

The Effectiveness of The Sipraja Application for Improving Public Services in Kludan Village, Tanggulangin District, Sidoarjo Regency

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ABSTRACT

Objective: This study aims to analyze the effectiveness of e-government implementation through the Sidoarjo People's Service System (SIPRAJA) in managing population documents in Kludan Village. **Method:** A qualitative descriptive approach was employed, with data collected through interviews, observations, and documentation, and analyzed using Miles and Huberman's interactive model to capture the dynamics of implementation. **Results:** The findings show that SIPRAJA has enhanced the efficiency of population administration services by reducing queues, accelerating service completion times, and strengthening transparency and accountability. Despite these improvements, several challenges persist, including uneven internet access, limited digital literacy among community members, and technical barriers in application operations. Nevertheless, socialization and training initiatives by the village government have helped improve public knowledge and participation in using SIPRAJA. **Novelty:** This study provides empirical insights into the role of SIPRAJA as a digital innovation at the village level, highlighting its potential as an inclusive and sustainable solution for improving population administration services, while also identifying key areas for further development in infrastructure, management responsiveness, and digital literacy.

INTRODUCTION

Public service is one of the fundamental aspects in the implementation of government which aims to meet the needs and interests of the community. Public services include various sectors, such as health, education, transportation, population administration, and other basic infrastructure needed to improve people's welfare. Public services are one of the government's responsibilities whose implementation must be carried out by government agencies, including local governments as the main providers of public services to serve better public needs in accordance with the principles of good governance. The government's obligation for this public service is in accordance with law number 25 of 2009 concerning public services [1]. Therefore, the government must provide superior services to the community as a form of commitment of government employees to the community.

Public services, as defined in Article 1, paragraph (1) of Law Number 25 of 2009, refer to activities or a sequence of activities designed to fulfill the service requirements of each community through the provision of goods, services, and administrative services by the state acting as a public service provider. Public services can be considered effective if the public as users of public services obtain a service easily and procedures that are not convoluted, fast, responsive, timely and satisfactory (Lopes, 2013). The provision of quality and effective services is a mandatory task for every employee in government

agencies as public service providers to satisfy their customers [2]. In line with one of the demands in public bureaucratic reform, namely reform in the field of government bureaucracy. Bureaucratic reform is the community's new hope for the realization of a government bureaucracy that is free from corruption, collusion, and nepotism (KKN) and can provide precise, fast, effective, efficient, and consistent services as a manifestation of an accountable bureaucracy [1].

Effectiveness is a measure of the achievement of a goal. An effort is considered effective if they are able to achieve their goals well. Effectiveness reflects success in achieving or not achieving a set target. A high level of effectiveness is indicated by results that are close to the target, while a low level of effectiveness is indicated by results that are far from the target (Asiah, 2016) [3]. If the services provided are considered effective, the level of community satisfaction will increase. Community satisfaction is the result of public assessment and opinion on the performance of services provided by public service providers in the Decree of the Minister of State Apparatus Empowerment No. 14 of 2017 concerning Guidelines for the Preparation of Community Satisfaction Surveys of Public Service Provider Units [2].

In the Presidential Regulation of the Republic of Indonesia Number 95 of 2018 regarding Electronic-Based Government Systems, it is indicated that this regulation represents one of the initiatives by the Government of Indonesia to modernize the governmental sector through the use of information technology. With this regulation, the Sidoarjo Regency Government has created an online public service innovation called SIPRAJA. The use of the SIPRAJA application in public services is regulated by the Sidoarjo Regency Government in Sidoarjo Regency Regional Regulation Number 11 of 2016 concerning the SIPRAJA Android application, Sidoarjo Regent Regulation Number 46 of 2018 pertains to the Management of Information and Communication Technology in the context of developing a Smart City within Sidoarjo Regency. Additionally, Sidoarjo Regent Circular Letter Number 180/SE/9090/438.1.1.1/2019 addresses the Implementation of the SIPRAJA Application. With the existence of regional regulations that regulate the use of the Sidoarjo People's Service System (SIPRAJA) application, the SIPRAJA application has been used by 18 sub-districts in Sidoarjo Regency, and as many as 353 villages or sub-districts [4]. One of them is Kludan Village, Tanggulangin District, Sidoarjo Regency.

