, Jonata, *Metodologi Penelitian Kualitatif*. In *Metodologi Penelitian Kualitatif*, no. Maret. 2022.
- [18] N. Siregar, "MENENTUKAN MODEL IMPLEMENTASI KEBIJAKAN DALAM MENGANALISIS PENYELENGGARAAN PELATIHAN KEPEMIMPINAN ADMINISTRATOR (PKA)," vol. 15, no. 1, pp. 35-52, 2022.
- [19] D. Permana, "Implementation of Public Policy to Achieve Sustainable Development: Challenges and Strategies," *Khazanah Sos.*, vol. 6, no. 1, pp. 49-59, 2024, doi: 10.15575/ks.v6i1.33522.

Ushwatun Khasanah

Muhammadiyah University of Sidoarjo, Indonesia

Email: ushwawa@gmail.com

*** Isnaini Rodiyah (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: isnainirodiyah@umsida.ac.id