Kludan Village is one of several villages in the sub-district area Tanggulangin, Sidoarjo Regency which has 4 RWs and 18 RTs. Kludan Village is one of the developed villages in the Tanggulangin District area because it has its own characteristics, which are identical to the center by leather craftsmen such as leather bags, leather jackets, wallets and suitcases. Kludan Village is one of the implementers of SIPRAJA within the scope of the village government and has used SIPRAJA for the first time in 2020. The village, which is located in Tanggulangin District, has annually produced more than 100 mail services either through the SIPRAJA application or web and to date has contributed as many as 1,048 users or users out of a total of 326,248 SIPRAJA users throughout Sidoarjo Regency [3].

The Sipraja application serves as an online service available on both web and Android platforms, accessible to the public at any time and from any location via the website <http://www.sipraja.sidoarjokab.go.id> or through the Sipraja mobile application found on the Google Play Store. This application provides a digitization service that eliminates the need for face-to-face interactions, is environmentally friendly, and is both user-friendly and cost-effective. The goal is to provide fast, effective and efficient services [5]. In addition, the purpose of this application is designed to make it easier for people to access various government services online, such as managing population documents, business licensing, and other services. With SIPRAJA, the administrative process becomes more transparent and fast, reduces convoluted bureaucratic systems, and minimizes face-to-face interactions that have the potential to cause corruption. In addition, SIPRAJA also assists local governments in managing data and information in a more integrated and accurate manner, supporting better policies and services that are more responsive to the needs of residents [4].

The SIPRAJA application to date has 4 types of services, namely

Mail (type A), mail service (type B), mail service (type C), and mail service (type D). Letter services that are available to be accessed at (type A) which are available at the sub-district or village level are death suket, birth suket, SKTM, village general decree, resident biodata decree, domicile decree, and KUA application letter. Then the letter services that are available to be accessed at the village and sub-district level letter services (type B) are KTP application letters, KK application letters, sub-district general decrees, sub-district incapacitated decrees, moving certificates, and waarmeking. Followed by services at the sub-district level mail service (type C) consisting of building permits, micro and small business permits (IUMK), job seeker cards (AK-I), and micro company registration certificates. And services from UPT related to (type D) mail services that are available to be accessed are ATR/BPN, Bank Jatim, BPBD, BPJS Ketenagakerjaan, BPPD (Tax), Social Service, Manpower Office, Industry and Trade Office, DPMPTSP, Juanda Class I Immigration Office, District Attorney's Office, LHK, Regional Drinking Water Company, State Electricity Company, Sidoarjo Hospital, Samsat, and Telkom [3].

Based on previous research conducted and the results that have been presented by Felicia Oribel and Sri Wibawani 2023, with the title "The Effectiveness of SIPRAJA in Sugihwaras Village, Sidoarjo Regency". Based on the results of this study, several problems were found, namely residents who use SIPRAJA services experience obstacles in the form of poor internet connections and lack of understanding of the features in the SIPRAJA application due to the absence of assistance and socialization provided.

Second, from the results of research conducted by Dema Prayuda Saputra and Agus Widiyarta in 2021, with the title "The Effectiveness of the SIPRAJA Program as a Public Service Innovation in Sidoarjo District, Sidoarjo Regency". Based on the results of this study, it can be concluded that several problems were found, namely the slow activation process from the village operator so that residents do not get notifications via SMS or email to get a password, and sometimes residents are also faced with a blank white screen when opening the SIPRAJA application.

Third, the results of research conducted by Maria Anis Suhartik and Isnaini Rodiyah 2024, with the title "Implementation of the SIPRAJA Program in Public Administration Services". This study concludes that the implementation of the SIPRAJA application in Siwalanpanji Village, Buduran District, Sidoarjo Regency, has been running quite well in supporting digital-based public administration services. Especially in the aspects of communication, resources, disposition, and bureaucratic structure. The program facilitates public administration services, supported by trained village officials and clear SOPs. However, challenges such as the lack of budget support for operators and the lack of socialization still need to be addressed.

Previous research and future research have some important similarities. First, both focus on the effectiveness of the SIPRAJA application in improving public services at the village or sub-district level in Sidoarjo Regency. The main focus of this research remains on how the application can help the community in accessing administrative services more easily and efficiently. Second, the method used in this study is also the same as the previous research, namely using a qualitative approach with data collection techniques through observation, interviews and document analysis. Third, this study has the potential to find challenges similar to previous research, such as technical obstacles in the use of applications, slow activation by village operators, and lack of socialization to the community. Meanwhile, the differences between these three studies were conducted by Felicia Oribel and Sri Wibawani (2023), Dema Prayuda Saputra and Agus Widiyarta (2021), and Maria Anis Suhartik and Isnaini Rodiyah (2024). The first difference lies in the location of the study. The three previous studies focused on various areas in Sidoarjo Regency, such as Sugihwaras Village, Sidoarjo District, and Siwalanpanji Village in Buduran District. Meanwhile, the research to be conducted is located in Kludan Village, Tanggulangin District, which has unique characteristics as a center of the leather industry. The second difference lies in the focus of evaluation and the problems studied. The research of Felicia Oribel and Sri Wibawani (2023) highlights technical obstacles such as poor internet connections and lack of socialization to the community. Dema Prayuda Saputra and Agus Widiyarta (2021) found that the slow activation of user accounts and the problem of blank application display are the main obstacles to the effectiveness of SIPRAJA. Meanwhile, the research of Maria Anis Suhartik and Isnaini Rodiyah (2024) emphasizes the implementation of SIPRAJA in the aspects of communication, resources, disposition, and bureaucratic structure. In contrast to the research, the research being conducted will focus more on how the SIPRAJA application affects community satisfaction and the effectiveness of public administration services in Kludan Village, taking into account the needs of the community who are mostly engaged in the small industrial sector. Lastly, in contrast to previous research which focused more on technical and administrative constraints in general, this study will analyze more deeply how the existence of SIPRAJA can contribute to supporting public administration services in kludan villages with small industry-based economic potential.

The above conditions are in accordance with the location of the research on the effectiveness of the implementation of e-government through the Sidoarjo People's

Service System (SIPRAJA) application in taking care of mail sharing and population administration in Kludan Village, Tanggulangin District, Sidoarjo Regency. This application is designed to facilitate the process of digital processing of population documents, business licenses, and other services. However, in its implementation, there are several problems that create a gap between expectations and reality. One of the main obstacles is the low digital literacy of the community, especially among the elderly, who have difficulty understanding and using this application. In addition, the problems faced by SIPRAJA users are the uneven and unstable limitations of internet access, which also hinders public access to digital services. The lack of public understanding of the features of the application, as well as the lack of socialization are also significant factors, because many residents do not know this application or do not know the steps to use it. In addition, there are technical problems such as the slow process of activating user accounts which has an impact on delays in obtaining the required administrative services.

In the context of this research, the theory of effectiveness used is the theory of Richard M. Steers (1980:1). According to Richard M. Steers (1980: 1), effectiveness comes from the word effective, i.e. a job is said to be effective if a job can produce one unit of output [6]. Meanwhile, the theoretical indicators according to Richard M. Steers in his book "Organizational Effectiveness" say about the measure of effectiveness, namely 1) Achievement of goals, 2) Integration, 3) Adaptation [7].

Based on the exposure carried out by previous research, the formulation of the research problem can be compiled, namely how effective is the SIPRAJA application in improving services in Kludan Village?

RESEARCH METHOD

This study uses qualitative research methods. Creswell (2018) explains that qualitative research is a type of educational research in which the researcher relies on the views of participants or informants: the researcher asks at length, asks general questions, collects data mostly consists of words (or texts) from participants, describes and analyzes the text into themes, and makes requests subjectively and biased (provoking other questions [8]. A qualitative approach was chosen so that researchers could explore and provide in-depth information related to existing problems. The location of this study is in Kludan Village, Tanggulangin District, Sidoarjo Regency. The technique of determining informants using *purposive sampling* to determine informants from the Head of Kludan Village, service staff, and the community as users. The types of data collected include primary data and secondary data. The data collection techniques in this study were interviews, observations, and documentation. Data collection techniques are methods used to collect materials used in research [9]. The data analysis technique in this study uses the Miles and Huberman interactive model. As stated by Miles and Huberman, the interactive model of data analysis comprises three essential components: (1) data reduction, (2) data presentation, and (3) conclusion drawing/verification. It is imperative that these three fundamental components are included in qualitative data

analysis. Because the relationship between the three must continue to be compared to determine the direction of the conclusion content as the final result of the research [10].

RESULTS AND DISCUSSION

Results

Richard M Steers stated that effectiveness is the business reach of a program as a system with certain resources and means to meet its goals and objectives without paralyzing those means and resources and without putting undue pressure on its implementation [11]. According to Richard M. Steers in his book "Organizational Effectiveness" said that the measures of effectiveness and indicators that affect effectiveness are as follows:

1. Goal Achievement

Goal achievement is the overall goal achievement effort should be seen as a process. The achievement of goals consists of factors, namely: (1) the period of achievement is determined, and (2) the goal is a concrete target, and (3) the legal basis [12].

The SIPRAJA application is designed to provide convenience in managing population document files, managing licensing and non-licensing, and providing convenience in administrative management without having to leave the house. Conceptually, this goal is very appropriate and clear because it is in accordance with the needs of the community in accessing public services effectively, efficiently, and transparently. Through this Sipraja application, people do not need to spend time and energy, only take care of documents to the government office because everything can be done online. This is in line with the development of global technology that demands a more modern bureaucratic system based on technology.

In addition, the ease of access offered by the Sipraja application also plays a role in increasing the inclusivity of public services. The implementation of the Sipraja application is an innovative solution in answering the needs of the community by providing administrative services digitally, so that they do not need to come directly to the village or sub-district office. The process of applying for a letter such as an ID card, KK, or business license can be done from home, saving time and effort. Thus, it can reduce the load of queues and the workload of officers who were previously an obstacle. The service process that previously took a long time and went through complex bureaucratic stages can now be done more practically, simply by submitting an application online and waiting for the verification process by the officer. This not only accelerates public services, but also reflects the government's commitment to encouraging more transparent administrative digitalization. However, the effectiveness of this application still depends on the readiness of the technology infrastructure and the public's understanding of accessing digital services. Therefore, socialization is very necessary and continuous technical support so that the benefits can be felt and enjoyed by all circles of society.

In Kludan Village, there are still several problems even though the purpose of this system is clear. Some residents still experience difficulties due to low digital literacy factors, especially among the elderly or people who are less familiar with technology. In addition, limited internet access in several regions is also an obstacle to the optimal use of applications. Therefore, intensive socialization and assistance are needed so that all people from various walks of life can understand and make good use of this application. In addition, the village government needs to work with various parties, such as internet service providers and training institutions, to improve digital infrastructure and provide sustainable education. With these efforts, it is hoped that the use of this application can run more optimally and really provide convenience for all residents of Kludan Village.

Based on the results of the interview with the head of kludan village, the Sipraja system application is quite effective, because in essence this application is very helpful for the community in managing documents and so on, especially for young people. The Sipraja application has something to do with IT, so young people also certainly understand better how to use it. The Sidoarjo People's Service System (SIPRAJA) is implemented in Kludan Village because it has the goal of making it easier and faster for the community to obtain administrative services so that the process is not complicated. The Sipraja system has succeeded in speeding up the administrative process, which previously took several weeks, now it can be completed in a matter of days. Before the existence of the Sipraja system, the process of manually managing documents at public service offices often took quite a long time. In addition, other obstacles faced by the community are long queues and complicated administrative processes. So that the document management process is not completed. However, with the Sipraja application, applicants only need to register or log in to Sipraja, choose the service to be used, upload the required requirements, and wait for verification from the operator.

Table 1. Recapitulation of the Kludan Village Population Meyurat Letter for 2020-2024.

Year	Cronbach- α	Total
2020	January-December	118 Letters
2021	January-December	856 Letters
2022	January-December	374 Letters
2023	January-December	192 Letters
2024	January-December	122 Letters

Source: Researcher Results 2025

Effectiveness, according to Steers, can be seen from the efficient use of resources to achieve goals. In the context of Sipraja, the system is designed to avoid brokers and reduce reliance on manual processes, so that the workforce in service offices can focus on verifying and completing administrations rather than handling the queue of people directly. In Kludan Village, the implementation of Sipraja not only provides benefits to the community, but also provides community satisfaction with Sipraja's services. People who understand the use of Sipraja and use it well, then the satisfaction can be felt. On the

other hand, people, especially the elderly, find it difficult to understand how to use the Sipraja application because they do not understand IT and lack of understanding, so satisfaction is still not felt. The positive impact that can be felt by officers and the community is an increase in work efficiency, where officers are no longer burdened with queues of people who come directly, but can allocate time to ensure more optimal data accuracy and services. Meanwhile, the positive impact felt by the community is that they no longer have to go back and forth to the office and the administrative process is easy and fast. Thus, the digitization of services through Sipraja Not only improving convenience for the community but also improving administrative governance at the government level. However, the challenges that are still faced are the dependence on technological infrastructure, such as servers that sometimes experience disruptions, as well as the limitation of human resources who understand technology at the village level. Therefore, in order for resources to be used to the fullest, there needs to be an increase in human resource capacity and better system maintenance.

Based on the analysis that has been carried out, the implementation of the Sidoarjo People's Service System (SIPRAJA) in Kludan Village shows a high level of effectiveness in accelerating and simplifying the public service process at the village level. This application has succeeded in reducing long queues, convoluted processes, speeding up administrative service completion times, and improving the work efficiency of officers. In addition, Sipraja also contributes to transparency in the implementation of public services, in line with the government's efforts to strengthen the digitalization of village services. Although the purpose of this system is clear in its implementation which has a positive impact, there are several challenges that still need to be overcome, namely, dependence on technological infrastructure, lack of public understanding in the use of applications, uneven internet access in several areas are obstacles in optimizing the use of Sipraja. In addition, several technical obstacles such as a blank white screen when opening the application, data input errors, people who do not get verification notifications, and disruptions to the system can also cause delays in document processing.

In order for the effectiveness of Sipraja to continue to be improved, more massive socialization and assistance efforts are needed to the community, increasing the capacity of human resources in application management, and maintaining technology infrastructure on a regular basis. With routine evaluations and continuous system improvements, Sipraja is expected to be a more optimal solution in realizing fast, transparent, and accountable village administration services. This is in line with the indicators of achieving goals according to Richard M. Steers' theory of effectiveness, which states that the effectiveness of a system can be measured by the extent to which the organization is able to achieve the goals that have been set by using existing resources optimally. In the context of Sipraja, this effectiveness is reflected in the success of speeding up the administrative process, reducing the burden of manual bureaucracy, and increasing the productivity of village officials. Indicators of achieving goals in Steers' theory, such as clarity of vision, efficiency in the use of resources, and adaptability of the

system to community needs, can be seen in the application of Sipraja. Clarity of vision is reflected in the digitalization of services which aims to reduce service time and overcome administrative obstacles. Resource efficiency is achieved through a change in the focus of village officials from direct queue management to data verification and digital administrative completion, allowing for faster and more accurate services.

This is also in line with previous research that shows that the application of the system in In the digital era like today, the use of information technology is the key to improving the efficiency, transparency, and accessibility of public services [13]. In addition, digitization of services, such as in applications Sipraja, able to cut document processing time and reduce the potential for administrative errors due to manual bureaucracy. However, various studies also highlight challenges in the implementation of digital systems, such as limited internet access and low digital literacy in some communities. Therefore, strengthening the capacity of human resources and improving supporting infrastructure is an important component to ensure the success and sustainability of the application Sipraja. In addition, studies conducted by several researchers on the implementation of information technology at the village level also confirm that the adaptation of digital services can increase community satisfaction and strengthen the accountability of village officials.

2. Integration

Integration serves as an indicator of how effectively an organization can engage socially, foster agreement, and interact with different organizations. It pertains to the process of socialization. And from integration related to development which is a phase after survival in the long term [14]. This indicator refers to an organization's ability to coordinate the various parts of its system in order to work harmoniously to achieve a common goal. This indicator refers to the ability of an organization to align all elements in its system so that it can work in an integrated manner to achieve common goals. In application Sidoarjo People's Service System (SIPRAJA) in Kludan Village, system integration has a role to ensure digital administration services can run effectively.

Integration is not only about how cooperation between the village government and service staff is, but also the involvement of the community as service users. The high level of integration allows for more efficient delivery of public services, accelerates document management, and expands access for the public. With optimal integration, SIPRAJA has the potential to have a positive impact on the quality of public services in Kludan Village. For this reason, the village government needs to continue to establish good coordination, strengthen technology support, and increase public understanding of the use of digital services, so that the main goal of this application can be achieved optimally.

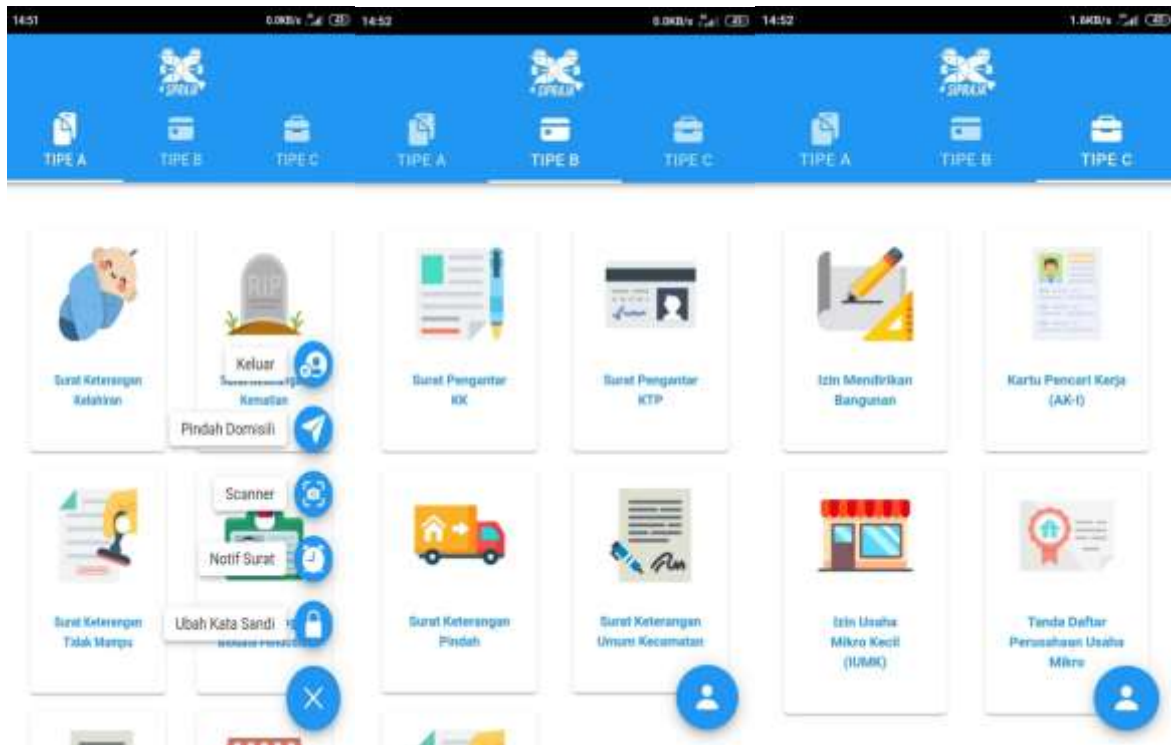


Figure 2. Sipraja Main View

Based on the results of the interview with the Head of Kludan Village, coordination between the village government, service staff, and the community is an important element in the management of the Sipraja application. Based on an interview with the village head, coordination is carried out by serving the community at any time because as a village government it is the duty to help and guide the community if the community still does not understand the use of the Sipraja application. Training for Sipraja operators and socialization to the community is also carried out by the village government to ensure that the officers can be responsible and understand the working mechanism of Sipraja as a whole. In addition, the community was educated on how to use Sipraja through community meetings, social media and publications through village bulletin boards.

Socialization of the Sidoarjo People's Service System Application (SIPRAJA) to the community is very important to ensure that the service system runs as expected. In addition, the use of the Sidoarjo People's Service System Application (SIPRAJA) which is the result of information technology developments is considered more efficient in maintaining document security. Although the transition to the latest service system (online-based) is considered complex because it is a change from the manual system. The presence of the Sidoarjo People's Service System Application (SIPRAJA) as a new innovation has provided benefits and become an alternative to meet the needs of the community, especially the people of Sidoarjo in taking care of population administration [15]. However, even though there have been socialization efforts, several obstacles still

arise in its implementation. Some residents said that access to information about how to use the application is still uneven, especially among the elderly and people with low levels of digital literacy. Therefore, innovations are needed in socialization methods, such as direct training at the village hall or through easy-to-understand video tutorials. One of the obstacles In the implementation of SIPRAJA even though it has been integrated into the public service system, there are limitations of technological infrastructure in various regions, the application experiences trouble when the applicant is uploading data, the page becomes white when opening the application. Another obstacle is the resistance of some people who are more comfortable with conventional service methods. They consider direct interaction with officers to provide more certainty and clarity than digital applications. To address this problem, the village government needs to improve digital literacy through community empowerment programs, such as hands-on training on the use of the SIPRAJA application. In addition, improving the quality of face-to-face services by integrating them with digital data from SIPRAJA can also increase public acceptance of this application.

Based on the results of the analysis, the implementation of the Sipraja application in Kludan Village has a positive impact, namely dnature of services through the SIPRAJA program, the public can access with a rational time at any time. If the operator has activities outside the office or meeting, it is not affected [16]. The village government is active in socializing, training for operators, and providing flexible services to the community. Even so, there are still obstacles such as low digital literacy, especially among the elderly, and limited technological infrastructure that causes applications to often experience technical problems. Some people are also still more comfortable with face-to-face services.

If associated with Richard M. Steers' theory of effectiveness, organizational effectiveness can be measured through several indicators, including the achievement of goals, efficiency in the use of resources, and integration between parts in the system. In the context of Sipraja, this system has succeeded in achieving its main goal, which is to speed up services, reduce convoluted bureaucracy, and provide easy access for the community. With digitalization, previously complicated bureaucratic processes have become simpler, allowing people to get services without having to go through lengthy procedures. In terms of efficiency, this system helps officers focus more on data verification because administrative workloads such as managing queues have been minimized. Referring to Steers' theory, if integration can be improved through adequate technological support and community empowerment, then the effectiveness of digital public services such as SIPRAJA will further increase. Good integration will strengthen the system's ability to adapt and achieve the goal of fast, efficient, and equitable service for all villagers.

This is in line with previous research, which shows that the success of digital services is highly dependent on the integration between technology, government apparatus, and community participation. Good collaboration between the village government and the community can increase the effectiveness of services and minimize

bureaucratic barriers. In addition, socialization is also needed in this case because socialization can make it easier for the public to know about population administration services because they are directly looking at it so that the procedures in managing population administration can be understood [17].

3. Adaptation

Adaptation is an organization's ability to adapt to its environment. For this reason, benchmarks are used for the procurement process and labor filling[18]. Adaptation in this context refers to the ability of the Kludan Village Government to maintain or improve its ability to adapt to changes in services, both in technology, policies, and community needs. Adaptation refers to how the system and related parties are able to respond to changes and challenges that arise during implementation.

Based on the results of the interview with the Head of Kludan Village, the Kludan Village Government showed a high commitment in responding to the challenges that arose in the implementation of Sipraja. In addition, they also accommodate various complaints from the public about how to use the application by always helping the community and being patient. SIPRAJA can be considered profitable for its recipients because people can access the SIPRAJA application anywhere with just a mobile phone, besides that it can also be through a laptop, or also a computer. So, making people now don't have to bother or go far just to get services in the mail [19]. However, in its implementation, there are still some groups of people who still have difficulty adapting to digital services such as this application, because some people, especially the elderly and with low education, are still laymen and they feel awkward using digital devices, some even do not have android phones.

To overcome the existing problems, the village government has prepared a strategy, namely for services that do not have to come to the village office, but can be done from home by explaining the procedures for using the Sipraja application. The advantage of the Sidoarjo People's Service System (SIPRAJA) is that it independently manages and prints letters that have been approved and signed electronically by the village head/head of village and sub-district. The community can monitor the approval process of letters submitted through the SIPRAJA application through the document tracking menu, if the letter has been signed electronically the community will receive notifications or notifications in the form of SIPRAJA electronic messages and e-mails registered with SIPRAJA, then the community can print the letter independently or it can be printed at the village office without charging a penny. With this SIPRAJA application, people do not need to go back and forth to the village office to take care of the population administration letter, because services can be carried out anywhere and anytime [20]. If the community is still experiencing difficulties, they can question the service department by communicating via WhatsApp. The village government also teaches the community not to be dependent and so that the residents of Kludan village can be independent.

Discussion

Based on the results of the analysis, Adaptation is one of the important indicators in assessing the effectiveness of a program, especially in the indicators of adaptation as explained in the theory of organizational effectiveness by Richard M. Steers, including in the implementation of the SIPRAJA application in Kludan Village. The village government has shown a high level of adaptation by being able to respond to challenges that arise during the implementation of the program, such as the limitation of digital literacy among the elderly and lack of access to technological devices. As a form of strategic adaptation, the village government provides direct education to the community, both through mentoring and the use of communication media such as WhatsApp, to facilitate understanding in using the SIPRAJA application. In addition, with a digital system that allows residents to access and print administrative letters independently, SIPRAJA has proven to be able to answer the community's needs for fast, efficient, and flexible public services. People no longer need to go to the village office directly, because the entire process can be done from home, using only a cellphone, laptop, or computer. However, obstacles are still found, especially in groups of people who do not have digital devices or are not used to using technology. For this reason, the Kludan Village Government strives for an inclusive approach so that all levels of society can benefit from the SIPRAJA application, such as providing user guides and providing service assistance centers. However, it is necessary to make continuous efforts to increase public access and digital literacy so that this application can be used optimally [21]. Thus, the adaptive ability of the village government is not only reflected in the mastery of technology, but also from social sensitivity in dealing with digital inequality in the community.

This is in line with previous research that states that the implementation of digital service systems in villages is highly dependent on the adaptive response of the village government and effective assistance strategies to the community. With SIPRAJA, bureaucratic processes that used to take a long time can now be completed faster through digital platforms that can be accessed anytime and anywhere. Through this innovation, people not only get convenience in accessing public services, but also feel an improvement in the quality of interaction with the government. However, SIPRAJA's success in realizing this vision is highly dependent on the ability of local governments to overcome the challenges that arise during its implementation [22].

CONCLUSION

Fundamental Finding : This study concludes that the implementation of the Sidoarjo People's Service System (SIPRAJA) in Kludan Village has been highly effective in accelerating and simplifying population administration services by reducing queues, enhancing officer efficiency, and strengthening transparency and accountability. **Implication :** These results highlight the importance of responsive system management, continuous socialization, and digital literacy training, supported by adequate technological infrastructure, to ensure inclusive access and sustainable improvement of

e-government services. **Limitation** : Nonetheless, the study is limited by its focus on a single village and reliance on qualitative findings, which restricts broader generalization and does not capture quantitative measurements such as user satisfaction levels or service performance indicators. **Future Research** : Further studies should employ mixed-method approaches across multiple villages to evaluate variations in implementation, measure long-term community impact, and explore strategies for optimizing digital governance systems in local public administration.

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